

United Nations Development Programme
Country: LITHUANIA
Project Document

UNDAF Outcome(s): Not applicable

Expected CP Outcome(s): Not applicable

Expected Output(s): Output 1: Innovative models of social services developed, encouraging participation of marginalized groups and persons at social risk in the labour market;

Output 2: Competencies of social workers, specialists and volunteers working with people at social risk enhanced;

Output 3: Participation in the labour market of people at social risk raising preschool children increased.

Responsible Party: UNDP Lithuania

Implementing partner: Public Institution Community Change Center

Narrative

Children care while parents at work: Groups' at risk integration into labour market while creating conditions for child care in rural neighbourhoods (Vaikai priežiūroje - tėvai darbe: Rizikos grupės asmenų integravimas į darbo rinką, sudarant sąlygas mažamečių vaikų priežiūrai kaimo seniūnijose

Employment is a key factor in poverty reduction as well as prevention of social exclusion. The Project seeks to enhance integration into the labour market by developing models of accessible child care in rural areas, and targeting the marginalized and people at social risk. The new flexible and economically efficient models to be developed will be tested in eleven project locations, alongside other project activities such as motivational work with the project target group (single parents, families at social risk, large families, and long term unemployed women) and qualification raising training for social workers and other specialists as well as community volunteers working with families and children.

Programme Period: 2009-2012 Country Programme Component: N/A Project Title: Children care while parents at work: Groups' at risk integration into labour market while creating conditions for child care in rural neighbourhoods Atlas Award ID: Start date: 12 March 2009 End Date: 12 March 2011 PAC Meeting Date: 03 March 2009	<table> <tr> <td>Total project budget (USD rate of 2.661 LTL):</td> <td>USD 624906.00</td> </tr> <tr> <td>Total resources required</td> <td>624906.00</td> </tr> <tr> <td>Total allocated resources:</td> <td>624906.00</td> </tr> <tr> <td>• Regular</td> <td>0</td> </tr> <tr> <td>• Other:</td> <td></td> </tr> <tr> <td> ○ Donor</td> <td>0</td> </tr> <tr> <td> ○ Government</td> <td>624906.00</td> </tr> <tr> <td>Unfunded budget:</td> <td>0</td> </tr> <tr> <td>In-kind Contributions</td> <td>0</td> </tr> </table>	Total project budget (USD rate of 2.661 LTL):	USD 624906.00	Total resources required	624906.00	Total allocated resources:	624906.00	• Regular	0	• Other:		○ Donor	0	○ Government	624906.00	Unfunded budget:	0	In-kind Contributions	0
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In-kind Contributions	0																		

Agreed by the Ministry of Social Security and Labour of the Republic of Lithuania:

Agreed by UNDP Lithuania:

Agreed by Public Institution Community Change Center:

SITUATION ANALYSIS

Although the EU is an economically well-off region in comparison with the rest of the world, nearly one out of seven of EU Member States' inhabitants is at risk of poverty. Recent Eurostat data on income poverty highlight the fact that wealth continues to be unevenly distributed among the EU Member States and – within those countries – among its citizens. In Lithuania, more than 25 per cent, or each fifth person, live below poverty line.

Eurostat data indicate that employment is the main factor in offsetting the risk of income poverty. Likewise, the analysis of findings of sociological surveys of one of the social groups most exposed to poverty in Lithuania, i.e., families with children, showed that the main reason of poverty in families with children in Lithuania is low employment level of parents and ensuing low family income.

Further on, sociological surveys point out, that insufficient employment of parents is determined by inadequate opportunities to accommodate family duties and employment, particularly as regards rural families of Lithuania.

Lack of childcare services is one of the main reasons of the labor market exclusion of the country's families with young children. Day care centers only taking in school age children and nurseries and kindergartens only operating in bigger towns and cities, rural population do not have access to any form of day care for their preschool children, aged 0-7 years.

Lack of day care is especially aggravating the situation of single parent families, putting them at even greater risk of poverty. It deepens social stratification, and builds dependence on social support, giving families at social risk justifiable reason to live on social benefits and lessening their employment motivation. Children growing in such families are especially disadvantaged since parents do not support their healthy development and they are usually not able to get stimulating support from outside the family. Day care for children from dysfunctional families would allow to notice their development problems much earlier and take adequate measures to deal with them.

The Law on Education of the Republic of Lithuania defines that childcare is provided to children from the age of 1 to 5(or 6); however early upbringing is not compulsory. Municipalities, responsible for the development of day care services since 1994, have found it economically unfeasible to maintain nurseries and kindergartens inherited from the Soviet system. The old institutions were closed down but no other forms of childcare replaced them in less densely populated areas of the country.

