

# United Nations Development Programme

Country: LITHUANIA

## Project Document

**UNDAF Outcome(s):** Not applicable  
**Expected CP Outcome(s):** Not applicable  
**Expected Output(s):** Output 1: Increased competence of specialists to solve problems related to social exclusion and risk groups' integration into labour market in a complex manner;  
Output 2: Fostered employment and social cohesion in targeted regional areas of Lithuania by assisting vulnerable and socially excluded groups to increase their employability and (re)integrate into labour market.

**Responsible Party:** UNDP Lithuania

**Implementing partner:** Five partners: Center for Equality Advancement; Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre

### Narrative

#### **HOW: Complex response to problems (KAIP: Kompleksinis atsakas į problemas)**

Social exclusion as multifaceted phenomena is especially acute under the current global economic crisis. Although the Lithuanian social policy pays considerable attention to the reduction of social exclusion and poverty by exploring the ways on the effective integration of vulnerable people into labour market, however, this phenomenon hampering sustainable development is still a major issue requiring complex solutions and team work to be employed. The aim of the Project is to enable specialists working with risk groups to address the problem of social exclusion in a holistic way by using a complex approach and mobilize the necessary institutional network. The project will increase professional competences of specialists on more effective integration of risk groups into labour market. The application of the gained knowledge in daily practices in combination with competency advancement courses for vulnerable targeted groups will lead towards increased by 35 % employment rates of targeted disadvantaged people. During the implementation of the Project, the innovative methodology based on the use of complex assistance techniques will be prepared aiming to provide specialists with a practical handbook.

Programme Period: 2009-2011  
Country Programme Component: N/A  
Project Title: **HOW: Complex response to problems**  
Atlas Award ID:  
Start date: 12 March 2009  
End Date: 12 June 2011  
PAC Meeting Date: 02 March 2009

Total project budget	USD
(USD rate of 2.661 LTL):	458598.00
Total resources required:	458598.00
Total allocated resources:	458598.00
• Regular	0
• Other:	
○ Donor	0
○ Government	458598.00
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 Center for Equality Advancement

Agreed by Vilnius Shelter for Women and Children

Agreed by Women Activity Center of Marijampole District

Agreed by Anyksciai Social Service Centre

Agreed by Kelme Municipality Social Service Centre

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## I. SITUATION ANALYSIS

Social exclusion as multifaceted phenomena is especially acute under the current global economic crisis, including Lithuania, under the current global economic crisis, the consequences of which are especially felt by vulnerable people.

Although the Lithuanian social policy pays considerable attention to the reduction of social exclusion and poverty by exploring the ways on the effective integration of vulnerable people into labour market, however, this phenomenon hampering sustainable development is still a major issue requiring complex solutions and team work to be employed.

One of the reasons for that is an approach to poverty as a multifaceted phenomenon, in the analysis of which the economic aspects are underlined and social, cultural and psychological aspects are underestimated or completely ignored. For example, the Lithuanian Department of Statistics provides data on income per household (taking into account its structure) and/or per capita. However, the analysis of how the risks of social exclusion and the hardships related to integration into the labour market correlate with such aspects as gender, ethnical/racial origin, disability and the way of living (e.g., dependence on social benefits in the course of several generations) is not carried out.

Addressing the cases of socially excluded groups the fact that the risk of social exclusion increases upon interaction of the above aspects is rarely taken into account. For example, the high numbers of women at risk of poverty is determined not by gender itself, but by their experience related to single motherhood, being a single woman of 50+ and difficulties to integrate into the labour market. It is evident that this risk is even increased in relation with ethnical ground and/or disability ground.

Therefore, in order to increase social inclusion of vulnerable groups leading to a greater cohesion at a country level, it is necessary to address this multidimensional phenomenon in a complex way. The EU experts also emphasize that it is important to define the social categories which cause the formation of social risks. Thus, developing both preventive and (re)integration programmes it is necessary to assess the specifics of these mechanisms. For example, aiming to reduce the social exclusion of immigrant women and to integrate them into the labour market, it is not enough to apply methods which take into account the preventive measures against discrimination only on the basis of gender or only on the basis of ethnical origin. The EU experts advise to use the holistic approach and to evaluate both the specifics of the mechanisms determining the social exclusion and complexity of their interaction.

