

# United Nations Development Programme

Country: LITHUANIA

## Project Document

**UNDAF Outcome(s):** Not applicable  
**Expected CP Outcome(s):** Not applicable  
**Expected Output(s):** Output 1: Tailored model<sup>1</sup> developed based on best EU practises and the assessment of partner organisations' institutional capacities development needs; social workers representing 2 partner institutions trained on practical applications of recommendations of the model;  
Output 2: The newly developed model is practically implemented in 2 project partners' organisations.

**Responsible Party:** UNDP Lithuania

**Implementing partner:** Two partners: Caritas of Vilnius Archdiocese, Vilnius City Shelter

### Narrative

**HOME AND AWAY: development and introduction of the innovative model in Lithuania aimed at mitigation of consequences of homelessness throughout the (re)integration into society and labour market (BE NAMŲ NEGERAI: novatoriško modelio benamystės žalos mažinimui per reintegraciją į visuomenę ir darbo rinką pritaikymas Lietuvoje)**

Development and application of the innovative (re)integration model aimed at mitigation of consequences of homelessness throughout increasing their employability and integration into labour market. The project will be implemented in Vilnius, the metropolitan that becomes an attraction center for intensified homeless migration. The project is aimed at development of an individualized assistance model for homeless in Lithuania (based on evaluation of current work practices, human as well as organizational capacities and successful international practices of FEANSA organization), training of social workers on how to practically implement the measures described in the reintegration model in their daily work practices and practical implementation of the model in 2 shelter homes in Vilnius City.

Programme Period: 2009-2011  
Country Programme Component: N/A

Project Title: **HOME AND AWAY: development and introduction of the innovative model in Lithuania aimed at mitigation of consequences of homelessness throughout the (re)integration into society and labour market**

Atlas Award ID:  
Start date: 12 March 2009  
End Date: 12 March 2011

PAC Meeting Date: 04 March 2009

Total project budget	USD
(USD rate of 2.661 LTL):	335462.00
Total resources required:	335462.00
Total allocated resources:	335462.00
• Regular	0
• Other:	0
○ Donor	0
○ Government	335462.00
Unfunded budget:	0
In-kind Contributions:	0

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

Agreed by UNDP Lithuania:

Agreed by Caritas of Vilnius Archdiocese:

Agreed by Vilnius City Shelter:

<sup>1</sup> Model for addressing homelessness in Vilnius City municipality through their integration into labour market and society

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## I. SITUATION ANALYSIS

The survey carried in 2003 indicated 2500 Lithuanian inhabitants as being homeless however there is a common thinking that this number was underestimated. There is no precise estimation of the number of street homeless in Lithuania in 2008. As regular practise, the statistics on street homelessness is based on the number of persons who applied for social assistance services in municipalities' social services centres. According to the official data of the Statistics Lithuania under the Government of the Republic of Lithuania, there were 1800 persons who temporarily lived in shelter homes country wide, plus for about 100 persons were provided temporary shelter services for one night.

According to the data provided by Vilnius City Municipality Social Assistance Division in 2006, there were for about 500 homeless in Vilnius city. However there is no statistical data on the number of persons living in slums, cellars, waste sites and other places.

There are 23 shelter homes for homeless established and operating in Lithuania however they accept only persons having their personal identification documents (IDs), so called *privileged street homeless*. Specialists working with homeless note an increased internal migration of homeless to biggest cities of Lithuania, especially Vilnius, which is going to intensify due to closure/modernisation according to European Union (EU) requirements of waste sites in 2009. Thus, the project will be implemented in two largest institutions working with homeless in Vilnius City municipality. Practitioners working with homeless depict a typical picture of a homeless in Lithuania composed of such characteristics as: mostly men suffering from dependency from psychotropic substances, most of them ex-prisoners and/or people aged 50 and+ (data derived from interviews with Lithuanian practitioners working with homeless, 2008). The group of persons having above mentioned characteristics will form a target beneficiaries' group of this Project.

The problem faced is the absence of statistical data on street homelessness at country level as well as in Vilnius municipality and inadequate knowledge and capacities of two biggest organisations working with homeless in Vilnius City municipality to prevent increasing homelessness and to ensure effective harm reduction of homelessness through their (re)integration into society and eventually into labour market. Efforts taken to effectively address this problem contribute to: 1) *Outcome\_10 that is set and reported against by the UNDP Lithuania, and eventually to 2) MDG1 at country level.*

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## II. STRATEGY

The outputs of the Project will directly contribute to the implementation at country level of practical recommendations of the European Parliament's non-legislative resolution on ending street homelessness. The document contains the EU-wide commitment to end street homelessness by 2015 and the development of integrated policies by Member States to ensure access to affordable quality housing for all.

