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Supporting Youth Employment

Methods and models in supporting to youth workforce in the Adriatic-Ionian Macro Region

IPA Adriatic Cross Border Cooperation Programme

Priority 1: Economic, Social and Institutional Cooperation

Measure 1.3: Social, Labour & Health Networks

ADRIATIC WELFARE MIX

Developing and Integrating the Welfare System toward a Welfare Mix System Locally

Managed in the Adriatic Area

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1. *General introduction*

About IPA programme

The Adriatic Welfare Mix (hereafter AWM) was a project funded by second call for ordinary proposals of the Adriatic IPA Cross Border Cooperation 2007-2013, an instrument for pre-accession assistance of the countries of the Balkan area. It supported the growth of these countries with financial and technical interventions and regulatory reforms. The IPA funds build up the capacities of the countries throughout the accession process, resulting in progressive, positive developments in the region.

About AWM project

AWM project aimed at proposing a sustainable model of welfare, also stimulating and promoting its adoption as a part of the regulatory reforms on going in the IPA territories. The activities focused on the preparation of framework policies, the development of a tailored model of Social Enterprise and the facilitation of the implementation of a modern welfare system and its evolution toward a Welfare mix system, also considering it as a powerful instruments for supporting the employment of young people and deprived youth generation. Pilot actions implemented practices and models of social business initiatives, as operational tool for the development of a Welfare Mix approach for the delivery of Social Services in Albania.

The most promising policies and intervention to support and enhance the youth employment is through the creation of services and networks able to design, develop and implement a



personalised and tailored approach: from the analysis of capacities and abilities, to the construction of individualised labour inclusion projects. Such an approach requires a mix of policies (frameworks and legislations), of services (institutional offer) and of trained professionals (facilitators and operators).

This approach has been analysed and developed under the Work Package 4 (hereafter WP4), titled "Social Entrepreneurship, as main actor of the Welfare

Mix System. Pilot Model in Eastern Adriatic Area”, aimed at promoting the creation of jobs for discouraged youth through development and implementation of a model of social business, harmonizing the supply of professional jobs with the demand for social services. The work plan proposed a concrete practice, able to increase the professional capacities of discouraged youth, to encourage their individual initiatives and to increase their access to basic employment services.

About the publication

Present document provides and describes the results achieved during the project life, namely in the framework of WP4, with a common and strategic issue: the opportunities for disadvantage youth in the form of employment and professional training, as it was analysed and proposed within AWM project.

It reports within a unique document and within such a strategic issue, the researches, the analysis, the studies, the reports as well as practical and operational activities guides and manuals elaborated in order to implement the AWM model for supporting the Youth Employment in the Adriatic area. It is structured as follows:

Chapter 2 - The impact of the social services in supporting the inclusion of the vulnerable groups in the Municipality of Tirana¹.

Chapter 3 - A compared analysis of the labour market policies in Albania and Federation of Bosnia-Herzegovina.

Chapter 4 - The study of the Italian good practice of Information and Counselling Centres for disadvantaged young people.

Chapter 5 - The training carried out in Albania and Montenegro on life skills and countries legislation.

Chapter 6 - The operative steps performed for launch a Business Contest devoted to aspiring entrepreneurs in the Adriatic region.

The report intends, therefore, to be a practical instrument and guide to young unemployed of the Adriatic basin, and especially to provide suggestions and advices to policy makers for the implementation of an institutional framework for supporting the youth employment.

¹ The chapter reflects and proposes the research carried out by 2 project partners: National Centre for Social Studies (NCSS) and Association for Women with Social Problems (AWSP). The report was prepared by URI (Urban Research Institute), *A gap analysis between needs for social services and services provided in the city of Tirana*, June 2013 with the contribution of Municipality of Tirana, NCSS, AWSP and Municipality Unit No. 9 Tirana.

2. Analysis of the social services impact in supporting the inclusion of the vulnerable groups: the case study of Tirana municipality

This chapter shows some results and important aspects of the “Gap analysis between needs for social services and services provided in the city of Tirana” realised by Albanian partners of AWM and published in 2013. From the study emerged the central role of the Government, that represents the strongest provider of social services through aid and social care, education and healthcare programs. It is responsible for managing, coordinating, financing and supervising the implementation of social policies.

