

United Nations Development Programme

Country: Belarus

Project Document

Министерство экономики Республики Беларусь
 ОТДЕЛ ПО СОТРУДНИЧЕСТВУ С МЕЖДУНАРОДНЫМИ
 ОРГАНИЗАЦИЯМИ И КООРДИНАЦИИ ТЕХНИЧЕСКОЙ ПОМОЩИ
 РЕГИСТРИРОВАНО
 в базе данных программ и проектов
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 27.06.12 10.06.13

Project Title:	Support to Socially Responsible Enterprise Restructuring in Belarus
UNDAF Outcome	1.3. Effectiveness of social policies is increased
Expected CP Outcomes:	1.1. National capacity to develop and implement social inclusion policies and programmes at the local level, and to foster inclusive job creation and entrepreneurship are strengthened
Expected Outcomes:	1. Conceptual and methodological framework to guide work on socially responsible enterprise restructuring in Belarus 2. Adequate National Capacity in Place to Implement Socially Responsible Enterprise Restructuring 3. A Methodology for Socially Responsible Enterprise Restructuring Tested in two Pilot Enterprises
Executing Entity:	Ministry of Labour and Social Protection of Belarus
Implementing Entity:	UNDP

Brief Description

The focus of the project is on managing the social risks of enterprise restructuring putting in place a socially responsible restructuring mechanism, and by implementing a set of preventive measures to contain unemployment and prevent the decline in popular living standards. The project will be piloted in two enterprises with modernisation and restructuring programmes that include personnel downsizing. The pilot will test the methodology for socially responsible enterprise restructuring and design a system for social contingency planning based on broad stakeholder participation.

Programme Period: 2011-2015 Key Result Area: Economic Development and Social Security Atlas ID: Starting Date: June 2012 Ending Date: June 2013 LPAC Meeting Date: 10 May 2012 Modality: NIM	Total resources required: USD 150 000 Total allocated resources: USD 150 000
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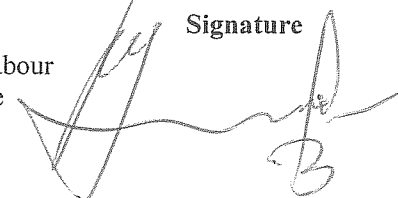

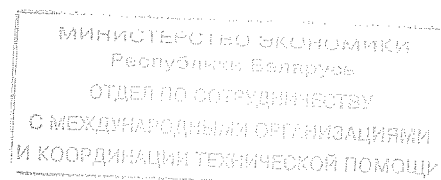
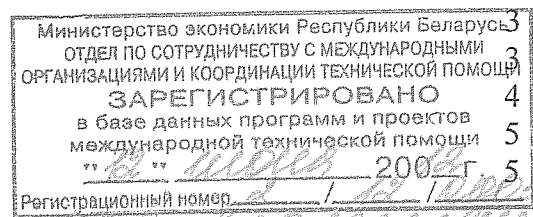
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Executing Entity:	Grushnik P.P.	First Deputy Minister of Labour and Social Protection of the Republic of Belarus		
UNDP:	Antonius Broek	Resident Representative in the Republic of Belarus		

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PART 1. SITUATION ANALYSIS

Context

As indicated in the Socio-Economic Development Programme for 2011 - 2015, modernisation and structural change remain at the top of the national agenda, and will be achieved at the enterprise level through improvements in industrial processes, technologies, as well as in management, marketing and staffing practices. In light of this priority, a strong need exists to develop effective strategies to manage the social risks associated with such policies.¹

The labour market situation has been largely stable and manageable throughout the last decade. However, employment and popular living standards were negatively affected by the financial crisis in 2011. The crisis exacerbated the geographic and structural gaps between the supply and demand for labour. Increasingly, overstaffing has become a grave concern for many enterprises, and low wages have dampened employee morale.

The government acknowledges the social risks of the imminent structural reforms and recognises the need for an appropriate response. As stated in the Socio-Economic Development Programme for 2011 - 2015, structural changes in the labour market will result in the shedding of excessive workforce from manufacturing and its redistribution towards the service sectors. The Programme calls for all personnel adjustment programmes to be supported by appropriate planning for socially responsible restructuring, including arrangements for training of redundant workers before separation, and for subsequent support to their re-employment.

In 2011, the State Programme for Employment Promotion was supplemented by a new chapter on support to modernisation efforts by employers. The Programme specifies a range of support measures to be made available to companies under restructuring, including staff assessment (to measure the degree of overstaffing), and provision of vocational training to redundant employees before separation, with special focus on enterprises in monoindustrial cities.

In summary, the government has recognised the urgent need for restructuring and modernisation of industrial enterprises as a measure to improve national competitiveness and labour productivity, but its freedom of action has been constrained by uncertainty over the future of the employees who may become redundant in the process.

Problem Description

Restructuring is universally recognised as a means for improving national competitiveness, promoting economic growth and social progress. When effective, restructuring improves the financial health of companies, increases return on investments and improves labour productivity. Restructuring also increases productive employment by promoting redistribution of the workforce from low-productivity and low-paid jobs towards more efficient sectors and industries.²

Restructuring is strongly related to privatisation. Frequently, restructuring is performed at the preparatory stage in order to increase company value and attractiveness to prospective investors. After privatisation, restructuring is often carried out as a measure to improve a company's financial stability under new ownership.

¹ Socio-economic development programme for 2011-2015, Chapter 8

² Restructuring can be defined as programmed change in a company's structure in response to external or internal pressures. Restructuring is not a part of the regular business cycle. It is a systematic optimisation process and relies on multiple and varied techniques and methods ranging from comprehensive company evaluation to reorganisation of the company structure and business processing based on modern management approaches, information technologies, etc.

The need for restructuring is often experienced by companies in crisis, as evidenced by low profitability, loss-making operations, lack of liquidity, and excessive debt.

On the other hand, restructuring also carries significant risks from personnel cuts resulting in higher unemployment and increased social tensions. As of February 2012, several regional employers have issued redundancy warnings to the Ministry of Labour and Social Protection.

The risks associated with workforce optimization are especially high in the core enterprises of monoindustrial cities, employing the majority of the local workforce and contributing the bulk of the local budget revenue. Restructuring and modernization of these enterprises can have multiple implications for their cities, regions, and communities and may result in high unemployment and social tensions. Restructuring of these core enterprises is not just a matter for this enterprise, but also for the entire community and region.³

Internationally, many of these challenges are addressed by implementing methodologies of socially responsible enterprise restructuring to control unemployment and other social risks associated with personnel cuts.

Socially responsible restructuring seeks to make enterprises more competitive by balancing the economic and social objectives of reform. Government economic and social policies are often made with consideration for SRER principles. SRER principles are integrated in company restructuring programmes, business plans, and local sustainable development agendas.