To reduce still existing pay gap and to contribute to the achievement of MDGs, it is necessary to create an enabling environment for the whole society to be effectively and efficiently involved in creating the country's welfare and to benefit from it. The Project will contribute towards social cohesion of the country by creating better conditions for vulnerable people to integrate into the labour market that will contribute to the efficient reduction of poverty. With respect to economic sustainable development goals, the Project will help to efficiently solve economic (re)integration, long term unemployment and poverty reduction problems. Environment protection objectives will be taken into account by implementing green purchases.

With regard to gender equality principle, the number of men and women participating in the project will not be the same, as social services sector in Lithuania is one of mostly feminised (86% of women work in the sector (Lithuanian Department of Statistics, 2006)). The activities carried out during the Project will especially have a positive effect on women as usually they are exposed to poverty more often and have less possibilities to find well paid jobs.

Efforts taken to effectively implement this Project 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 main objective of the Project is to promote social cohesion by reducing poverty and social exclusion while helping vulnerable and socially excluded people integrate into the labour market. UNDP Lithuania will work together with five partners from different municipalities who actively operate in the field of reducing poverty and social exclusion.

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

Output 1: Increased competence of specialists to solve problems related to social exclusion and risk groups' integration into labour market in a complex manner;

Output 2: Fostered employment and social cohesion in targeted regional areas of Lithuania by assisting vulnerable and socially excluded groups to increase their employability and (re)integrate into labour market.

### **Output 1: Increased competence of specialists by solving problems related to social exclusion and risk groups integration into the labour market in a complex manner.**

Social exclusion problems, such as unemployment of several generations, high poverty levels (21%), high registered and long-term women unemployment rate (57%) is difficult to address. This is due to the fact that instead of addressing situations jointly by several institutions, often separate issues are analyzed. The Project aims at 1) helping specialists integrate risk groups into the labour market by applying holistic approach principles to address multidimensionality of social exclusion; 2) increasing efficiency and effectiveness of inter-institutional cooperation; 3) by 35% increasing employment rate of targeted risk (vulnerable) groups.

Training of specialists according to innovative methodological tool-practical guidebook (prepared on the basis of modern theories of social work, comparative international analysis practices, international and national good practices) on how to work with risk groups in a holistic way as well as employing team work techniques, the application of knowledge and competences gained during seminars at practical work by integrating risk groups into society and labour market, as well as increasing employability of risk groups representatives themselves will help to increase their employment in four municipalities.

A series of Interactive trainings introducing innovative methodology to work with socially excluded people in a complex way in other regions will ensure the publicity of good practice and the use of the methodology at practical work in other municipalities. The prepared methodology might be used in vocational training process of social workers.

### **Output 2: Fostered employment and social cohesion in targeted regional areas of Lithuania by assisting vulnerable and socially excluded groups to increase their employability and (re)integrate into labour market.**

At the strategic level, this project will foster social cohesion and reduce poverty in the targeted regions by strengthening capacities to integrate socially excluded people or risk groups/families representatives into the labour market.

The efficiency of the process of integration into labour market of socially excluded/risk groups is determined both by quality of rendered social services and consultations, adequacy and complexity as well as the motivation of people (direct beneficiaries of the project) to search for jobs and to stay in the gainful employment for unbreakable longer periods. Thus, employing individualized assistance provided to clients, the Project foresees the direct personal social work with vulnerable people while he/she is undergoing basic competences trainings on learning the basics of entrepreneurship, driving course or increasing motivation and enhancing self-esteem. Practical trainings including various trainings on handicrafts will play an important role in

socialization of disadvantaged people, and decrease their social isolation. Driving and computer literacy courses will increase competence of vulnerable people, including of women coming back to the labour market after longer periods of unemployment, and will gradually help them integrate into the labour market.