The Local Government is a key factor in providing social services and its powers are increasing step by step. The Municipality of Tirana, operates in the field of social protection and social care through the Directorate of Human Resources, which manages (a) the economic aid program and (b) the disability program through 11 sectors established in each municipal unit. In the Municipality of Tirana economic aid consists of 8% of its annual budget of all social protection services while the disability payment makes up 92% and through this about 8.648 disabled persons and their caretakers receive monthly income between 2.500 and 7.800 lek/month (the blind, paraplegics and tetraplegics, mentally disabled persons). The Municipality of Tirana (municipal units 1 and 4) support with local funds about 834 poor families, who are excluded by the current economic aid law.

An in depth analysis of organizational structure of Tirana Municipality shows that there are many departments and sections in charge of social protection of the most marginalized categories. The existing organizational structure should facilitate the provision of effective social services.

As a matter of fact, social protection department in the municipality of Tirana is faced with critical difficulties of case referral and coordination. The current structure is concerned of two crucial issues:

- First, the decentralized and heterogeneous organizational structure is not capable of addressing multidimensionality of social issues, and de-concentration of functions negatively affects coordination and client’s case referral.
- Second, there is no clear definition between policymaking executive structures.

The gap analysis between needs for social services and services provided in the city of Tirana showed the current context of the reforms for the increase of local autonomy and decentralization of public services by transferring responsibilities from central government to local government.

The work process in general has shown that decentralization reforms have had a fragmenting effect on service, where all operators provide different standards and conditions, whereas local government structures have understood reforms in the narrow view of the law on licensing with no focus on the quality of services. On the other hand, at a time when integration of services at local level is needed, currently interaction between actors does not occur sufficiently, perhaps due to the fact that there are no clear instructions on the approach and structure of this cooperation.

In the long term this analysis will be followed by political proposals for the reforming of social services in Tirana. It testifies that ways must be found to improve social services by integrating them and more concretely, the promotion of a Coordination and Supervision Agency.

This study aims to provide necessary data on the needs for social services based on the analysis of social exclusion in Tirana and the reporting of the most critical problems in implementing social welfare policies, for the purpose of planning effective intervention in the future. This study report provides the results of the qualitative and quantitative needs analysis for social services as well as the opportunity to use them.

2.1 The economic, political and social context of the study

Tirana is the capital city and at the same time the biggest city of Albania, which at the moment of the investigation had a population of 559.000 inhabitants². The population of Tirana today is 17% bigger than in 2001 and the average age has increased from 27 to 30,4 years old.

Tirana lies at the feet of the Dajti Mountain, 200 metres above sea level. It is currently the centre of administrative, cultural, economic and industrial life in Albania. Tirana was founded as a city in 1614 when Sulejman Pasha Bargjini built a mosque, a public bath, a bakery and some shops.

The city experienced all-round development during the communist regime and was transformed into an important industrial centre. Even after the 90s, Tirana has changed rapidly and profoundly.

² Source, INSTAT (National Statistical Institute of Albania), 2013.

Today, Tirana is the most important municipality in the country. It is populated by a population of Albanian ethnicity where the largest part belongs to the Islamic religion. However, Albania is also home to quite a few small ethnic and religious minorities. Tirana is the most heterogeneous city of Albania, in terms of the economic, educational and cultural level. Being the city of contrasts, wealth and poverty, culture and ignorance, indifference and altruism are close neighbours here. The poor economic inheritance of the past as well as the difficulties of economic transition have caused instability in the country, while economic and social inequalities between the citizens, especially in suburban and urban areas have deepened. As a direct consequence of structural changes, the entire population is exposed to a number of dangers related to economic conditions of individuals and families and the limited access to use necessary social services.

The population of Tirana in the 2013 was composed by 49% of female and compared to the rest of Albania, It had 20% of the population of Albania or 37% of the urban population. The capital city showed a young population and the population below the working age represented the 30% of the population.