While traditional day-care for smaller children might be too costly and difficult to organize in rural municipalities, stimulating private initiatives, setting up multi-functional education centers and self-help groups, providing mobile services and encouraging community social work could be more cost-effective and significantly increase the access to childcare as well as minimize the labor market exclusion of families with young children. The necessity to develop new forms of social services for families has been emphasized by the Ministry of the Social Security and Labour in its latest annual Social Report and various program documents.

The Project links with the Government's aim to extend social services to rural families and integrate social groups at risk into the labor market as well as the Government's regional development goals, implementing project activities in the regions where social and economic development has been slower.

The Project also links with UNDP's work on poverty reduction, governed by internationally agreed frameworks such as the Millennium Declaration, the MDGs, and the International Development Goals. UNDP strategies and policies for poverty reduction emphasize employment as a key link between economic growth and poverty reduction and seek that poverty reduction strategies reach those most excluded from the benefits of society's development.

STRATEGY

The main objective of the Project – integrate people at social risk into the labor market, by enabling them to use child care for their preschool children in rural areas of Lithuania. The Project will contribute to the development of new forms of social services in regions of slower economic and social development which can later on be replicated throughout the country. In developing cost-effective and flexible models of childcare, the Project will benefit from experience of two advanced EU countries while building upon the existing infrastructure of participating Lithuania's municipalities and their social care system. The Project will broadly engage social workers and community volunteers, develop their competencies and motivate people at social risk to use childcare and participate in the labor market.

To contribute to the above, this Project will comprise of the following 3 main outputs:

Output 1: Innovative models of social services developed, encouraging participation of marginalized groups and persons at social risk in the labour market;

Output 2: Competencies of social workers, specialists and volunteers working with people at social risk enhanced;

Output 3: Participation in the labour market of people at social risk raising preschool children increased.

Output 1: Innovative models of social services developed, encouraging participation of marginalized groups and persons at social risk in the labour market

In order to make social services accessible to the marginalized people and people at social risk, Project work will be carried out at the level of borough administration (neighbourhood) – the smallest unit within the system of local governance. While all neighbourhood have similar core social care systems, they vary in available human and material resources and infrastructure, which makes it unfeasible to adopt a uniform model of social services. Different child care models (mobile, based on self-help groups, community social work, etc.) should be considered based on local circumstances. Each of the 11 project sites will form a group of local specialists, including representatives of local authorities, social workers, labor exchange, NGOs and community activists to assist experts in making analysis of local needs for preschool child care, resources available locally, local infrastructure and employment possibilities for project target group.

Based on the expert analysis and bearing in mind possible nature of services to be developed, study trips will be organized for key local partners, who will later initiate new social services in their neighbourhood. Four day study trips will take place in Norway and the Netherlands, two groups of 12 people in each country. It is planned, that two groups will focus on mobile services and community social work, while other two – on day care centers.

PI Research, a research center affiliated with the University of Amsterdam, specializing in developing and testing new methods of work with families and children will be project partner in the Netherlands, and the Norwegian Children, Youth and Family Directorate will assist in developing the study trip agenda in Norway. Experience shared by foreign colleagues will be later on used in developing plans of social services for families raising preschool children in project sites.

11 plans of services will be prepared by local specialists and Lithuanian experts of social work and finances. After the plans are reviewed by foreign consultants, preparation for service provision will take place, including paperwork, preparing premises for child care, acquiring the necessary equipment, etc. All this work will be done by local partners and funded by local authorities or other local organizations. It is estimated, that during the project, preschool children of parents participating in the project will be in child care for 10 months, trying the innovative child care models. While trying out the models, child care will be provided for 575 project participants.

Output 2: Competencies of social workers, specialists and volunteers working with people at social risk enhanced

Social work is a comparatively new profession in Lithuania, and work with families has been practically non-existent before 2006. In 2006 the Ministry of Social Security and Labour introduced new positions for social workers in neighbourhood, to work with families at social risk. The new workers are still building up their experience and skills, and qualification raising in practical aspects of work with the target group is especially necessary. Two programs of three days of parental skills training and social skills training will be worked out, based on the Community Social Work Program by Community Change Center, the main implementing UNDP partner in the Project. The Community Social Work Program, which was recognized as a qualification raising program for social workers in 2007 by the Decree of the Minister of Social Security and Labour, will be enhanced by integrating the newest methods tested in the Netherlands.

After they undergo the training program, social workers and volunteers will strengthen the project by motivating parents of preschoolers to leave their children at childcare and seek employment.