These international approaches have yet to become a common practice in Belarus. Implementation of SRER practices is constrained by the absence of

- A systemic vision at the policy level to guide the development of a legal framework and guidelines on managing the social risks of enterprise restructuring through SRER.

A 2011 IMF study commissioned by the Ministry of Economy of Belarus (titled "Opportunities for strengthening social protection in the short-term perspective in the context of state enterprise restructuring") found that the existing social protection system in Belarus was incapable of mitigating the negative effects of enterprise restructuring. Unemployment benefits are exceedingly low, while the legislation on targeted social assistance mandates time gaps in its provision.⁴

The study also concluded that active employment support interventions remain ineffective, which equally applies to promotion of employment and self-employment, vocational training, and collaboration with private business, educational establishments and enterprise support institutions.

- Shortage of local experts on SRER and knowledge gaps among civil servants and the business community is another constraint to socially responsible enterprise restructuring in Belarus. Socially responsible enterprise restructuring is not covered by executive training programmes, preventing the implementation of this methodology in practice.
- The implementation of SRER is further constrained by lack of stakeholder interaction.

³ According to data from the Supreme Economic Court, 50 companies classified as 'economically significant' (state owned enterprises, major employers in monoindustrial cities, etc) were the subject of legal bankruptcy procedures as of 01.02.2012

⁴ Equivalent to \$20 as of December 2012

In response to these constraints, it is advisable to bring together the capabilities of the Ministry of Labour and Social Protection, local governments, international and donor organisations under the umbrella of a comprehensive technical assistance project devoted to:

- Designing a concept of socially responsible enterprise restructuring, serving as a roadmap for the government, line ministries, regional and local governments, trade unions, business associations and NGOs and guiding their joint efforts in creating an enabling environment for SRER;
- Developing a SRER methodology to assist enterprise managers, personnel departments and other stakeholders in managing the social risks of restructuring;
- Training a pool of national experts in the implementation of SRER;
- Testing the SRER methodology in several pilot enterprises and developing social contingency plans through a process based on extensive participation of all relevant stakeholders;
- Promoting SRER among enterprise associations and members of the Global Compact, including in the regions.

Socially responsible enterprise restructuring can help thus improve enterprise competitiveness, while maintaining social stability and supporting employment.

Stakeholders and Beneficiaries

Within the context of this project, beneficiaries are groups that stand to gain a variety of benefits from the project, such as equipment transfers, knowledge, improved legal frameworks, or capacity building. In this sense, the beneficiaries of the project include:

1. The Ministry of Labour and Social Protection
2. The Ministry of Economy
3. Region/Oblast (City) Executive Committees (under the authority of which the pilot enterprises are)
4. Trade Union Federation; business associations; non-government organizations involved in promotion of local sustainable development.

The project will also benefit the employment services, enterprise support institutions, trade unions, and a wide range of enterprises and organisations with plans for modernisation or restructuring.

The ultimate beneficiary from the project is the general population of Belarus, particularly residents of monoindustrial cities who are particularly at risk of unemployment from imminent personnel cuts as a result during enterprise restructuring.

Relevance to UNDP Priorities

Consistent with the UNDP Country Programme for 2011 - 2015, the project contributes to Programme Outcome 1.1. National capacity to develop and implement social inclusion policies and programmes at the local level, and to foster inclusive job creation and entrepreneurship are strengthened

The project has been awarded a grant from the UNDP global programme "Responding to the Economic Crisis and Building Long-term Resilience" (2010 - 2013).

The project supplements the ongoing activities of UNDP and Government of Belarus on small business promotion and support to socio-economic development and technological innovation at the regional level.

By facilitating improvements in popular living standards, the project fits into UNDP thematic areas related to MDGs.

The project supports the UNDP corporate gender strategy, which focuses, by contributing to prevention of female unemployment and creating equal opportunities for decent work, employment and self-employment for men and women. The principles of gender equality will be incorporated in the Concept and Methodology of SRER, and in the preparation of social plans.

The project promotes sustainable socio-economic development at the national and regional levels, facilitates dialogue among the state, employers, trade unions, business associations, and enterprise support institutions, and contributes to adoption of international best practices and promotes adherence to the principles of corporate social responsibility.

It is fully consistent with the international initiatives on sustainable development and corporate social responsibility. Importantly, socially responsible enterprise restructuring is a key aspect of corporate social responsibility, whereby companies have an obligation to meet the needs and concerns of their employees when they need to restructure. Socially responsible enterprise restructuring is a participatory process that involves multiple stakeholders, including employers, company personnel departments, trade union and employee representatives, local governments, state employment services, enterprise support organisations, and non-profits active in local sustainable development planning

UNDP Belarus has supported national implementation of the UN Global Compact Initiative by creating a platform for multilateral partnerships between the state, business, NGOs and international organisations on meeting the Millennium Development Goals. As of February 2012, seventy five companies in Belarus had acceded to the Global Compact Initiative by declaring their commitments to ethical business contact, corporate social responsibility and partnership in addressing socio-economic and sustainable development goals. Enterprise restructuring is a key area for the application of corporate social responsibility principles. By partnering with Global Compact Network, the project can facilitate extensive replication of the SRER methodology.

Part 2. Project Strategy

Justification

In July 2011, the Ministry of Labour and Social Protection of Belarus approached UNDP with a request for technical assistance in prevention of negative social consequences of enterprise restructuring that may result from immanent personnel cuts. Such support would include national capacity building and assistance in developing effective mechanisms for prevention of unemployment and deterioration of popular living standards. This project is the product of collaboration between UNDP and the Ministry of Labour and Social Protection.

Goals, Objectives, and Outputs and outcomes

Goal: to develop an effective mechanism to implement socially responsible enterprise restructuring, including of major employers, and to prevent unemployment and reductions in the standards of living.

The **objectives** to be addressed by the project are as follows.

1. To elaborate a conceptual and methodological framework to guide work on socially responsible enterprise restructuring in Belarus
2. To build national capacity for implementing socially responsible enterprise restructuring (SRER)
3. To test a Methodology for Socially Responsible Enterprise Restructuring in two pilot enterprises

The project has three main components/activities.

Activity 1. To elaborate a conceptual and methodological framework to guide work on socially responsible enterprise restructuring in Belarus

A workshop will be organised to debate international best practices and ILO methodology of SRER, to explore options for adaption of these practices in Belarus, and the relevant national policies. The workshop participants will include representatives from national government agencies (including the Ministry of Labour and Social Protection and the ministry of Economy), Trade Union Federation, leading business associations and enterprise support centres.