Since 1992, the population of Tirana has almost doubled. The main factor that has influenced this increase is immigration. The shifts in population have brought important changes in the urban-rural population division. In 2013, the urban population makes up 55% of the total population. In 2012, the gross birth rate was 11,2 births per 1,000 inhabitants, whereas the gross death rate was 4.2 per 1.000 inhabitants. Statistics show that the death rate has remained almost unchanged.

Although Tirana is regarded as the most developed region of the country, poverty and inequality remain serious concerns. According to LSMS 2008, the population percentage considered poor decreased from 17,8% in 2002 to 8,7% in 2008. Poverty has led to social exclusion and regional inequality. Suburban areas are very poor under all definitions of poverty. A considerable part of this population is excluded for one reason or another from the access to use social and employment services. For many families it is believed that the limited access to use basic services, including employment services, is the main factor that reduces their ability to get themselves out of poverty.

According to various political studies and documents, the most vulnerable groups in Tirana and Albania are vulnerable children, women in needs, persons with disabilities (mental, physical and sensor), unemployed, pensioners and elderly, as well as the Roma community.

2.2 Survey methodology

In relation to local policies and distribution of community the social services the *needs gap analysis* evaluated broadly and deeply the economic and social situation of the city of Tirana's population, poverty and its impact on vulnerable social groups, assessed their needs and identified fields of intervention. This study aimed at showing how to narrow the gap that exists between demand and supply for social services in the city of Tirana.

The analysis was a local study of families living in the city of Tirana. The study provided necessary data on the needs for social services, which facilitate the assessment of the most critical problems in implementing social welfare policies, for the purpose of planning effective intervention in the future.

The survey was guided by the following objectives:

- to identify the number, content, and distribution of vulnerable groups;
- to identify the main causes of poverty and social exclusion through assessing and analyzing the labour demand and labour market supply, income and living means, opportunities to use quality healthcare, education and housing services;
- to identify the indicators that measure poverty and assess social exclusion;
- to identify the current needs of vulnerable groups as well as the fulfilling of these needs by state and non-state institutions provided social services in the municipality area and the analysis of causes that led to failure to fulfil these needs;
- to set up a database on the social needs of vulnerable families.

The information in this study comes from combining quantitative and qualitative methods. Firstly, the experts involved in the study conducted a review of existing documentation, then they identified the needs for information completed by surveying poor families, mainly beneficiaries of economic aid, conducting group meetings with beneficiaries of social services and interviews with policy managers and social services professionals.

The quantitative method consisted of a selection survey of 800 poor families, mainly beneficiaries of economic aid, whereas the qualitative evaluation consists of conducting meetings with focus groups, beneficiaries of social services and interviews with managers and professionals.

During the interviews, care was taken to respect the confidentiality of obtained information and the voluntary participation of interviewees to provide information.

In order to conduct the interviews with families, the key selection elements were families living on economic aid, families with at least one member who has a disability and families from the Roma community. In total the surveyed population consisted of: 600 families that are beneficiaries of economic aid (out of 4.727 registered ones) and 200 families with at least one member who has a disability or Roma family (out of 2.666 identified families). The surveyed population was divided into 11 subcategories (clusters) where each represented a municipal unit. Sample selection was based on the probability proportional to size method (PPS) and the number of interviewed families at the level of administrative unit varied from 28 to 155 families selected in a systematic way. In case of refusal or the family turns out to have left, it was substituted by another family also selected at random.

2.2.1 Focus group

Focus groups were conducted with group of beneficiaries of social services that operate in the territory of the Municipality of Tirana. In total, 87 participants were chosen and participated in the meetings with focus groups. Care was taken during selection in representing gender and the Roma community.

Group interviews were conducted with:

- 21 children (children outside parental care, poor children who are clients of day centres and disabled children in rehabilitation centres.);
- 19 vulnerable women (beneficiaries of the service of protection against violence and women from the Roma community);
- 26 youths in process of social care abandonment, unemployed youths and those beneficiaries of rehabilitation services against drug addiction;
- 21 elderly people, clients of day and residential centres for the elderly.