Development of innovative and tailored model based on the best EU countries practises and institutional capacities evaluation carried in two project partners organisations working with homeless, training of social workers in partner organisations to effectively employ the methods recommended in model's description in their daily work practises and practical testing of the model's principles in two shelters in Vilnius will create the pre-conditions for:

- 1) Preparation of the practical guide stemming out of the lessons learnt of practically implemented in Vilnius city municipality innovative and tailored model of homelessness prevention and mitigation of phenomena's consequences through their integration into society and labour market.**
- 2) Increase employability and employment rates (including the period staying in the same job for up to 6 months and longer) of targeted beneficiaries by at least 40 percent.**

UNDP Lithuania will play a catalytic role in bringing into a partnership two biggest organisations working with homeless in Vilnius City municipality aiming firstly to examine their capacity development needs in regard to ensuring more effective homelessness prevention and their integration into society and labour market, and secondly, using an international expertise will facilitate working out a tailored model for addressing homelessness to be applied in these two organisations, and thirdly, will enable through intensive trainings social workers representing these 2 organisations to employ methods and principles of the model in their daily work practises. Subsequently, the enabled social workers will work more efficiently tackling street homelessness problem through their integration into society and labour market. Lessons learned will be documented and published in a format of practical guidebook for specialists working with homeless in other regional areas of Lithuania.

The practical guide prepared at the end of project implementation and widely distributed to practitioners working with homeless in other regions of Lithuania will impart them the methods tested in Lithuania that proved to be effective in homeless (re)integration and would possibly call for the need for project's replication in terms of localisation of its activities.

### III. RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> <i>Not applicable due to absence of Country Programme in Lithuania</i>				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> <i>Not applicable due to absence of Country Programme in Lithuania</i>				
<b>Corporate Outcome: MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities</b>				
<b>Partnership Strategy:</b> UNDP Lithuania will play a catalytic role in bringing into a partnership two biggest organisations working with homeless in Vilnius City municipality to implement this Project				
<b>Project title and ID (ATLAS Award ID):</b> 00070470				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><i>Specify each output that is planned to help achieve the outcome.</i></p> <p><i>For each output, include a baseline with associated indicators and targets to facilitate monitoring of change over time.</i></p> <p><i>Each output shall ultimately become a Project ID in Atlas.</i></p> <p><b>Output 1: Tailored model<sup>2</sup> is developed based on best EU practises and the assessment of partner organisations' institutional capacities development needs; social workers representing 2 partner institutions trained on practical applications of recommendations of the model;</b></p> <p><b>Baseline:</b> There is no such model</p>	<p><i>Use this column for more complex projects where an output takes more than one year to produce.</i></p> <p><b>1.1.</b> The report on 2 partner organisations institutional capacities development needs is worked out;</p> <p><b>1.2.</b> The description of the model prepared;</p> <p><b>1.3.</b> 20 social workers from 2 partners' organisations</p>	<p><i>List activity results and associated actions needed to produce each output or annual output targets.</i></p> <p><i>Each activity result shall ultimately become an Activity ID in Atlas.</i></p> <p><b>Action 1.1.</b> The capacities (professional and organisational) of 2 project partners' personnel are assessed and capacities development needs identified, the report prepared in English and Lithuanian languages;</p> <p><b>Action 1.2.</b> Tailored model is developed based on best EU practises and assessment of partner organisations' institutional capacities development needs</p> <p><b>Action 1.3.</b> Interactive training programme is designed and prepared;</p>	<p><i>UNDP Lithuania</i></p> <p><i>Caritas of Vilnius Archdiocese and</i></p> <p><i>Vilnius City Shelter</i></p>	<p><i>Consultancy services for institutional capacity assessment including services of international expert (15 784 USD)</i></p> <p><i>Consultancy services for the development of the new model including services of international expert and salary for 2 consultations of two employees from each of partner organisations (xxxxxx USD)</i></p> <p><i>Training services for training programme development and a 3-day training carried (xxxxxx</i></p>