### 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> This project will work in close partnership with five partners in four municipalities (Center for Equality Advancement; Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)				
<b>Project title and ID (ATLAS Award ID):</b>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<b>Output 1</b> Increased competence of specialists by solving problems related to social exclusion and risk groups integration into the labour market in a holistic way. Baseline: no holistic approach towards multiple social exclusion, lack of innovative methodological tools and trainings for social workers Indicators: number of methodological tools for social workers prepared; number of social workers trained and employed	<b>Targets (2009-2011)</b> 1.1 Innovative methodology employing complex social work techniques with socially excluded people prepared (100 methodological publications published) 1.2. Trainings and supervisions of social workers who are helping socially excluded groups to integrate into the labour market carried out (20 social workers trained, 80 team supervisions carried out)	1.1.1 Preparing and publishing methodology for holistic work with socially excluded people  1.2.1 Carrying out trainings for social workers to develop their holistic approach towards social exclusion and to improve their professional competence 1.2.2 Organizing team supervisions social workers working with risk groups 1.2.3 Preparing and organizing trainings for strengthening team work skills	UNDP Lithuania, Center for Equality Advancement; Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)	xxxxx  xxxxx  xxxxx
	1.3 Personal consulting services while applying acquired new knowledge provided for risk groups (Ten social workers employed)	1.3 Organizing individual work with target group representatives		xxxxx
<b>Output 2</b> Output 2: Fostered employment and social cohesion in targeted regional areas of Lithuania by assisting vulnerable and socially excluded groups to increase their employability and (re)integrate into labour market.	<b>Targets (2009-2011)</b> 2.1 Motivation increased and basic competences developed of targeted socially excluded people or risk groups/ families representatives for integration into the labour market	2.1.1 Identifying and engaging target groups' representatives to training courses. Organizing interactive training for the target group with a view of increasing their motivation.  2.1.2 Identifying and engaging target group representatives to training courses. Organizing interactive trainings for the target group with a view	UNDP Lithuania, Center for Equality Advancement; Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service	xxxxx  xxxxx
				xxxxx

<p>Baseline: low capacities of socially excluded people or risk groups/families representatives for integration into the labour market in targeted regional areas of Lithuania</p> <p>Indicators: number of target groups' representatives trained; number of social workers providing assistance services employed;</p>		<p>of increasing their employability.</p> <p>2.1.3 Organizing competence improving courses for target groups' representatives</p> <p>2.1.4 Providing personalized assistance and mentoring services upon employment while staying in the work place</p>	Centre)	xxxxx
Project Publicity				xxxxx USD
Project implementation (activity) budget (direct project costs)				xxxxx USD

## 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>Output 1</p> <p>Increased competence of specialists by solving problems related to social exclusion and risk groups integration into the labour market in a holistic way.</p> <p>Baseline: no holistic approach towards multiple social exclusion, lack of innovative methodological tools and trainings for social workers</p> <p>Indicators: methodology prepared and published; number of social workers trained and employed</p> <p><i>Targets:</i> Innovative methodology for holistic work with socially excluded people prepared (100 methodological publications published)</p> <p>Trainings and supervisions of social workers who are helping socially excluded groups to integrate into the labour market carried out (20 social workers trained, 80 team supervisions carried out)</p> <p>Individual work with 336 target group representatives</p> <p><i>Related CP outcome: n/a</i></p>	1.1 Preparing and publishing methodology to work with socially excluded people in a holistic way		X	X	X	UNDP Lithuania, Center for Equality Advancement;	ESF funds	National consultants, contractual services, publishing services.	xxxxx
	1.2 Carrying out trainings for social workers to develop their holistic approach towards social exclusion and to improve their professional competence		X	X	X	UNDP Lithuania, Center for Equality Advancement; Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)	ESF funds	Contractual services, national consultants, travel, miscellaneous expenses, supplies.	xxxxx
	1.3 Organising team supervisions for professional training and increasing social workers motivation				X	X	UNDP Lithuania, Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)	ESF funds	Contractual services, travel, miscellaneous expenses.