2.2.2 Questionnaires

The questionnaire for the study on families gathered information at the individual level (education, health condition and employment) and at family level (living conditions, income, access to services and expectancy of social services). The part of the questionnaire that provides information about domestic violence, drug use, criminality and social exclusion is of particular importance. In more detail, the questionnaire contained the following modules:
Section 1 – General information about the interview.

Section 2 – General information about the family and children under 18 y old.

Section 3 – Information about family housing.

Section 4 – Information about employment and unemployment of family members (above 16 years old).

Section 5 – Information about education.

Section 6 – Information about health.

Section 7 – Information about family income.

Section 8 – Current use of social services and expectancy toward social services.

The family questionnaire contained closed and coded questions. To increase the flexibility of answers, the question “Other?” was introduced.

During meeting with focus groups interviews contained questions about the type of services provided for beneficiary groups, to what extent these services help in overcoming problems they have and their expectancy towards services they receive.

2.2.3 Data gathering and processing

18 interviewers and 2 supervisors worked to gather the data on the field for the family survey. The interviewers and supervisors received three day training. Training covered interviewing techniques, administration and completion of the questionnaire, implementation of the procedure in selecting the families to be interviewed. Data gathering was conducted during April 2013 and an interviewer conducted an average of 2 – 3 interviews a day. Interviews were conducted from morning to afternoon according to the availability of families. The data have been registered in the program data entry CSpro 5.5, whereas the processing of gathered data was performed using the SPSS program.

Two experts worked on conducting meetings with focus groups: the moderator stimulated discussions according to a list of scheduled open questions; the note-taker recorded the most important issues that came up in discussions.

2.3 Detection of main social problems in the Municipality of Tirana

This chapter analysed the most critical social problems in Tirana, providing information on the main indicators for the evaluation of social services that affect citizen welfare. The main areas investigated are the following:

Poverty and social exclusion

- While around 8,7% of the population of the city of Tirana is poor, only half of them benefit from monthly economic aid;
- the main cause of poverty is unemployment that is estimated to be around 12,8%;
- the unemployment level in poor families is four times higher than the recorded unemployment level;
- 4% of children from families benefiting from economic aid cannot fulfil any of the five needs considered fundamental. Economic aid serves to cover only 16% of the needs of families living under the absolute poverty level and only 25% of the needs of those living under the extreme poverty level;
- 67% of domestic violence cases occur in poor families;
- 2,6% of children from 5-14 years old living in poor families must work.

Education

- Only 1/3 of poor children attend pre-school education;
- 96% of children who should pursue primary education attend lessons;
- 2/3 of children and teenagers with disabilities are uneducated;
- the drop-out of compulsory education is two times higher in poor children compared to the drop-out level in Tirana;
- 2/3 of children from the Roma community do attend school.

Healthcare

- Preventative periodic medical examination is inexistent and health service is of lower quality for poor layers of society, especially among the Roma community;
- Tirana has a high vaccination level of 98%, but this is not the same for all layers of society;
- around 2% of children from 0-14 years old suffer from diarrhea during the summer period, caused mainly by using polluted drinking water and lack of personal hygiene;
- poor children, mainly those living in the suburbs and from Roma backgrounds have a lower vaccination coverage and higher risk to contract early childhood diseases.

2.3.1 Study findings

The social protection state represents a group of programs and measures aimed at providing social welfare in accordance with needs. The intervention of this

protection is based on dealing with the concerns of individuals, families and the community in order to minimize the risks that cause them to be socially excluded. Although social policies are national ones, widening the powers of local government to provide social welfare services aims the establishing and strengthening of a contemporary network of social services. This network must ensure the distribution of quality healthcare services, the chance to use and benefit from compulsory education, aid and social services of social care for all vulnerable citizens, thus reducing the risks of exclusion.

The study results relating to social protection programs are provided as follows according to the most critical social problems.