<sup>2</sup> Model for addressing homelessness in Vilnius City municipality through their integration into labour market and society


available for social workers use. <b>Indicators:</b> the number of institutional capacity development needs assessments, innovative (re)integration models for homeless developed, the number of social workers trained;	trained	trainings carried out for social workers coming from 2 partner organisations.		USD)
<b>Output 2: The newly developed model is practically implemented in 2 project partners' organisations</b> <b>Baseline:</b> No model based on international practises and organisation capacity assessment was practically tested in 2 partner organisations <b>Indicators:</b> the number of project beneficiaries (homeless) individually consulted/assisted in increasing clients motivation and in searching for a job; the percentage of employment rates (including the period staying in the same job for up to 6 months and longer) of targeted beneficiaries	<b>2.1.</b> 100 project beneficiaries (homeless) individually consulted/assisted in increasing their motivation and in searching for a job;	<b>Action 2.1.</b> Practical implementation of the newly created model in 2 project partners' organisations aiming to (re)integrate target beneficiaries into society and labour market while employing the recommendations of the model.	<i>Caritas of Vilnius Archdiocese and Vilnius City Shelter</i>	<i>Salaries for 20 social workers for individual consultations and catering services (xxxxxx USD)</i>
<b>Publicity of the Project:</b>			<i>UNDP Lithuania, Caritas of Vilnius Archdiocese and Vilnius City Shelter</i>	<i>Preparation and publication costs of the practical guide on the use of new model in practical work (xxxxxx USD)</i>
<b>Project implementation (activity) budget (direct project costs)</b>				<b>xxxxxx USD</b>

## IV. 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><b>Output 1: Tailored model<sup>3</sup> is developed based on best EU practises and the assessment of partner organisations' institutional capacities development needs; social workers representing 2 partner institutions trained on practical applications of recommendations of the model;</b></p> <p><b>Baseline:</b> There is no such model available for social workers use.</p> <p><b>Indicators:</b> the number of institutional capacity development needs assessments, innovative (re)integration models for homeless developed, the number of social workers trained;</p>	<p>1.1. The capacities (professional and organisational) of 2 project partners' personnel are assessed and capacities development needs identified, the report prepared in English and Lithuanian languages;</p>		x			UNDP Lithuania	ESF funds	Contracting Company including services of international expert	XXXXXX USD	
	<p>1.2. Tailored model is developed based on best EU practises and assessment of partner organisations' institutional capacities development needs</p>			x	x		UNDP Lithuania Caritas of Vilnius Archdiocese and Vilnius City Shelter	ESF funds	Consultancy services (contractual services company) for the development of the new model including services of international expert and salary for 2 consultations of two employees from each of partner organisations	XXXXXX USD
	<p>1.3. 20 social workers from 2 partners' organisations trained</p>				x	x	UNDP Lithuania Caritas of Vilnius Archdiocese and Vilnius City Shelter	ESF funds	Contracting companies (training services) for training programme development and a 3-day training carried	XXXXXX USD

<sup>3</sup> Model for addressing homelessness in Vilnius City municipality through their integration into labour market and society

<p><b>Output 2: The newly developed model is practically implemented in 2 project partners' organisations</b></p> <p><b>Baseline:</b> No model based on international practises and organisation capacity assessment was practically tested in 2 partner organisations</p> <p><b>Indicators:</b> the number of project beneficiaries (homeless) individually consulted/assisted in increasing clients motivation and in searching for a job; the percentage of employment rates (including the period staying in the same job for up to 6 months and longer) of targeted beneficiaries</p>	<p>2.1. Practical implementation of the newly created model in 2 project partners' organisations aiming to (re)integrate target beneficiaries into society and labour market while employing the recommendations of the model.</p>				x	<p>Caritas of Vilnius Archdiocese and Vilnius City Shelter</p>	<p>ESF funds</p>	<p>Salaries for 20 social workers for individual consultations and catering services (2 months)</p>	<p>xxxxxx USD</p>
<p><b>TOTAL</b></p>									<p>xxxxxx USD</p>

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
<b>Output 2: The newly developed model is practically implemented in 2 project partners' organisations</b> <b>Baseline:</b> No model based on international practises and organisation capacity assessment was practically tested in 2 partner organisations <b>Indicators:</b> the number of project beneficiaries (homeless) individually consulted/assisted in increasing clients motivation and in searching for a job; the percentage of employment rates (including the period staying in the same job for up to 6 months and longer) of targeted beneficiaries	2.1. Practical implementation of the newly created model in 2 project partners' organisations aiming to (re)integrate target beneficiaries into society and labour market while employing the recommendations of the model.	x	x	x	x	Caritas of Vilnius Archdiocese and Vilnius City Shelter	ESF funds	Salaries for 20 social workers for individual consultations and catering services (2 months)	xxxxxx USD
<b>Publicity of the Project</b>					x	UNDP Lithuania Caritas of Vilnius Archdiocese and Vilnius City Shelter	ESF funds	Preparation of publication (preparatory works)	none
<b>TOTAL</b>									<b>196 065 USD</b>



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
<b>Publicity of the Project</b>		x				UNDP Lithuania Caritas of Vilnius Archdiocese and Vilnius City Shelter	ESF funds	<i>Contractual services (individual and company)</i>	10 186 USD
<b>TOTAL</b>									<b>10 186 USD</b>

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## V. 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, while Project partners are: 1) Caritas of Vilnius Archdiocese and 2) Vilnius City Shelter. 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:

- 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, representative of the Caritas of Vilnius Archdiocese, the representative of the Vilnius City Shelter and representative of stakeholders of the Project (to be appointed once project implementation starts). 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.