Output 3: Participation in the labour market of people at social risk raising preschool children increased

The project target group mainly consists of women, since a woman traditionally stays outside the labour market to take care of children in families to whom childcare is unavailable. About 25 percent of project target group are mothers who have not been employed for a longer time, many are young women with no work experience at all, and 28 per cent – single mothers. About 40 per cent of targeted project participants come from families at risk, and have experienced violence. Such women lack initiative, confidence in themselves and social contacts. Therefore alongside professional training psychological and social support is necessary. The Project foresees Mentoring and Self-help Program to address these issues. Businesswomen, NGO workers and other community volunteers will be mobilized to provide mentorship to project participants, and women's self-help groups ('mothers clubs') will be organized in each project location. These project activities will be coordinated by social workers who will also help parents to identify possible jobs and enrol on training for jobs with regional Labour Exchange.

RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: <i>Not applicable due to absence of Country Programme in Lithuania</i>				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: <i>Not applicable due to absence of Country Programme in Lithuania</i>				
Applicable MYFF Service Line: Service Line MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities				
Partnership Strategy: Lithuanian NGO Community Change Center will be the main partner in this project. It will work in close partnerships with local municipal administrations, municipal social care units and local civil society organizations. Cooperation will be built with research institutions and social work policy makers in Norway and the Netherlands.				
Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
Output 1 Innovative models of social services developed, encouraging participation of marginalized groups and persons at social risk in the labour market Baseline: unaccessible childcare for preschool children in rural areas Indicators: number of childcare models developed and tested	Targets (2009-2011) 1.1. Work groups of 4-7 members formed in 11 project locations, methodological material prepared 1.2. Analysis of local needs, resources and possibilities carried out 1.3. 4 study visit programs prepared 1.4. Working groups acquainted with foreign experience, 24 participants take part in study visits 1.5. Plans for social services prepared for 11 project locations	1.1. Forming of work groups (contacting relevant institutions and organizations, making information available to broader community, mobilizing community volunteers), putting together two methodologies – for mapping local resources and needs and making plan for social services, translating them and review by foreign experts 1.2. Recruiting experts and conducting 11 analyses of local needs and resources, identifying local organizations, available premises, community volunteers, potential mentors, etc. determining the possible character of services – mobile, self help, day care groups, etc. 1.3. Developing study programs for 4 groups, contacting organizations to share good practices in Norway and the Netherlands, working out logistics of the study trips; 1.4. Holding specialized study visits for 4 groups, depending on the foreseen nature of services; 1.5. Recruiting experts and preparing plans for social services, including financial estimates, translating them and review by foreign consultants.	UNDP Lithuania, Ministry of Social Security and Labour	xxxxx
				xxxxx
				xxxxx
				xxxxx
				xxxxx
Output 2 Competencies of social workers, specialists and volunteers working with people at social risk enhanced Baseline: Social work is a new profession in Lithuania and specialists need qualification raising in working with families and children Indicators: special training programs developed and number of specialists and community volunteers trained	Targets (2009-2011) 2.1. Two training programs for 3 day Parental Skills and 3 day Social Skills trainings developed 2.2. Parental Skills and Social Skills trainings for specialists working with families carried out, 44 participants take part 2.3. 11 informational events for parents organized, at least 165 people present 2.4. Information extended to parents not present at meetings 2.5. Problems solved inhibiting parents to put children at child care	2.1. Recruiting experts, preparing training programs, translating them, review of programs by foreign consultants; 2.2. Recruiting trainers, selection of venues, inviting participants; conducting trainings; 2.3. Inviting parents to attend the meeting during social workers' visits to families and local notice boards, holding meetings in each project location; 2.4. Visiting families at risk who were not present in the meeting (by social workers and volunteers), informing parents about available child care. 2..5. Consulting parents solving problems barring them from putting children at child care	UNDP Lithuania, Ministry of Social Security and Labour	xxxxx
				xxxxx
				xxxxx
				xxxxx
				xxxx

<p>Output 3 Participation in the labour market of people at social risk raising preschool children increased Baseline: Lack of child care is one of the biggest obstacles for unemployed with preschool children to enter labor market. Indicators: number of people who got employed and undertook training for employment</p>	<p>Targets (2008-2009) 3.1. Mentoring and self-help programs for women developed and implemented 22 mentors work continuously with at least 88 women, 11 self-help groups of not less than 7 women meet 4 times per month; 3.2. Parents of preschool children consulted on training programs available at Labour Exchange; not less than 150 consultations; 3.3. 531 Parents of preschool children consulted on employment possibilities</p>	<p>3.1. Preparing guidelines for social workers and volunteers who will be coordinating mentoring program and organizing self-help groups, acquainting coordinators with the principles of mentoring and facilitating self-help groups, identifying women to be mentored, recruiting mentors, identifying self-help group members, working out logistics of meetings; 3.2. Consulting participants on available training programs which could lead to employment 3.3. Consulting participants on employment possibilities</p>	<p>UNDP Lithuania, Ministry of Social Security and Labour</p>	<p>xxxxxx xxxxx xxxxxx</p>
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ANNUAL WORK PLAN BUDGET SHEET