Poverty and social exclusion

The Study on Measuring the Standard of 2008 confirmed that the percentage of poor people in Albania decreased from 25,4% in 2002 to 12,4% in 2008. The extremely poor population, defined as those persons who have difficulty in fulfilling their basic nutritional needs, decreased from 5% in 2002 to 1,2% in 2008. The same study acknowledged that poverty continues to be a rural phenomenon because of the limited opportunity that the rural population has to use public services. However, the percentage of poor people in rural areas decreased from 29,4% in 2002 to 14,6% in 2008, whereas the percentage of poor people in urban areas decreased from 19,5% to 10,1%.

Although measuring poverty in the city of Tirana was not the fundamental goal of this study, data analysis showed that while around 8,7% of the population of the city of Tirana is poor, only half of them are beneficiaries of monthly economic aid. Figures 1 and 2 provide information about the distribution of families living on economic aid according to the administrative units of Tirana (*Source: State Social Service 2013*).

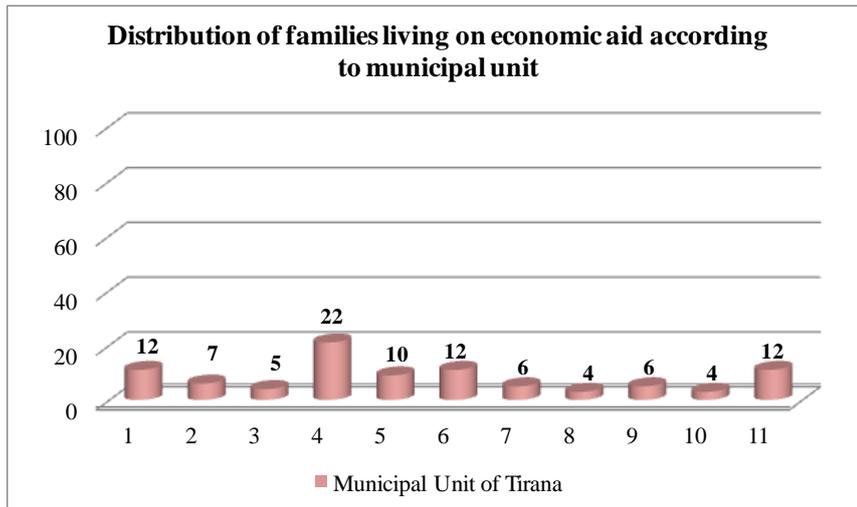


Fig. 1 Families living with economic aid in Tirana (in percent)

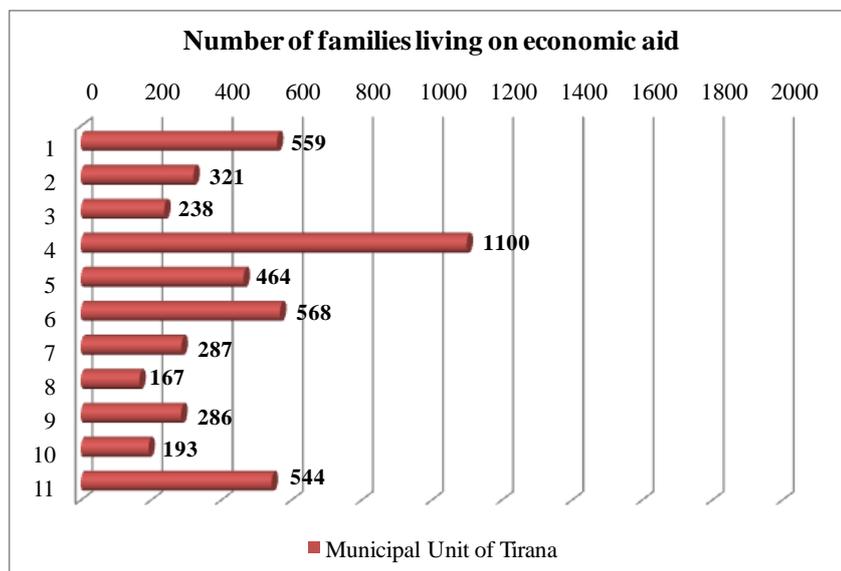


Fig. 2 Families living with economic aid in Tirana (physical number)