A team of local and international consultants will be established to draft a SRER concept note. The draft will present a systemic vision for SRER, and identify the areas of action for national and local governments, employers and trade unions on balancing the economic and social objectives of enterprise restructuring. The Concept Note will cover:

- The principles, strategy and methodology of SRER;
- Suggested improvements in government policies on labour, social protection, industry and sustainable regional development;
- Recommendations on support systems for SRER;
- Recommendations on improving the legal environment for SRER;
- Arrangements for dialogue and partnership building among stakeholders.

The Concept Note will be debated by the Project Advisory Council and at a round table with participants from the relevant ministries, national and local government agencies, the business community, and trade unions. The concept note will guide government an effective system for unemployment prevention and management of social risks from enterprise restructuring.

The SRER methodology will be based on the core principles of SRER, as developed by ILO, and guide stakeholder actions on restructuring at the enterprise level. The methodology will include recommendations on personnel management during the restructuring process, and advice on minimising personnel cuts, creating and maintaining social partnerships before and during restructuring, developing social contingency plans, and promoting alternative

employment and self-employment among redundant personnel. Special focus will be made on developing budgeting and cost estimation guidelines for SRER projects.

After being tested in selected enterprises, the methodology will be finalised and made available to all interested parties, including enterprise directors, practitioners and anti-crisis managers.

The outputs from this component - including the Concept, Methodology and a review of international best practices - will be published, and distributed among potential users.

Activity 2. To build national capacity for implementing socially responsible enterprise restructuring (SRER)

The project will contribute to national capacity building in three ways:

- By organising training on SRER for national specialists engaged in the restructuring process;
- By assisting in the development of study programmes on SRER for executive training;
- By facilitating the training of trainers in SRER and promoting the socially responsible approach to enterprise restructuring in the regions among the key stakeholders and members of the Global Compact in Belarus;

A training workshop on the ILO methodology of SRER will be conducted for national experts in enterprise restructuring, anti-crisis managers, stakeholder representatives, and staff of the Ministry of Labour and Social Protection. Upon completion of the training, participants will be in a position to provide substantive advice and material support to enterprises in building dialogue and cooperation among social partners, social contingency planning, and budgeting for SRER.

A curriculum for executive training in SRER will be designed, and shared with the most prominent institutions of further education, including the Institute of Civil Service of the Academy of Management under the President of Belarus, and the Institute of Further Education under the Ministry of Labour and Social Protection.

The training of trainers will be conducted during workshops in all seven administrative regions as a measure to promote sustainability of outcomes. Training in SRER will also be provided to members of the Global Compact Belarus.

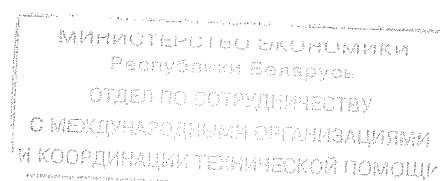
Activity 3. To test the methodology for socially responsible enterprise restructuring in two pilot enterprises

The SRER methodology will be tested in two enterprises with plans for modernisation or restructuring that include employment optimisation. At least one of these two pilot enterprises will be a major employer in a monoindustrial city.

Selection of the pilot enterprises will be performed in close collaboration with the Ministry of Labour and Social Protection and the Project Advisory Council. The following criteria will be used in the selection: ⁵

- Existence of modernisation/restructuring plans that include staff optimisation;
- The scale of projected personnel cuts, and the rate of unemployment in the region;

⁵ See Par V «Management Arrangements»



- Commitment of the enterprise managers and the local government.

The pilot enterprises will be assisted in conducting internal and external market analyses, assessments of excessive employment and potential personnel cuts during restructuring. They will also benefit from expert advice in preventing massive lay-offs.

A Dispute settlement group will be formed in each pilot enterprise, representing all the relevant stakeholders. The Group's activity will be supported by experts in enterprise restructuring who have completed the training conducted by the project. The Conflict Resolution Group will be a key party in making all decisions with potential social implications.

The Group will also draft a social contingency plan with support from the project consultants. A SRER budget will be adopted, indicating the source of funding for each line of expenditure. The plan will become an integral and legally binding part of the enterprise restructuring programme.

A conference will be organised at the end of the project to debate the outcomes of the pilot SRER programme, and arrangements for replication in the other parts of Belarus.

Expected benefits to stakeholders:

Ministry of Labour and Social Protection, Ministry of Economy and other interested ministries and agencies:

- The line ministries and agencies will benefit from a concept and methodology of socially responsible enterprise restructuring, grounded in international best practices and adjusted to the conditions of Belarus; implementation of these documents will help remove the social barriers to industrial reform and structural change.

Local governments and employment services

- will benefit from the knowledge and expertise in SRER and improved awareness of its role in facilitating enterprise reform. As a result, they will be in a better position to respond flexibly and proactively to unemployment risks.
- They will also improve capacity to plan for enterprise restructuring in the local budget processes,
- and acquire relevant experience of collaboration with the relevant stakeholders in finding effective responses to social challenges. Ultimately, the project will help deepen stakeholder collaboration in implementing SRER programmes.

Enterprise managers and personnel departments

- By adopting SRER, they will improve their capabilities in designing appropriate organisational changes, minimising personnel cuts and collaborate with the stakeholders on social contingency planning;
- they will also be more motivated to proceed with the restructuring programme as a step towards greater financial stability, productivity growth and higher staff wages;
- the participating enterprise will have greater freedom of action for attracting investments and improving competitiveness.

The Federation of Trade Unions and grassroots union organisations

- will be more capable of cooperating with employers in the restructuring process, collective bargaining and other important functions and have greater powers to protect

the rights and interests of workers before and during the restructuring/ staff optimisation process.

In the long run, the project will improve the labour market situation and promote productive employment by enabling productivity growth and improving staff wages, thereby reducing the outmigration of skilled workers. Implementation of SRER will improve protection from the risk of unemployment, particularly for the poor, women, young people, and other vulnerable groups, thus contributing to poverty reduction.

Sustainability Arrangements

The project was included in the State Employment Programme for 2012, making it eligible for parallel financing towards the testing and adaptation of the SRER methodology in the pilot enterprises and support to redundant personnel. The SRER concept and methodology will be shared with the relevant ministries, agencies, enterprise associations, trade unions, and regional committees for employment/ employment services.

Upon completion of the project,

- The Ministry of Labour and Social Protection will apply the SRER principles in the design of public social policies and the state programme on employment.
- The SRER principles will also be utilised by the Ministry of Economy and the Ministry of Industry in the development of the legal and organisational frameworks for enterprise restructuring and in industrial policy design.
- Regional and city governments and employment services will be guided by the SRER principles in sustainable development planning,
- and the Trade Union Federation in the collective bargaining process.