Year: 2009

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Innovative models of social services developed, encouraging participation of marginalized groups and persons at social risk in the labour market Baseline: unaccessible childcare for preschool children in rural areas Indicators: number of childcare models developed and tested <i>Targets:</i> Work groups formed, methodological material prepared; analysis of local needs, resources and possibilities carried out; study visit programs prepared; working groups acquainted with foreign experience, 24 participants take part in study visits; Plans for social services prepared; models of social services implemented in 11 project locations, child care provided for 575</p>	<p>1.1. Forming of work groups (contacting relevant institutions and organizations, making information available to broader community, mobilizing community volunteers), putting together two methodologies – for mapping local resources and needs and making plan for social services, translating them and review by foreign experts</p>		X			UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national consultants	xxxxx
	<p>1.2. Recruiting experts and conducting 11 analyses of local needs and resources, identifying local organizations, available premises, community volunteers, potential mentors, etc. determining the possible character of services – mobile, self help, day care groups, etc.</p>		X	X		UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national consultants	xxxxx

project participants for 10 months <i>Related CP outcome: n/a</i>	1.3. Developing study programs for 4 groups, contacting organizations to share good practices in Norway and the Netherlands, working out logistics of the study trips;			X		UNDP Lithuania, Community Change Center	ESF funds	Contractual services, international consultants	xxxxxx
	1.4. Holding specialized study visits for 4 groups, depending on the foreseen nature of services			X	X	UNDP Lithuania, Community Change Center	ESF funds	Travel & Per Diem expenses project participants	xxxxx
	1.5. Recruiting experts and preparing plans for social services, including financial estimates, translating them and review by foreign consultants				X	UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national and international experts	xxxxx
Output 2 Competencies of social workers, specialists and volunteers working with people at social risk enhanced Baseline: Social work is a new profession in Lithuania and specialists need qualification raising in working with families and children Indicators: special training programs developed and number of specialists and community volunteers trained <i>Targets:</i> Two training programs for Parental Skills and Social Skills trainings developed; Parental Skills and Social Skills trainings carried out, 44 participants take part; 11 informational events for parents organized, at least 165 people present; information extended to parents not present in meetings <i>Related CP outcome: n/a</i>	2.1. Recruiting experts, preparing training programs, translating them, review of programs by foreign consultants					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national and international experts	
	2.2. Recruiting trainers, selection of venues, inviting participants; conducting trainings					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national experts, supplies, travel participants	
	2.3. Inviting parents to attend the meeting during social workers' visits to families and local notice boards, holding meetings in each project location			X	X	UNDP Lithuania, Community Change Center	ESF funds	Contractual services, fees local project personnel	xxxxxxxx
	2.4. Visiting families at risk who were not present in the meeting (by social workers and volunteers), informing parents about available child care				X	UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel	xxxx
	2..5. Working with parents solving problems barring them from putting children at child care					UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel, childcare participants	
Output 3 Participation in the labour market of people at social risk raising preschool children increased Baseline: Lack of child care is one of the biggest obstacles for unemployed with preschool children to enter labor market. Indicators: number of people who got employed and undertook training for employment <i>Targets:</i> Mentoring and self-help programs for women developed and implemented, 22 mentors work continuously with at least 88 women, 11 self-help groups of not less than 7 women meet 4 times per	3.1. Preparing guidelines for social workers and volunteers who will be coordinating mentoring program and organizing self-help groups, acquainting coordinators with the principles of mentoring and facilitating self- help groups, identifying women to be mentored, recruiting mentors, identifying self-help group members, working out logistics of meetings					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, fees local project personnel, childcare participants	
	3.2. Consulting participants on available training programs which could lead to employment					UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel, childcare participants	

month; 531 Parents of preschool children consulted on training programs and employment possibilities, not less than 700 consultations <i>Related CP outcome: n/a</i>	3.3. Consulting participants on employment possibilities					UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel, childcare participants	
TOTAL									xxxxx