	1.4 Preparing and organizing trainings for strengthening team work and inter institutional cooperation skills					UNDP Lithuania, Center for Equality Advancement; Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)	ESF funds	National consultants, contractual services, travel, miscellaneous expenses, supplies.	0
	1.5 Organising individual work with target group representatives		X	X	X	Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)		Contractual services, travel, miscellaneous expenses, supplies.	xxxxx
Output 2 Fostered social cohesion by helping vulnerable and socially excluded people to integrate into the labour market Baseline: still low capacities of socially excluded people or risk groups/families representatives for integration into the labour market Indicators: number of target groups' representatives trained and competences improved; number of social workers providing assistance services employed <i>Targets</i> Developing capacities of socially excluded people or risk groups/ families representatives for integration into the labour market (596 target group representatives trained and improved their qualifications; 10 social workers providing assistance services employed)	2.1. Identifying and attracting target group representatives to training courses. Organizing interactive training for the target group with a view of increasing their motivation			X	X	UNDP Lithuania, Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)	ESF funds	Contractual services, supplies travel, miscellaneous expenses.	xxxxx
	2.2. Identifying and attracting target group representatives to training courses. Organising interactive training for the target group with a view of increasing their work efficiency		X	X	X	UNDP Lithuania, Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)	ESF funds	Contractual services, supplies travel, miscellaneous expenses.	xxxxx
	2.3. Organising competence improving courses for target groups representatives			X	X	UNDP Lithuania, Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)	ESF funds	Contractual services, miscellaneous expenses.	xxxxx



Related CP outcome: n/a	2.4 Providing assistance services upon employment while staying in the work place					UNDP Lithuania, Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksčiai Social Service Centre; Kelme Municipality Social Service Centre)	ESF funds	Contractual services, miscellaneous expenses.	0
	Publicity					UNDP Lithuania, Center for Equality Advancement	ESF funds	Contractual services, miscellaneous expenses.	xxxxx
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
<p>Output 1</p> <p>Increased competence of specialists by solving problems related to social exclusion and risk groups integration into the labour market in a holistic way.</p> <p>Baseline: no holistic approach towards multiple social exclusion, lack of innovative methodological tools and trainings for social workers</p> <p>Indicators: methodology prepared and published; number of social workers trained and employed</p> <p>Targets: Innovative methodology for holistic work with socially excluded people prepared (100 methodological publications published)</p> <p>Trainings and supervisions of social workers who are helping socially excluded groups to integrate into the labour market carried out (20 social workers trained, 80 team supervisions carried out)</p>	1.1. 1.1 Preparing and publishing methodology to work with socially excluded people in a holistic way					UNDP Lithuania, Center for Equality Advancement;	ESF funds	National consultants, contractual services, publishing services.	0
	1.2. Carrying out trainings for social workers to develop their holistic approach towards social exclusion and to improve their professional competence	X	X			UNDP Lithuania, Center for Equality Advancement; Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksčiai Social Service Centre; Kelme Municipality Social Service Centre)	ESF funds	Contractual services, supplies travel, miscellaneous expenses.	xxxxx
	1.3 Organising team supervisions for professional training and increasing social workers motivation	X	X	X	X	UNDP Lithuania, Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksčiai Social Service Centre; Kelme Municipality Social Service Centre)	ESF funds	Contractual services, travel, miscellaneous expenses.	xxxxx

<p>Individual work with 336 target group representatives <i>Related CP outcome: n/a</i></p>	<p>1.4 Preparing and organizing trainings for strengthening team work skills</p>		<p>X</p>	<p>X</p>		<p>UNDP Lithuania, Center for Equality Advancement; Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)</p>	<p>ESF funds</p>	<p>National consultants, contractual services, travel, miscellaneous expenses, supplies.</p>	<p>xxxxx</p>
	<p>1.5 Organising individual work with target group representatives</p>	<p>X</p>	<p>X</p>	<p>X</p>		<p>Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)</p>	<p>ESF funds</p>	<p>Contractual services, travel, miscellaneous expenses, supplies.</p>	<p>xxxxx</p>
<p>Output 2 Fostered social cohesion by helping vulnerable and socially excluded people to integrate into the labour market Baseline: still low capacities of socially excluded people or risk groups/families representatives for integration into the labour market Indicators: number of target groups' representatives trained and competences improved; number of social workers providing assistance services employed <i>Targets</i> Developing capacities of socially excluded people or risk groups/ families representatives for integration into the labour market (596 target group representatives trained and improved their qualifications; 10 social workers providing assistance services employed) <i>Related CP outcome: n/a</i></p>	<p>2.1. Identifying and attracting target group representatives to training courses. Organising interactive training for the target group with a view of increasing their motivation</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP Lithuania, Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)</p>	<p>ESF funds</p>	<p>Contractual services, supplies travel, miscellaneous expenses.</p>	<p>xxxxx</p>
	<p>2.2. Identifying and attracting target group representatives to training courses. Organising interactive training for the target group with a view of increasing their work efficiency</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP Lithuania, Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)</p>	<p>ESF funds</p>	<p>Contractual services, supplies travel, miscellaneous expenses.</p>	<p>xxxxx</p>
	<p>2.3. Organising competence improving courses for target groups representatives</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP Lithuania, Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)</p>	<p>ESF funds</p>	<p>Contractual services, miscellaneous expenses.</p>	<p>xxxxx</p>