The adapted SRER methodology will be adjusted and ready for application in all enterprises in need of restructuring. This will accelerate industry reform, make it more manageable and decrease employee resistance to change.

The integration of the training programmes in the curricula of executive training institutions will broaden the pool of specialists with knowledge of SRER.

Part 3. Results and Resources Matrix

UNDP Country Programme Outcome: National Capacity to develop and implement social inclusion policies and programs at the local level, and to foster inclusive job creation and entrepreneurship are strengthened	
Country Programme Indicators: Enhanced capacity of national and local government to improve and targeting of social protection measures and provide social services	
Thematic Area: Economic development and Social Security	
Partnerships: Government (including the Ministry of Labour and Social Protection, Ministry of Economy, Ministry of Industry, and regional governments), trade unions, enterprise associations, non-profit organisations active in local and regional sustainable development	
Project title: Support to Socially Responsible Enterprise Restructuring in Belarus	

INTENDED OUTPUTS:	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS IN USD
<p>Socially responsible enterprise restructuring introduced to prevent unemployment and poverty, including in monoindustrial towns</p> <p>Baseline</p> <ol style="list-style-type: none"> 1) lack of a comprehensive approach to public policy on SRER 2) absence of an SRER methodology 3) Insufficient number of local experts on SRER 4) Government officials and members of the business community have inadequate knowledge and experience of SRER 5) Very little experience of stakeholder collaboration in social 	<ol style="list-style-type: none"> 1) SRER concept drafted with stakeholder input, approved by the Project Advisory Council, and submitted to the government of Belarus 2) SRER methodology drafted and tested in the pilot enterprises 3) At least ten national experts trained in the SRER methodology 4) At least four workshops on SRER organised 5) At least two social contingency plans developed 	<p>Activity 1. Elaborating a conceptual and methodological framework to guide work on socially responsible enterprise restructuring in Belarus</p> <ol style="list-style-type: none"> 1.1. Establishing a Project Advisory Council, comprised of representatives of national and regional government agencies, trade unions, enterprise associations and NGOs active in sustainable development; organising advisory council proceedings; 1.2. Conducting an international workshop on international practices of SRER 1.3. Drafting an SRER concept, recruiting international experts to provide guidance to a team of national consultants and practitioners 1.4. Drafting recommendations on improving the legal environment for SRER 1.5. Conducting a round table for the key stakeholders 	<p>Ministry of Labour and Social Protection, UNDP</p>	38,200

INTENDED OUTPUTS:	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS IN USD
<p>contingency planning and design of activities to prevent social tensions and unemployment before and during the restructuring process</p> <p>Indicators</p> <p>1) SRER concept drafted in collaboration with the relevant stakeholders</p>		<p>to discuss the SRER concept</p> <p>1.6. Drafting a SRER methodology</p> <p>1.7. Publishing a collection of materials on SRER</p>		
<p>2) SRER methodology designed, tested and ready for adoption</p> <p>3) number of local experts trained in SRER</p> <p>4) Number of workshops on SRER promotion</p> <p>4) Number of social contingency plans developed in connection with the SRER methodology testing</p>		<p>Activity 2. Adequate National Capacity in Place to Implement Socially Responsible Restructuring</p> <p>2.1. Training local experts in SRER methodology (ILO version)</p> <p>2.2. Designing a training programme on SRER, integrating the programme in the curricula of two leading institutions of further education</p> <p>2.3. Conducting workshops on SRER in the regions to advance the SRER among regional governments, trade unions, employment services, enterprise managers and personnel departments, and members of the Global Compact; recording the participant data for reporting purposes</p>	<p>Ministry of Labour and Social Protection, UNDP</p>	<p>23,700</p>

INTENDED OUTPUTS:	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS IN USD
		<p>Activity 3. A Methodology for Socially Responsible Enterprise Restructuring Tested in two Pilot Enterprises</p> <p>3.1. Selection of the pilot enterprises</p> <p>3.2. Labour market analysis, estimating the prevalence of low-productivity employment in the pilot enterprises; costing of the SRER programme and designing activities for preventing large-scale personnel cuts.</p> <p>3.3. Establishing a dispute settlement group in each pilot enterprises, representing all of the relevant stakeholders; development of social contingency plans</p> <p>3.4. Organising a final conference to present the project outcomes and facilitate replication</p>	Ministry of Labour and Social Protection	38,900
		<p>Activity 4. Project Management/administration (staff salaries, office equipment, connectivity costs, office maintenance costs, miscellaneous expenses)</p> <p>GMC</p>	UNDP	39,387
			UNDP	9,813
		GRAND TOTAL		150,000

Part 4. Annual Work Plan
Annual Work Plan June 2012-May 2013

Expected outcomes:	Planned Activities	Time frame				Responsible Parties	Planned budget		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount (US \$)
<p>Output: Socially responsible enterprise restructuring introduced to prevent unemployment and poverty, including in mono-industrial towns</p> <p>Baseline</p> <p>1) Lack of comprehensive approach to public policy on SRER</p> <p>2) Absence of a SRER methodology</p> <p>3) Insufficient number of local experts on SRER</p> <p>4) Government officials and members of the business community have inadequate knowledge and experience of SRER</p> <p>5) Very little experience of stakeholder collaboration in social contingency planning and design of activities to prevent social tensions and unemployment before and</p>	Activity 1. To elaborate a conceptual and methodological framework to guide work on socially responsible enterprise restructuring in Belarus					Ministry of Labour and Social Protection, UNDP	Activity 1, total:	38,200	
	1.1. Establishing a Project Advisory Council, comprised of representatives of national and regional government agencies, trade unions, enterprise associations and NGOs active in sustainable development; organising advisory council proceedings;	X	X		X				
	1.2. Conducting an international workshop on international practices of SRER	X						International consultants 71200 Local consultants, 71300 Official Travel, 71600	4,000 1,800 3,000
	1.3 Drafting an SRER concept, recruiting international experts to provide guidance to a team of national consultants and practitioners	X	X					Local consultants 71300 International consultants 71200	4,200 6,000
	1.4. Drafting recommendations on improving the legal environment for		X				Local consultants 71300	2,400	

during the restructuring process		SRER										
Indicators 1) SRER concept drafted in collaboration with the relevant stakeholders 2) SRER methodology designed, tested and ready for adoption 3) number of local experts trained in SRER 4) Number of workshops on SRER promotion 4) Number of social contingency plans developed in connection with the SRER methodology testing	X X X	1.5 Conducting a round table for the key stakeholders to discuss the SRER concept	Workshops 72100 Local consultants, 71300	2,000 1,000								
		1.6 Drafting a SRER methodology	Local consultants 71300 International consultants 71200	2,400 5,000								
		1.7 Publishing a collection of materials on SRER	Publications, 74200 Local consultants 71300	4,600 1,800								
		Activity 2. To build national capacity for implementing socially responsible enterprise restructuring		Activity 2, total:	23,700							
Targets 1) SRER concept drafted in collaboration with the relevant stakeholders, including national and regional government authorities, trade unions, business associations, and NGOs active in sustainable development; concept submitted to the government of Belarus	X X	2.1. Training local experts in SRER methodology (ILO version)	International consultants 71200 Official Travel, 71600 Workshops, 72100	5,800 3,300 2,600								
		2.2. Designing a training programme on SRER, integrating the programme in the curricula of two leading institutions of further education		Local consultants 71300	1,000							