Year: 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Innovative models of social services developed, encouraging participation of marginalized groups and persons at social risk in the labour market Baseline: unaccessible childcare for preschool children in rural areas Indicators: number of childcare models developed and tested Targets: Work groups formed, methodological material prepared; analysis of local needs, resources and possibilities carried out; study visit programs prepared; working groups acquainted with foreign experience, 24 participants take part in study visits; Plans for social services prepared; models of social services implemented in 11 project locations, child care provided for 575 project participants for 10 months <i>Related CP outcome: n/a</i>	1.1. Forming of work groups (contacting relevant institutions and organizations, making information available to broader community, mobilizing community volunteers), putting together two methodologies – for mapping local resources and needs and making plan for social services, translating them and review by foreign experts					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national consultants	
	1.2. Recruiting experts and conducting 11 analyses of local needs and resources, identifying local organizations, available premises, community volunteers, potential mentors, etc. determining the possible character of services – mobile, self help, day care groups, etc.					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national consultants	
	1.3. Developing study programs for 4 groups, contacting organizations to share good practices in Norway and the Netherlands, working out logistics of the study trips;					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, international consultants	
	1.4. Holding specialized study visits for 4 groups, depending on the foreseen nature of services					UNDP Lithuania, Community Change Center	ESF funds	Travel & Per Diem expenses project participants	
	1.5. Recruiting experts and preparing plans for social services, including financial estimates, translating them and review by foreign consultants	X				UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national and international experts	xxxxxxx

<p>Output 2 Competencies of social workers, specialists and volunteers working with people at social risk enhanced Baseline: Social work is a new profession in Lithuania and specialists need qualification raising in working with families and children Indicators: special training programs developed and number of specialists and community volunteers trained Targets: Two training programs for Parental Skills and Social Skills trainings developed; Parental Skills and Social Skills trainings carried out, 44 participants take part; 11 informational events for parents organized, at least 165 people present; information extended to parents not present in meetings Related CP outcome: n/a</p>	2.1. Recruiting experts, preparing training programs, translating them, review of programs by foreign consultants	X				UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national and international experts	xxxxxxx
	2.2. Recruiting trainers, selection of venues, inviting participants; conducting trainings			X	X	UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national experts, supplies, travel participants	xxxxxxx
	2.3. Inviting parents to attend the meeting during social workers' visits to families and local notice boards, holding meetings in each project location					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, fees local project personnel	
	2.4. Visiting families at risk who were not present in the meeting (by social workers and volunteers), informing parents about available child care	X	X			UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel	xxxxx
	2..5. Working with parents solving problems barring them from putting children at child care		X	X		UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel, childcare participants	xxxxxxx
<p>Output 3 Participation in the labour market of people at social risk raising preschool children increased Baseline: Lack of child care is one of the biggest obstacles for unemployed with preschool children to enter labor market. Indicators: number of people who got employed and undertook training for employment Targets: Mentoring and self-help programs for women developed and implemented, 22 mentors work continuously with at least 88 women, 11 self-help groups of not less than 7 women meet 4 times per month; 531 Parents of preschool children consulted on training programs and employment possibilities, not less than 700 consultations Related CP outcome: n/a</p>	3.1. Preparing guidelines for social workers and volunteers who will be coordinating mentoring program and organizing self-help groups, acquainting coordinators with the principles of mentoring and facilitating self- help groups, identifying women to be mentored, recruiting mentors, identifying self-help group members, working out logistics of meetings		X	X	X	UNDP Lithuania, Community Change Center	ESF funds	Contractual services, fees local project personnel, childcare participants	xxxxx
	3.2. Consulting participants on available training programs which could lead to employment		X	X	X	UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel, childcare participants	xxxxxx
	3.3. Consulting participants on employment possibilities		X	X	X	UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel, childcare participants	xxxxxxx
TOTAL									xxxxxxx

Year: 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount

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	1.3. Developing study programs for 4 groups, contacting organizations to share good practices in Norway and the Netherlands, working out logistics of the study trips;					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, international consultants	
	1.4. Holding specialized study visits for 4 groups, depending on the foreseen nature of services					UNDP Lithuania, Community Change Center	ESF funds	Travel & Per Diem expenses project participants	
	1.5. Recruiting experts and preparing plans for social services, including financial estimates, translating them and review by foreign consultants					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national and international experts	
<p>Output 2 Competencies of social workers, specialists and volunteers working with people at social risk enhanced Baseline: Social work is a new profession in Lithuania and specialists need qualification raising in working with families and children Indicators: special training programs developed and number of specialists and community volunteers trained <i>Targets:</i> Two training programs for Parental Skills and Social Skills trainings developed; Parental Skills and Social Skills trainings carried out, 44 participants take part; 11 informational</p>	2.1. Recruiting experts, preparing training programs, translating them, review of programs by foreign consultants					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national and international experts	
	2.2. Recruiting trainers, selection of venues, inviting participants; conducting trainings	X				UNDP Lithuania, Community Change Center	ESF funds	Contractual services, national experts, supplies, travel participants	xxxxxx
	2.3. Inviting parents to attend the meeting during social workers' visits to families and local notice boards, holding meetings in each project location					UNDP Lithuania, Community Change Center	ESF funds	Contractual services, fees local project personnel	
	2.4. Visiting families at risk who were not present in the meeting (by social workers and volunteers), informing parents about available child care					UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel	