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.

## VI. 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

*Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project". This table shall be further refined during the process "Initiating a Project".*

OUTPUT 1:		
<b>Activity Result 1 (Atlas Activity ID)</b>	1.1. Partners' Capacities Development Assessment	Start Date: 1 April, 2009 End Date: 31 May, 2009
<b>Purpose</b>	To assess capacities (professional and organisational) of 2 project partners' personnel and to identify development needs;	
<b>Description</b>	Assessing the existing institutional capacities, identifying capacities development needs and working out a Report.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
One assessment report entailing the description of currently existing institutional capacities of 2 partner organizations, working methods and capacity development needs id prepared (not less than 100 pages) The Report is prepared in Lithuanian and English languages.	Verification of the quality of the Assessment Report by Project Manager, the feedback received from partner organisations.	End of May, 2009
<b>Activity Result 2 (Atlas Activity ID)</b>	1.2. Development of Homeless Reintegration Model	Start Date: 1 June, 2009 End Date: 31 August, 2009
<b>Purpose</b>	To develop a tailored model aiming to increase partner organisations work (re)integrating homeless into society and labour market	
<b>Description</b>	Developing model based on best EU practises, experience of FEANTSA organisation and the assessment carried on partner organisations' institutional capacities development needs	

<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The model on complex working methods to be personalized according to a particular beneficiaries needs should entail but not limited to: 1) effective working methods; 2) methods of application; 3) methods application effectiveness criteria and means of their verification; 4) minimal conditions to be present enabling to apply these methods; 5) application rules; 6) risk management and other. The expected volume of model's description is not less than 80 pages.	Verification of the quality of the description of the Model by Project Manager, the feedback received from partner organisations.	End of August – beginning of September, 2009
<b>Activity Result 3 (Atlas Activity ID)</b>	1.3. Training of social workers	Start Date: 1 September, 2009 End Date: 31 October, 2009
<b>Purpose</b>	To enable social workers in partner organisations to effectively use the methods recommended in the model's description	
<b>Description</b>	Designing and working out an interactive training programme and organise 3-day intensive training for social workers coming from 2 partner organisations.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The training model should be designed and carried in a way to enable social workers to effectively employ the methods recommended in model's description, to assess and overcome the indicated risks, to work in line with the professional rules indicated. The training should be designed as intensive 3-day (24 hours) training.	Verification of the quality of the design of training programme developed and its compliance with the requirements listed in TOR by Project Manager. Project Managers participation in the training itself.	End of September, 2009 (verification of the design of the programme) End of October, 2009
<b>OUTPUT 2:</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	2.1. Reintegration Model's implementation	Start Date: 1 November, 2009 End Date: 31 November, 2010
<b>Purpose</b>	To personally assist 100 beneficiaries in their (re)integration process into society and labour market while employing the methods recommended in the model	
<b>Description</b>	Providing individual consultations to 100 homeless (for about 240 hours working with each client)	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Compliance employing the methodology indicated in model's description such as provision of personal mentoring services, regular services aimed at increasing a client's employability (competencies	The reports provided by the supervising expert. Assessments of clients' satisfaction.	Each 3 months End of November, 2010

development), intermediation/coaching between a beneficiary and potential employer and etc.		
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## VII. 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.

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## VIII. ANNEXES

### Risk Analysis:

### OFFLINE RISK LOG

<b>Project Title: HOME AND AWAY</b>	<b>Award ID: 00057130</b>	<b>Date: 12 March 2009</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	High levels of unemployment (10 percent or more) in Lithuania	12 March 2009	Economic	Difficulties for targeted risk groups to find gainful employment P = 2 I = 2	Increasing to extent possible the competences of targeted beneficiaries to become competitive job seekers in the local market	Ruta Svarinskaite	Ruta Svarinskaitė	12 March 2009	N/A

### 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.

### Special Clauses:

The schedule of payments under this project will be linked to implementation of project activities. Payments may be made to UNDP upon its' request for each single activity of the project. In addition, UNDP may receive an advance of funds in the amount not exceeding 11,11% of project budget upon request. Funds for activities will be deposited to UNDP account No. [LT727044060006475104](#) at SEB bank (Gostauto 40b, Vilnius).

For the purpose of Atlas management, the value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment.

The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