<p>2) SRER methodology drafted and tested in the pilot enterprises, presented at the final press conference, and published</p> <p>3) At least ten national experts trained in the SRER methodology</p> <p>4) At least four workshops on SRER organised</p> <p>5) two social contingency plans drafted through a participatory process</p>	<p>2.3 Conducting workshops on SRER in the regions to advance the SRER among regional governments, trade unions, employment services, enterprise managers and personnel departments, and members of the Global Compact; recording the participant data for reporting purposes</p>	<p>X</p>	<p>X</p>	<p>Ministry of Labour and Social Protection, UNDP</p>	<p>Workshops 72100 Official Travel, 71600</p>	<p>7,000 4,000</p>
<p><i>Related CP outcome:</i> National Capacity to develop and implement social inclusion policies and programs at the local level, and to foster inclusive job creation and entrepreneurship are strengthened</p>	<p>Activity 3. A Methodology for Socially Responsible Enterprise Restructuring Tested in two Pilot Enterprises</p> <p>3.1. Selection of the pilot sites</p> <p>3.2. Labour market analysis, estimating the prevalence of low-productivity employment in the pilot enterprises; costing of the SRER programme and designing activities for preventing large-scale personnel cuts.</p> <p>3.3. Establishing a dispute settlement group in each pilot enterprises, representing all of the relevant stakeholders; development of social contingency plans</p> <p>3.4. Organising a final conference to present the project outcomes and facilitate replication</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UNDP</p>	<p>Activity 3, total:</p> <p>Official Travel, 71600</p> <p>Local consultants 71300 International consultants, 71200 Official Travel, 71600</p> <p>Local consultants 71300 International consultants, 71200 Official Travel, 71600</p> <p>Workshops 72100 Local consultants 71300</p>	<p>38,900</p> <p>1,600</p> <p>8,000 3,000 2,000</p> <p>7,000 8,000 5,300</p> <p>3,000 1,000</p>

	Activity 4. Project Management/administration (staff salaries, office equipment, connectivity costs, office maintenance costs, miscellaneous expenses)	X	X	X	X	X	UNDP	UNDP	Activity 4, total: 71400 - Project personnel 72200 -Equipment and furniture; 74500 - Miscellaneous	39,387	
										28,900	
									GMC	9,813	
										150,000	

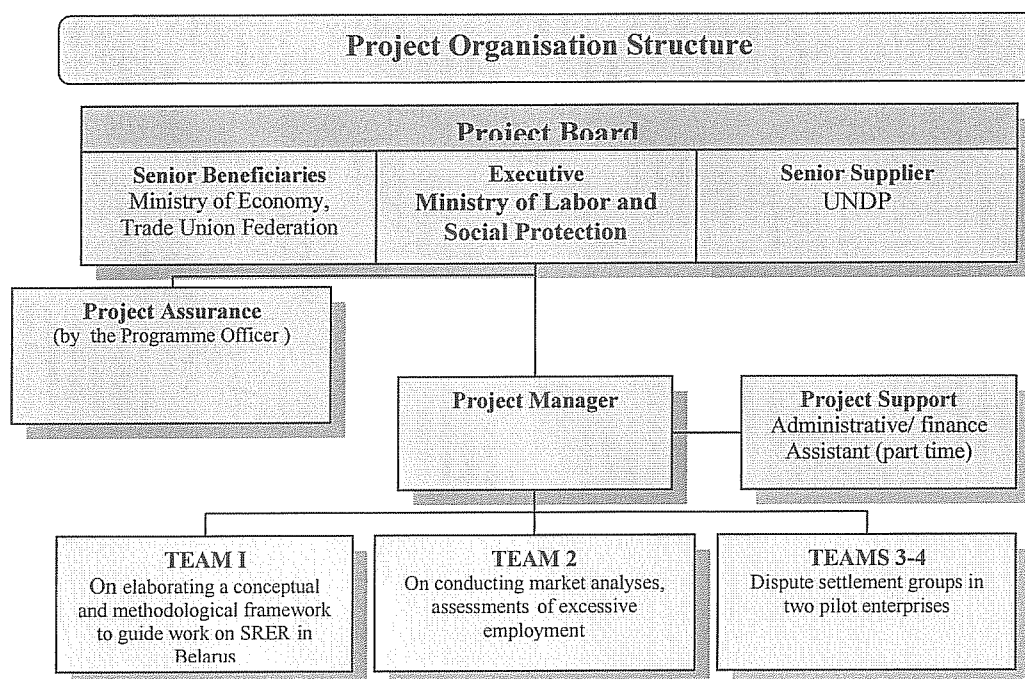
МИНИСТЕРСТВО ЭКОНОМИКИ
 Республики Беларусь
 ОТДЕЛ ПО СОТРУДНИЧЕСТВУ
 С МЕЖДУНАРОДНЫМИ ОРГАНИЗАЦИЯМИ
 И КООРДИНАЦИИ ТЕХНИЧЕСКОЙ ПОМОЩИ

Part 5. Management Arrangements

The Ministry of Labour and Social Protection will act as the Executing Entity for the project. The Ministry will provide the project, at no cost, with office premises complete with furniture and a telephone landline.

The Ministry will appoint a national project coordinator to perform general oversight of the project.

To ensure timely and effective delivery of outputs consistent with UNDP rules, a project manager/lead specialist will be recruited, reporting to the UNDP Resident Coordinator and National Project Coordinator. A administrative and finance assistant will also be recruited, on a part-time basis. Model terms of reference for the project manager and administrative and finance assistant are presented in Annex 2.