	2.4 Providing assistance services upon employment while staying in the work place			X	X	UNDP Lithuania, Gender Equality Development Centre, Vilnius' Mother and Child Boarding House, Marijampole's District Women Crisis Centre, Anyksciai Social Service Centre, Kelme's Region Municipality Social Service Centre	ESF funds	Contractual services, miscellaneous expenses.	xxxxx
TOTAL									xxxxx

**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
Output 1 Increased competence of specialists by solving problems related to social exclusion and risk groups integration into the labour market in a holistic way. Baseline: no holistic approach towards multiple social exclusion, lack of innovative methodological tools and trainings for social workers Indicators: methodology prepared and published; number of social workers trained and employed <i>Targets:</i> Innovative methodology for holistic work with socially excluded people prepared (100 methodological publications published) Trainings and supervisions of social workers who are helping socially	1.1. 1.1 Preparing and publishing methodology to work with socially excluded people in a holistic way					UNDP Lithuania, Gender Equality Development Centre, Vilnius' Mother and Child Boarding House, Marijampole's District Women Crisis Centre, Anyksciai Social Service Centre, Kelme's Region Municipality Social Service Centre	ESF funds	National consultants, contractual services, publishing services.	0
	1.2. Carrying out trainings for social workers to develop their holistic approach towards social exclusion and to improve their professional competence					UNDP Lithuania, Gender Equality Development Centre, Vilnius' Mother and Child Boarding House, Marijampole's District Women Crisis Centre, Anyksciai Social Service Centre, Kelme's Region Municipality Social Service Centre	ESF funds	Contractual services, supplies travel, miscellaneous expenses.	0

<p>excluded groups to integrate into the labour market carried out (20 social workers trained, 80 team supervisions carried out)</p> <p>Individual work with 336 target group representatives</p> <p><i>Related CP outcome: n/a</i></p>	<p>1.3 Organising team supervisions for professional training and increasing social workers motivation</p>	X				<p>UNDP Lithuania, Gender Equality Development Centre, Vilnius' Mother and Child Boarding House, Marijampole's District Women Crisis Centre, Anyksciai Social Service Centre, Kelme's Region Municipality Social Service Centre</p>	<p>ESF funds</p>	<p>Contractual services, travel, miscellaneous expenses.</p>	<p>xxxxx</p>
	<p>1.4 Preparing and organizing trainings for strengthening team work skills</p>					<p>UNDP Lithuania, Gender Equality Development Centre, Vilnius' Mother and Child Boarding House, Marijampole's District Women Crisis Centre, Anyksciai Social Service Centre, Kelme's Region Municipality Social Service Centre</p>	<p>ESF funds</p>	<p>National consultants, contractual services, travel, miscellaneous expenses, supplies.</p>	<p>0</p>
	<p>1.5 Organising individual work with target group representatives</p>					<p>UNDP Lithuania, Gender Equality Development Centre, Vilnius' Mother and Child Boarding House, Marijampole's District Women Crisis Centre, Anyksciai Social Service Centre, Kelme's Region Municipality Social Service Centre</p>	<p>ESF funds</p>	<p>Contractual services, travel, miscellaneous expenses, supplies.</p>	<p>0</p>
<p>Output 2</p> <p>Fostered social cohesion by helping vulnerable and socially excluded people to integrate into the labour market</p> <p>Baseline: still low capacities of socially excluded people or risk groups/families representatives for integration into the labour market</p> <p>Indicators: number of target groups' representatives trained and competences improved; number of social workers providing assistance services employed</p> <p><i>Targets</i> Developing capacities of socially excluded people or risk groups/ families representatives for integration into the labour market (596</p>	<p>2.1. Identifying and attracting target group representatives to training courses. Organising interactive training for the target group with a view of increasing their motivation</p>	X				<p>UNDP Lithuania, Gender Equality Development Centre, Vilnius' Mother and Child Boarding House, Marijampole's District Women Crisis Centre, Anyksciai Social Service Centre, Kelme's Region Municipality Social Service Centre</p>	<p>ESF funds</p>	<p>Contractual services, supplies travel, miscellaneous expenses.</p>	<p>xxxxx</p>
	<p>2.2. Identifying and attracting target group representatives to training courses. Organising interactive training for the target group with a view of increasing their work efficiency</p>	X					<p>UNDP Lithuania, Gender Equality Development Centre, Vilnius' Mother and Child Boarding House, Marijampole's District Women Crisis Centre, Anyksciai Social Service Centre, Kelme's Region Municipality Social Service Centre</p>	<p>ESF funds</p>	<p>Contractual services, supplies travel, miscellaneous expenses.</p>