events for parents organized, at least 165 people present; information extended to parents not present in meetings <i>Related CP outcome: n/a</i>	2..5. Working with parents solving problems barring them from putting children at child care					UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel, childcare participants	
Output 3 Participation in the labour market of people at social risk raising preschool children increased Baseline: Lack of child care is one of the biggest obstacles for unemployed with preschool children to enter labor market. Indicators: number of people who got employed and undertook training for employment <i>Targets:</i> Mentoring and self-help programs for women developed and implemented, 22 mentors work continuously with at least 88 women, 11 self-help groups of not less than 7 women meet 4 times per month; 531 Parents of preschool children consulted on training programs and employment possibilities, not less than 700 consultations <i>Related CP outcome: n/a</i>	3.1. Preparing guidelines for social workers and volunteers who will be coordinating mentoring program and organizing self-help groups, acquainting coordinators with the principles of mentoring and facilitating self- help groups, identifying women to be mentored, recruiting mentors, identifying self-help group members, working out logistics of meetings	X				UNDP Lithuania, Community Change Center	ESF funds	Contractual services, fees local project personnel, childcare participants	xxxxxxxxxx
	3.2. Consulting participants on available training programs which could lead to employment	X				UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel, childcare participants	xxxxxxx
	3.3. Consulting participants on employment possibilities	X				UNDP Lithuania, Community Change Center	ESF funds	Fees local project personnel, childcare participants	xxxxxxxxxx
TOTAL									xxxxx

MANAGEMENT ARRANGEMENTS

The project is falling under the thematic competence (reducing social risks and social exclusion of vulnerable groups) of the Ministry of Social Security and Labour. UNDP Lithuania will act as overall responsible party for Project's implementation. Project partner is Community Change Center. Due to specificity of funding source (European Social Fund resources), all payments for the Project will be directly processed by UNDP Lithuania (under Direct Agency Implementation modality), in line with the UNDP Programming for Results Management User Guide. UNDP Lithuania will be responsible for:

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- Administration of the Project
 - Project Procurement process in line with UNDP and ESF rules
 - Overall quality assurance of project activities and products
 - Consultancy and expert support necessary at various phases of the project implementation
 - Project's publicity activities
 - Ensuring that project is managed as per UNDP rules and regulations
 - Ensuring reporting to ESF agency as per agreed templates.
 - Knowledge management: codification of knowledge and good practices

A **Project Board** will be established to take responsibility for making executive management decisions for a project when guidance is required by the Project manager, including approval of project revisions. The Project Board will be comprised of the representative of UNDP Lithuania, and project partner Community Change Centre representatives. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project, European Social Fund (ESF) Agency and other external bodies. In addition, it approves the appointment and responsibilities of the Project Manager.

The Group's key roles will be as follows:

- (a) Executive role will be performed by the representative of UNDP Lithuania.
- (b) Senior Beneficiary role will be held by appointed partner representative.

In addition and independently from the Project Board's role **Project Assurance role** will be important for the smooth project implementation. This will support the Project Board by carrying out objective project oversight and monitoring functions. During the Running a Project process, this role will ensure that the appropriate project management milestones are managed and completed. Head of UNDP Office in Lithuania will perform this function.