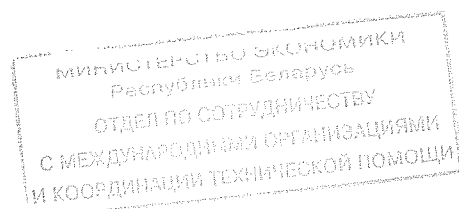


Responsibilities for overall project guidance and coordination

The Ministry of Labour and Social Protection will be responsible for the overall coordination of the project. A Project steering committee will be established, representing all of the project stakeholders and donors, including the Ministry of Labour and Social Protection, Ministry of Economy, Trade Union Federation, and UNDP. The main functions of the Steering Committee are to debate and make joint decisions on strategic matters of relevance to the project, and monitor the project's progress.

The duties of the Ministry of Labour and Social Protection include:

- Ensuring the project's implementation;
- Monitoring performance of the project personnel in implementing scheduled project activities;
- Supporting project procurement and monitoring proper utilisation of the goods and services procured;



- Approving technical assignments, terms of reference, competitive bidding announcements, etc.
- Facilitating the project's training and information activities;
- Reporting on the project's progress to the Ministry of Economy in accordance with the established procedure;
- Organising and conducting monitoring and evaluation;
- Organising meetings of the Project Steering Committee
- Responding to queries about the project from government agencies;
- Coordinating performance of the project partners
- Contributing recommendations on improving project performance;
- Approving reports;
- Providing premises to locate the Project office (in-kind contribution).

Main functions of UNDP

The functions of UNDP in relation to this project are presented in Annex 1.

Part 6. Monitoring and evaluation

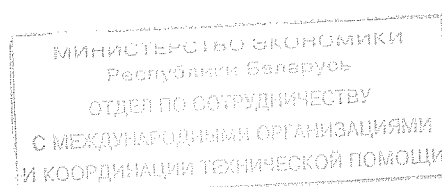
The project will be subject to monitoring and evaluation in accordance with UNDP rules and procedures. The Project Manager will submit periodic reports on the project to the UNDP Belarus Country Office and the National Coordinator.

At the beginning of the project, the Project Manager will prepare a detailed work plan, defining the main stages of the project, the time frame for completion and the progress indicators that will constitute the basis for evaluating and monitoring progress. This work plan will be subject to a no-objections from the UNDP Belarus Country Office and approval by the Project Steering Committee. A gender balance will be maintained throughout the project among the participants/beneficiaries of the its activities. The proportion of either gender among the participants shall not fall below 30%.

Day-to-day monitoring of the project will be performed by a designated UNDP officer to ensure efficient use of the project resources and timely delivery of the planned outputs. The monitoring and evaluation plan is presented in Annex 6.

Project Output Quality Assurance

Activity 1.	To elaborate a conceptual and methodological framework to guide work on socially responsible enterprise restructuring in Belarus	Start Date: June 2012 End Date: May 2013
Objective:	To develop instructional guidelines for effective implementation of SRER	
Description	This objective is supported by Activities 1.1 - 1.7	
Quality criteria	Evaluation Method	Evaluation Time frame
1. SRER concept drafted and debated in collaboration with the relevant stakeholders 2. SRER methodology drafted and tested in the pilot enterprises	Consultant reports Annual project Report Publications on SRER	Oct. - Dec 2012, April - June 2013



3. A selection of materials on SRER published		
Activity 2.	To build national capacity for implementing socially responsible enterprise restructuring (SRER)	Start Date: May 2012 End Date: April 2013
Objective:	To provide training on SRER, with a focus on managing the social risks related to personnel cuts	
Description	This objective is supported by Activities 2.1 - 2.4	
Quality criteria		Evaluation Method
1. At least ten national experts trained in the SRER methodology 2. At least four workshops conducted on SRER promotion 3. Course programme on SRER complete; at least two institutions of further education have expressed an interest in adopting the programme		Consultant reports Workshop reports Lists of workshop participants Annual project Report
		Evaluation Time frame
		Oct - Dec 2012; Jan - June 2013
Activity 3.	A Methodology for Socially Responsible Enterprise Restructuring Tested in two Pilot Enterprises	Start Date: November 2012 End Date: March 2013 г.
Objective:	Testing the SRER methodology in the pilot enterprises, and developing social contingency plans through a participatory process	
Description	This objective is supported by Activities 3.1-3.3	
Quality criteria		Evaluation Method
1. Completion of a policy note on labour market analysis, the prevalence of low-productivity employment, and options for preventing mass personnel cuts 2. Completion of social contingency plans with extensive stakeholder input		Consultant reports Annual project Report
		Evaluation Time frame
		Oct. - Dec. 2012, Jan, - March 2013
Activity 4.	Effective project management and monitoring mechanisms in place	Start Date: May 2012 End Date: April 2013
Objective:	Effective delivery of the project outputs/activities in accordance with the approved work plan and within the approved budget	
Description	Main actions include: – Annual Work Plan Preparation; – Implementation of the planned activities; – Preparation and submission of reports subject to the agreed time frame	
Quality criteria		Evaluation Method
Budget delivery rate Delivery of outputs		Project financial report Terminal project report
		Evaluation Time frame
		Apr. - June 2013

Part 7. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Belarus and UNDP, signed on 24 September 1992.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing entity and its personnel and property, and of UNDP's property in the executing entity's custody, rests with the executing entity.

The executing entity shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing entity's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing entity agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Part 8. Annexes

Annex I. PROVISION OF UNDP COUNTRY OFFICE SUPPORT SERVICES IN EXECUTION OF THE PROJECT

The UNDP country office may provide at the request of the Ministry of Labor and Social Protection the following support services for the activities of the project:

- (a) Identification and/or recruitment of project personnel;
- (b) Identification and facilitation of training activities;
- (c) Procurement of goods and services;

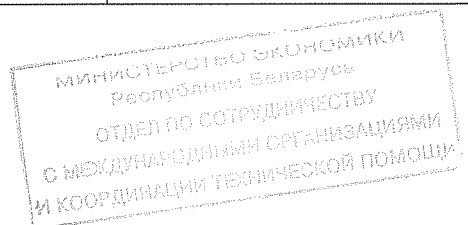
The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures.

Pursuant to the relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Belarus and UNDP, signed on 24 September 1992, and provisions of the project document, the provisions on liability and privileges and immunities shall apply. The Government shall retain overall responsibility for the nationally managed project through its Designated Institution. The responsibility of the UNDP country office for the provision of the support to the Designated Institution shall be limited to the services detailed in the table below.

Any claim or dispute arising under or in connection with the provision of support by the UNDP country office shall be handled pursuant to the relevant provisions of the SBAA.

In accordance with the provisions of the project document "Support to Socially Responsible Enterprise Restructuring in Belarus", the UNDP country office shall provide support at the request of the Ministry of Labor and Social Protection as described in the table below. Cost-recovery by UNDP country office for providing support services shall be funded from the project budget in a way specified in the table below.