target group representatives trained and improved their qualifications; 10 social workers providing assistance services employed)  <i>Related CP outcome: n/a</i>	2.3. Organising competence improving courses for target groups representatives	X				UNDP Lithuania, Gender Equality Development Centre, Vilnius' Mother and Child Boarding House, Marijampole's District Women Crisis Centre, Anyksciai Social Service Centre, Kelme's Region Municipality Social Service Centre	ESF funds	Contractual services, miscellaneous expenses.	xxxxx
	2.4 Providing assistance services upon employment while staying in the work place	X				UNDP Lithuania, Vilnius Shelter for Women and Children; Women Activity Center of Marijampole District; Anyksciai Social Service Centre; Kelme Municipality Social Service Centre)	ESF funds	Contractual services, miscellaneous expenses.	xxxxx
	Publicity								xxxxx
<b>TOTAL</b>									

## V. MANAGEMENT ARRANGEMENTS

The project is falling under the thematic competence of the Ministry of Social Security and Labour. Gender Equality Development Centre in Vilnius, Vilnius' Mother and Child Boarding House, Marijampole's District Women Crisis Centre, Anyksciai Social Service Centre, Kelme's Region Municipality Social Service Centre will serve as Project Implementing partners under NEX modality as per standard UNDP procedures. 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 representatives of UNDP Lithuania, Center for Equality Advancement, Vilnius Shelter for Women and Children, Women Activity Center of Marijampole District, Anyksciai Social Service Centre, Kelme Municipality Social Service Center. 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.

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## 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 Lesson-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**

<b>OUTPUT 1:</b> Increased competence of specialists by solving problems related to social exclusion and risk groups integration into the labour market in a holistic way.		
<b>Activity Result 1 (Atlas Activity ID)</b>	1.1. Innovative methodology	Start Date: May 2009 End Date: October 2009
<b>Purpose</b>	Reduce social risk and social exclusion as well as increase the effectiveness of integration of socially excluded people into the labour market, work with socially excluded people in a holistic way by attracting the institutional network for solving the problems	
<b>Description</b>	Selecting and recruiting experts for preparation of the methodology based on the holistic study results and organising publishing of methodological publication	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Methodology published timely and in cost-effective manner at the same time incorporating green procurement as much as project funds allow. Methodology will be applied in the training process of social workers. It covers all main aspects of HOW (innovative model of re/integration of socially excluded into the labour market, social partnership, service rendering strategies, etc.)	Approval of text of methodology by the Project Manager and ESF managing Authority	Immediately upon carrying out the activity
<b>Activity Result 2 (Atlas Activity ID)</b>	1.2. Training and employing social workers	Start Date: June 2009 End Date: May 2010
<b>Purpose</b>	Train social workers, volunteers and other specialists to improve their professional competence to solve problems social integration and re/integration into the labour market in a holistic way	
<b>Description</b>	Selecting seminar participants, recruiting experts and lecturers, preparing structure and contents of trainings, carrying out trainings	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Social workers professional competence increased after carrying out trainings in four municipalities	Participants' lists and evaluation forms	Immediately upon carrying out the activity
<b>Activity Result 3 (Atlas Activity ID)</b>	1.3 Team supervisions for professional training and increasing motivation of social workers	Start Date: July 2009 End Date: June 2011
<b>Purpose</b>	Develop concept of internal and external professional environment and/or structure to facilitate the work of a social workers under	