MONITORING FRAMEWORK AND EVALUATION

Within the annual cycle

- Quarterly progress reports shall be submitted by the Project Manager to the Project Board through Project Assurance, using a template developed for this purpose and derived from a standard format available in Atlas. The template includes reporting on achievements, planned activities, risks log, incurred and planned expenditure.
- ESF specific progress and final report as outlined in the Agreement (annually and final report)
- A project Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- To complement the above, an annual project review will be conducted during the fourth quarter of year as a basis for assessing the performance of the project. In the last year, this review will be a final assessment. This review will be driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Innovative models of social services developed, encouraging participation of marginalized groups and persons at social risk in the labour market		
Activity Result 1 (Atlas Activity ID)	1.1. Work groups of 4-7 members formed in 11 project locations, methodological material prepared	Start Date: April 2009 End Date: June 2009
Purpose	Prepare for further project activities, ensure that there is local ownership of the project, and develop tools necessary in the next project implementation stage.	
Description	Forming of work groups (contacting relevant institutions and organizations, making information available to broader community, mobilizing community volunteers), putting together two methodologies – for mapping local resources and needs and making plan for social services, translating them and review by foreign experts	
Quality Criteria	Quality Method	Date of Assessment
Number of work groups, number of members in them, methodological tools adequate and easy to use	Membership lists participants' evaluation of methodological tools	Immediately upon carrying out the activity
Activity Result 2 (Atlas Activity ID)	1.2. Analysis of local needs, resources and possibilities	Start Date: June 2009 End Date: September 2009
Purpose	Make good use of existing human and material resources, precisely evaluate local needs, so that childcare models to be developed are efficient and accepted by the target group	
Description	Recruiting experts and conducting 11 analyses of local needs and resources, identifying local organizations, available premises, community volunteers, potential mentors, etc. determining the possible character of services – mobile, self help, day care groups, etc.	
Quality Criteria	Quality Method	Date of Assessment
Analysis is thorough and leading to sound conclusions	Approval by work groups and experts who will work further on development of services	Immediately upon carrying out the activity
Activity Result 3 (Atlas Activity ID)	1.3. 4 study visit programs	Start Date: July 2009 End Date: August 2009
Purpose	Prepare for the study trip of the project participants ensuring that the trip gives best possible experience, valuable insights and ideas for those engaged in the development of child care models in Lithuania	
Description	Developing study programs for 4 groups, contacting organizations to share good practices in Norway and the Netherlands, working out logistics of the study trips	
Quality Criteria	Quality Method	Date of Assessment

Programs are specialized – based on study of local needs and possibilities and focused on most relevant aspects		Evaluation by participants (evaluation forms)	After the study trip takes place
Activity Result 4 (Atlas Activity ID)	1.4. Working groups acquainted with foreign experience		Start Date: September 2009 End Date: November 2009
Purpose	Acquaint specialists with good practices abroad, which could be adapted while developing childcare models in Lithuania		
Description	Holding specialized study visits for 4 groups, depending on the foreseen nature of services		
Quality Criteria		Quality Method	Date of Assessment
24 participants representing all project locations take part in study visits. Useful foreign experience identified and integrated in childcare models		Participants' lists and evaluation forms analysis of childcare models developed	Immediately upon carrying out the activity and after the child care models are worked out
Activity Result 5 (Atlas Activity ID)	1.5. Plans for social services		Start Date: December 2009 End Date: February 2010
Purpose	Translate innovative ideas into concrete projects, based on sound methodology and cost-benefit analysis		
Description	Recruiting experts and preparing plans for social services, including financial estimates, translating them and review by foreign consultants		
Quality Criteria		Quality Method	Date of Assessment
11 good quality plans are developed		Experts' evaluation	Immediately upon carrying out the activity
OUTPUT 2: Competencies of social workers, specialists and volunteers working with people at social risk enhanced			
Activity Result 1 (Atlas Activity ID)	2.1. Training programs for 3 day Parental Skills and 3 day Social Skills trainings		Start Date: March 2010 End Date: March 2010
Purpose	Contribute to the national competence base by developing high standard qualification raising programs for social workers		
Description	Recruiting experts, preparing training programs, translating them, review of programs by foreign consultants		
Quality Criteria		Quality Method	Date of Assessment
2 Training programs which balance adequately theoretical knowledge and practical skills, and are highly interactive, are prepared		Trainers' manuals, training agendas, experts reviews, participants' evaluation (evaluation forms)	Immediately upon carrying out the activity and after first trainings take place
Activity Result 2 (Atlas Activity ID)	2.2. Parental Skills and Social Skills trainings for specialists working with families		Start Date: July 2010 End Date: March 2011
Purpose	Prepare social workers, other specialists and community volunteers to work with families in efficient and constructive way, applying methods that were proven effective by research and practice.		
Description	Recruiting trainers, selection of venues, inviting participants; conducting trainings		
Quality Criteria		Quality Method	Date of Assessment
Participant's satisfaction, results received applying new knowledge and skills		List of participants, Evaluation forms, feed back by trainers, responses by clients and social work statistics	Upon completion of training and at the end of the project
Activity Result 3 (Atlas Activity ID)	2.3. Informational events for parents		Start Date: July 2009 End Date: October 2009
Purpose	Get clients involved, set up dialogue between social workers and project target group		
Description	Inviting parents to attend the meeting during social workers' visits to families and local notice boards, holding meetings in each project location		
Quality Criteria		Quality Method	Date of Assessment
Number of people participating in meetings		Lists of participants, evaluation by project coordinator	Immediately upon carrying out the activity
Activity Result 4 (Atlas Activity ID)	2.4. Information extended to parents not present at meetings		Start Date: December 2009 End Date: May 2010
Purpose	Reach out to a broader circle of disadvantaged people raising preschool children, foster their social integration		
Description	Visiting families at risk who were not present in the meeting (by social workers		