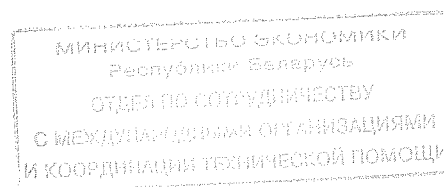
Support Services	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
Processing of payments	Based on request for payment	In accordance with the country office pricelist	Amount of reimbursement is based on the quantity of transactions performed and reimbursed quarterly through the UNDP accounting system Atlas
Procurement of goods and services	Based on request and project annual work plan	In accordance with the country office pricelist	Amount of reimbursement is based on the quantity of transactions performed and reimbursed quarterly through the UNDP accounting system Atlas
Staff and consultants' selection and recruitment process	Based on request and project annual work plan	In accordance with the country office pricelist	Amount of reimbursement is based on the quantity of transactions performed and reimbursed quarterly through the UNDP accounting system Atlas



Travel arrangements	Based on request and project annual work plan	In accordance with the country office pricelist	Amount of reimbursement is based on the quantity of transactions performed and reimbursed quarterly through the UNDP accounting system Atlas
Administrative support service (pouch service, visa support, customs clearance, etc)	Based on request and project annual work plan	In accordance with the country office pricelist	Amount of reimbursement is based on the quantity of requests and reimbursed through the UNDP accounting system Atlas periodically
IT support service	Based on request	In accordance with the country office pricelist	Amount of reimbursement is based on the quantity of requests, service timeframe and reimbursed through the UNDP accounting system Atlas periodically
Communications service	Based on UNDP country office communication plan	In accordance with the approved cost of communications services	1% of the UNDP resources contributed to a project is charged twice per year through the UNDP accounting system Atlas

If the requirements for support services by the country office change during the life of a project, the annex may be revised with the mutual agreement of the UNDP Resident Representative and the Ministry of Labor and Social Protection.

International Public Sector Accounting Standards are financial reporting standards used in UNDP.



ANNEX 2 MODEL TERMS OF REFERENCE

PROJECT MANAGER/LEAD CONSULTANT

Purpose of employment: To assist the Executing Entity, Ministry of Labour and Social Protection of Belarus, and the UN/UNDP Country Office in Belarus in implementation of the project

Duration of employment:

One year

Duties:

Running the project:

- Ensure performance of the project work plan, and make timely adjustments subject to agreement with all the parties to the project;
- Prepare terms of reference for the project consultants; monitor performance of consultants recruited by the project;
- Review the outputs of the local consultants, and seek feedback on such outputs from the national implementing agency;
- Prepare progress reports for UNDP and Ministry of Economy, and other reports requested by competent authorities/organisations;
- Monitor project expenditures for compliance with the approved budget and the project document;
- Monitor the risks and outcomes against the agreed performance indicators, as prescribed in the Project Log frame, maintain the project risk, issues, and lessons learned log, conduct day-to-day monitoring of the project in accordance with UNDP procedures;
- Exercise responsibility for the delivery of the financial performance targets set by the agreed annual work plans;
- Facilitate adequate communication and information exchange among the relevant stakeholders;
- Prepare a report on the project's outcomes for the final conference;
- Lease with UNDP and the implementing agent on project-related matters;
- Explore cost-sharing opportunities by engaging in partnership negotiations with government agencies, and potential donors
- Prepare and distribute background material for meetings of the Project Board

Acting as the lead consultant:

- Manage the team of consultants working on the SRER concept, organise discussion of the Concept with the relevant government ministries and agencies, Trade Union Federation, enterprise associations and NGOs
- Contribute to the drafting recommendations on improving the legal environment for SRER
- Prepare information materials and a keynote presentation for the round table on the initial draft of the SRER concept;
- Organise review of the course programme on SRER for institutions of further education;
- Organise and participate in the proceedings of the Dispute Settlement Group at the pilot enterprises;
- Assist in the publication of selected materials and documentation of socially responsible enterprise restructuring;
- Perform other duties related to the project upon request from UNDP.

Expected outcomes:

- successful delivery of the project outputs and outcomes as prescribed in the Project Log frame

Recruitment qualifications:

- Higher education diploma in subject area related to socio-economic development; an academic degree in economics is a plus;

- Previous employment in international technical assistance projects as an expert in social and economic development;
- Research experience in social development, socially responsible enterprise restructuring and corporate social responsibility; academic publications in these subject areas;
- Excellent communication, coordination and management skills;
- Computer literacy
- Working level of English in an asset.

Conditions of employment:

- Full time
- Reports to UNDP and works in coordination with the implementing agent;
- National or permanent resident of Belarus

ADMINISTRATIVE AND FINANCE ASSISTANT

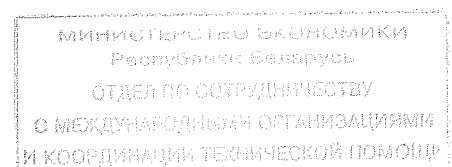
The incumbent works under direct supervision and is responsible to the Project Manager

Duties:

- Conduct financial monitoring of project commitments and expenditures, assists in ensuring proper delivery of the project budget;
- Prepare budget revisions;
- Prepare payments and the required payment documentation;
- Prepare requests for travel and payment details for processing by UNDP
- Prepare personnel recruitment documentation and create appropriate ATLAS entries;
- Input financial data into Atlas through the external access system; Create payment requisites, vouchers, vendor entries, and generate reports in ATLAS
- Perform cash custodian's duties being primarily responsible for project's cash disbursements and maintain project's petty cash book;
- Maintain and update project inventory lists, manage equipment transfer;
- Organise procurements in accordance with UNDP rules and procedures;
- Exercise due diligence in relation to payment documents;
- Review financial reports from the local implementing partners;
- Prepare financial reports for donors and other partners and financial contributors to the project activities;
- Liaise with the UNDP Country Office programme and finance units in making transfers of funds, verification of financial reports, performance of budget revisions and documenting receipt of contributions;
- Maintain files with the project documentations and consultant reports;
- Organise project meetings (external and internal), keep meeting records;
- Provide logistical support to the project activities.