	supervision, help find possibilities for new activities, improve work quality and professional competence	
<b>Description</b>	Selecting supervisors, applying for recommendations, organising team supervisions for professional training and increasing social workers motivation	
<b>Quality Criteria</b>	Quality Method	Date of Assessment
80 team supervisions carried out	Reports by the Enterprise providing supervisions and supervisions' participants lists	At the time of reporting on activity
<b>Activity Result 4 (Atlas Activity ID)</b>	1.4. Trainings for strengthening team work skills	Start Date: June 2010 End Date: August 2010
<b>Purpose</b>	Strengthen team work skills of social workers	
<b>Description</b>	Selecting participants and experts for winding up seminar to improve team work skills	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Ten social workers participating in the event, participants' satisfaction	Participants' lists and evaluation forms	Immediately upon carrying out the activity
<b>Activity Result 5 (Atlas Activity ID)</b>	1.4. Individual work with target group representatives	Start Date: June 2009 End Date: August 2010
<b>Purpose</b>	To personally assist beneficiaries while applying newly acquired knowledge of complex social work techniques	
<b>Description</b>	Engaging 336 target group representatives for individual work to increase their motivation to participate in the labour market and cope with the difficulties.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
336 target beneficiaries assisted	Individual work plans and reports provided by social workers as per ESF requirements	Immediately upon carrying out the activity
<b>OUTPUT 2:</b> Fostered social cohesion by helping vulnerable and socially excluded people to integrate into the labour market		
<b>Activity Result 1</b>	2.1. Identification and interactive training to increase motivation	Start Date: July 2009



<b>(Atlas Activity ID)</b>		End Date: January 2011
<b>Purpose</b>	Increase motivation of representatives from socially excluded groups to participate in the labour market	
<b>Description</b>	Organising interactive trainings to learn the basics of entrepreneurship, promote motivation and enhance self esteem with a view of eliminating psychological barriers to re/integrate in the labour market	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
240 target group representatives participating in trainings, participants' satisfaction	Participants lists', Evaluation forms	Immediately upon carrying out the trainings
<b>Activity Result 2 (Atlas Activity ID)</b>	2.2. Identification and interactive training to increase work efficiency	Start Date: June 2009 End Date: May 2011
<b>Purpose</b>	Develop practical skills of representatives from socially excluded groups with the aim participate in the labour market	
<b>Description</b>	Organising trainings to develop and improve practical handicraft skills to work efficiently, carry out individual activities or initiate SMEs	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
300 target group representatives participating in trainings; participant's satisfaction	Participants' lists , Evaluation forms	Upon completion of the trainings
<b>Activity Result 3 (Atlas Activity ID)</b>	2.3. Competence improving courses	Start Date: July 2009 End Date: May 2011
<b>Purpose</b>	Increase the level of employment of representatives of target groups, including women	
<b>Description</b>	Organising driving and computer literacy skills improving courses for target groups representatives, including women, after a longer period coming back to the labour market	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
56 target group representatives increased their competence by participating in courses; participant's satisfaction	Issue of driving licenses and certificates on computer literacy, Participants' lists	Upon completion of the courses

<b>Activity Result 4 (Atlas Activity ID)</b>		2.4. Provision of personal assistance services upon employment	Start Date: September 2009 End Date: June 2011
<b>Purpose</b>	Increase efficiency of the project results by providing individual services to increase employment level		
<b>Description</b>	Providing individual assistance services (intermediary, preparing for interviews, etc.) by social workers upon demand of target groups representatives while staying in the work place		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>	
336 target group representatives' assisted in job search and staying in gainful employment;	Evaluation forms indicating their satisfaction with the provided services; Reports from social workers as per ESF requirements	By the end of the project	

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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:</b> HOW: Complex response to problems	<b>Award ID:</b>	<b>Date:</b> 12 March 2009
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
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1	<i>High levels of unemployment in Lithuania</i>	<i>12 March 2009</i>	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	Lyra Jakuleviciene	12 March 2009	N/A
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**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.