	and volunteer,s) informing parents about available child care	
Quality Criteria	Quality Method	Date of Assessment
Number of people visited and convinced to take part in the project	Social workers' report, social work statistics	Immediately upon carrying out the activity
Activity Result 5 (Atlas Activity ID)	2.5. Problems solved inhibiting parents to put children at child care	Start Date: June 2010 End Date: September 2010
Purpose	Assess existing organizing, motivational and other problems which could inhibit individual members of the target group from using the offered childcare and getting into employment	
Description	Consulting parents to help solve problems barring them from putting children at child care	
Quality Criteria	Quality Method	Date of Assessment
Number of people using child care, employed or seeking employment	Social workers' records, Coordinator's report, project statistics	Immediately upon carrying out the activity and by the end of the project
OUTPUT 3: Participation in the labour market of people at social risk raising preschool children increased		
Activity Result 1 (Atlas Activity ID)	3.1. Mentoring and self-help programs for women developed and implemented	Start Date: June 2010 End Date: March 2011
Purpose	Assist disadvantaged women in building social networks and gaining self-confidence to enter the labour market	
Description	Preparing guidelines for social workers and volunteers who will be coordinating mentoring program and organizing self-help groups, acquainting coordinators with the principles of mentoring and facilitating self- help groups, identifying women to be mentored, recruiting mentors, identifying self-help group members, working out logistics of meetings	
Quality Criteria	Quality Method	Date of Assessment
Number of women taking part in the activities, number of women employed or seeking employment	List of participants, reports by mentors and coordinators, project statistics	After the two first moths of the implementation of the activity and by the end of the project
Activity Result 2 (Atlas Activity ID)	3.2. Parents of preschool children consulted on training programs available at Labour Exchange	Start Date: June 2010 End Date: March 2011
Purpose	Link project participants to other support possibilities, create synergies with Labor Exchange in order to attain better results	
Description	Consulting participants on available training programs which could lead to employment	
Quality Criteria	Quality Method	Date of Assessment
Number of people who received consultations	Social workers' records, report by project coordinator	Immediately upon carrying out the activity
Activity Result 3 (Atlas Activity ID)	3.3. Parents of preschool children consulted on employment possibilities	Start Date: June 2010 End Date: March 2011
Purpose	Assist project participants in identifying employment possibilities	
Description	Consulting participants on employment possibilities	
Quality Criteria	Quality Method	Date of Assessment
Number of people who received consultations, number of project participants employed by the end of the project	Coordinators' reports, project statistics	At the end of the project

LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article I of the SBAA between the Government of Lithuania and UNDP, signed on 12 July 1993.

This project document shall be the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

ANNEXES

Risk Analysis:

OFFLINE RISK LOG

Project Title: Children care while parents at work: Groups' at risk integration into labour market while creating conditions for child care in rural neighbourhoods	Award ID:	Date: 12 March 2009
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
1	Growing unemployment in the country	12 03 2009	Economic	Difficulties in ensuring project aim of 7-30 per cent participants' employment is achieved P = 3 I = 4	Engagement of local actors – Regional Labor Exchange, local business and NGOs in search for jobs	Lina Jankauskiene	Lina Jankauskiene	12 March 2009	
2	Life - styles of project target group (used to living on benefits)	12 03 2009	Economic	Difficulties in reaching employment target due to participants' lack motivation to enter labor market P = 2 I = 3	Social workers and volunteers' motivational work with project target group	Lina Jankauskiene	Lina Jankauskiene	12 March 2009	
3	Getting employed may cut some social benefits	12 03 2009	Regulatory	Participants will lack motivation to enter labor market, even offered childcare P = 2 I = 3	Social workers and volunteers' motivational work with project target group, close cooperation and information exchange with municipalities' social care units	Lina Jankauskiene	Lina Jankauskiene	12 March 2009	
4	Bureaucratic obstacles in introducing new innovative	12 03 2009	Regulatory	Some childcare models might fail to pass strict regulations on safety, hygiene, etc. and might not be implemented	Present to respective authorities very well prepared social services' plans and documentation, ensure that they understand the aims	Lina Jankauskiene	Lina Jankauskiene	12 March 2009	

	childcare models			P=1 I=2	of the project				
5	Failure to mobilize support of all key local partners	12 03 2009	Strategic	Lack of local ownership might slow down project implementation and undermine achievement of results P=1 I=2	Organize regular evaluation meetings to ensure that all local partners share the project's strategic vision and work consistently towards achieving projects aims	Lina Jankauskiene	Lina Jankauskiene	12 March 2009	

Agreements:

Attached to this project document is an agreement with annexes signed between UNDP, Ministry of Social Security and Labour and ESF Agency on 12 March 2009, which forms a basis for signing this project document.