Recruitment qualifications:

- Higher or upper secondary education
- At least three years of experience in finance and administrative positions in international technical assistance projects;
- Fluent English;
- Knowledge of basic software packages



ANNEX 3. MODEL TERMS OF REFERENCE - INTERNATIONAL CONSULTANT

Purpose of employment: To assist the Executing Entity, Ministry of Labour and Social Protection of Belarus, and the UN/UNDP Country Office in Belarus in implementation of the project

Duration of employment:

Six months

Duties:

- Conduct a one day workshop on international practices in socially responsible enterprise restructuring; The workshop should cover the role of the state, employment services, employers, trade unions and the local communities in the enterprise restructuring process and their respective contributions to managing the social risks of enterprise restructuring. Participant handouts/ instructional packages should be prepared.
- Prepare a review of international policies and practices of SRER for including in the collection of materials on SRER to be published by the project;
- Produce an initial draft of the SRER concept in close collaboration with the national expert team. The concept should provide a road map towards securing an enabling environment for SRER, to be utilised by policy makers and enterprise managers.
- Draft a SRER methodology in collaboration with the national expert team. The methodology should identify practical steps and recommendations for social partners and other stakeholders in SRER.
- Prepare instructional materials for the executive training workshop (3-4 days in duration) on the SRER methodology Upon completion of the workshop, participants should be able to apply the SRER methodology, and provide expert advice to enterprises, local governments, trade unions and employment services on SRER.
- Prepare, jointly with the local expert on intra-enterprise labour market analysis, a social cost estimate and discuss such estimate with national labour market experts.
- Advise Dispute Settlement Committees at the pilot enterprises on agenda setting, and on SRER.
- Develop social contingency plans for the pilot enterprises, in collaboration with the Dispute Settlement Committees.

Expected outputs:

- A workshop on international practices in SRER;
- SRER concept approved by the Project Board
- SRER methodology tested in the pilot enterprises
- Method for estimating the prevalence of unproductive employment and potential personnel cuts

Recruitment qualifications:

- Extensive knowledge and experience with the SRER methodology
- Experience in implementing SRER programmes
- Research experience in social development, socially responsible enterprise restructuring and corporate social responsibility; academic publications in these subject areas;
- Experience in conducting effective workshops on SRER
- Excellent communication, coordination and management skills;
- Computer literate
- Knowledge of Russian is an advantage

Conditions of employment:

- Part-time

ANNEX 4. MODEL TERMS OF REFERENCE - LABOUR MARKET SPECIALIST

Purpose of employment: to assist the joint project of UNDP and Ministry of Labour and Social Protection «Support to socially responsible enterprise restructuring in Belarus».

Duration of employment:

Nine months

Duties:

- Conduct a personnel survey of the pilot enterprises to assess potential for personnel cuts and redundancies as a result of enterprise restructuring
- Evaluate the enterprise restructuring plan, with a focus on arrangements for alternative job creation, and prospective market demand for labour.
- Identify the need for vocational training/retraining for enterprise staff
- Make recommendations on prevention of mass personnel cuts in the pilot enterprises;
- Recommend new action areas for personnel departments during the restructuring process, and avenues for collaboration with employment services and stakeholders;
- Recommend amendments to the enterprise personnel strategy based on the principles of socially responsible enterprise restructuring;
- Present the survey results to the Project Board and at the project round table
- Prepare, jointly with the other project experts an initial draft of the working programme on socially responsible enterprise restructuring;
- Provide expert advice to personnel departments of the pilot enterprises on the testing of the socially responsible enterprise restructuring methodology
- Assist in the publication of selected materials and documentation of socially responsible enterprise restructuring;
- Prepare a report on the work priorities of personnel departments during restructuring, and present the report in the final project conference.

Expected outcomes:

1. Completion of the section on educating the social partners on SRER of the draft SRER concept
2. Completion of the analytical report "Evaluating the state of the labour market and productivity trends in the enterprise, and estimating the potential for personnel cuts";
3. Recommendations in prevention of major personnel cuts during enterprise restructuring;
4. Practical advice for enterprise personnel departments during restructuring, included in the SRER methodology

Recruitment qualifications:

- Advanced academic degree in economics;
- Previous employment in international technical assistance projects as an expert in social and economic development;
- Research/ policy experience in labour market analysis, social development, and socially responsible enterprise restructuring; published research in the relevant subject area(s).
- Excellent communication, coordination and management skills;
- Computer literacy
- Knowledge of English and other languages is a plus

Conditions of employment:

- Part-time
- National or permanent resident of Belarus

ANNEX 5 RISK ANALYSIS

Risk	Description	Type	Impact and probability (1 = highest, 5 = lowest)	Management response
1.	Pilot enterprise selection is delayed	Operational	Delay in the project activities on SRER testing Impact = 3 Probability = 2	Preliminary consultations with the Executing Entity, Ministry of Economy and Ministry of Industry
2	Shortage of competent national consultants, particularly at the local level	Operational	Extra cost of recruiting qualified candidates Elevated risks to sustainability of outcomes Impact = 4 Probability = 3	Benefit from contacts and knowledge exchange between UNDP and the Ministry of Labour and Social Protection. Training of consultants during the project (i.e. by inviting qualified participants to training events);
3.	Weak interest in the project of the enterprises under restructuring, due to enterprise reluctance to make public the information on potential personnel cuts	Operational	Delayed selection of the pilot sites and increased cost of such selection Impact = 4 Probability = 3	Consultations with the enterprise owner; Invest more time and effort in communicating the goals, objectives, and potential benefits from the project and encouraging participation to participate in the project activities, including training workshops and consulting sessions

ANNEX 6 MONITORING AND EVALUATION PLAN

Activity	Description	Time frame	Notes
Annual detailed work plan	To be prepared for the entire project period	no later than one month after launch	To be prepared by the project manager in English and Russian
Semi-annual progress report for the Ministry of Economy of Belarus	To be prepared every six months throughout the project period in the established format	Subject to the agreed time frame	To be prepared by the project manager in English and Russian
Issues, risks, lessons learned and monitoring log	To be prepared semi-annually, based in standard UNDP format	Within two weeks from the end of the reporting period Risks and lessons learned log are prepared at the beginning and at the end of the project	Prepared by the project manager in English and Russian
Annual Report	The Annual Report is prepared in standard UNDP format, follows the structure of the Results and Resources Matrix (Part 3), and incorporates data from the issues, risks, lessons learned and monitoring logs updated semi-annually.	To be completed within ten days of the end of the reporting period.	To be prepared by the project manager in English and Russian
Terminal Project Report	Follows standard UNDP format, covers the entire project period, contains up-to date information in each section, and presents the main results and progress achieved towards the project objectives.	To be prepared in the last quarter of the project period. To be submitted no later than one month before project closure Finalised version of the terminal report to be submitted no later than ten days after project closure	To be prepared by the project manager in English and Russian
Annual project evaluation	Annual project evaluation is based on the annual report and presents a third-party assessment of the project results Terminal project evaluation covers the entire project period and is based on the terminal report. Evaluates progress towards the project's stated outcomes and relevance of these outcomes to the	Conducted within one month of submission of the annual or terminal report	Conducted by the Project Manager

	established project goals The annual evaluation also covers the annual detailed work plan for the next year		
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