Based on the analysis provided in the study named “The reforming of economic aid: from survival to investing to reduce poverty” conducted in 2011 and utilizing the same indicators of the consumption level per capita, turns out that 4% of children from families that are beneficiaries of economic aid cannot fulfil either of the five needs considered fundamental. Economic aid serves to cover only 16% of the needs of families living under the absolute poverty level and only 25% of the needs of those living under the extreme poverty level. According to the same study, 23% of beneficiaries of economic aid in Tirana live under the absolute poverty level and 7% under the extreme poverty level.

The study of 2011 showed that around 1/3 of families in the Municipality of Tirana live at the thresholds of poverty³. The main problem that these families had was the lack of sufficient funds to live because of unemployment or limited opportunities to provide income for a normal living.

In the majority of cases, the abovementioned families have unemployed heads of family, elderly or disabled persons, while the family consists also of children under 16 years old. Unemployment within the two groups of poor families (in the 2011 study) is respectively 4 and 1.5 time higher than the official unemployment level in the Municipality of Tirana.

Children from poor families suffer particularly from exclusion. Poverty deprives them from fulfilling their basic needs: their nutritional regimen is poor, exposure to diarrhea and infections is high, and they have a lack of opportunities for education and entertainment. The rate of non-attendance of compulsory education in children between 7-14 years old, from poor families, is higher than in other families.

Insufficient income exposes these families to a large number of social problems such as divorce, domestic violence, dropping out of compulsory education, child employment, more frequent exposure to disease, etc. and the few opportunities available to solve or alleviate these by public structures.

Unemployment

Unemployment registered by labour offices shows that the unemployed persons in this municipality make up 12,8% of the active population and 60% of them are part of the age group of 16-34 year olds (see *Fig. 3*). However, the family interview shows that unemployment in families benefiting from economic aid is four times higher than the average and more present in the age group of 16-34 year olds, who generally have low-level education and no work experience.

³ The threshold poverty level that this study is taking as reference is the amount of \$2 per day per person.

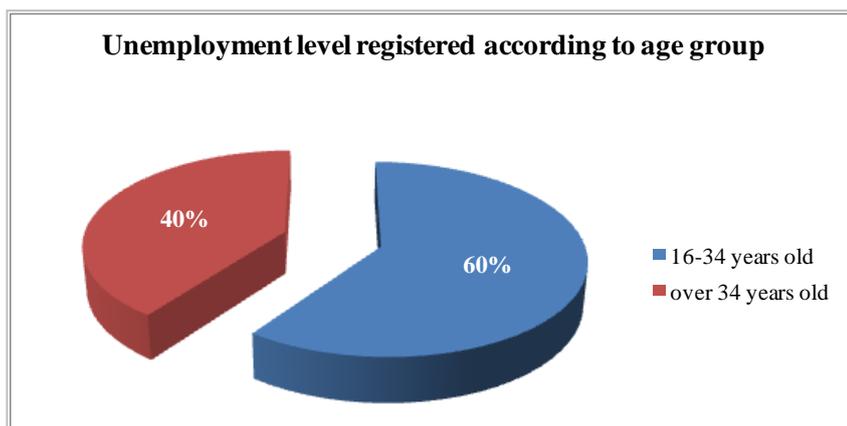


Fig. 3 Unemployment level registered by labour offices

According to official figures from labour offices, there are 22.900 registered unemployed persons in Tirana. Unemployment in Tirana is high not only because the number of youths entering the labour market is high but also because of inconsistencies between the supply and demand of the labour market. In 2012, 4.351 job vacancies were declared in Tirana, but only 66% of them were filled. The remaining 34% show an inconsistency between the supply and demand as well as problems in the information system on job vacancies.

Social protection - Disabled persons

Unemployment registered by labour offices shows that the unemployed persons in this municipality make up 12,8% of the active population and 60% of them are part of the age group of 16-34 year olds. However, the family interview shows that unemployment in families benefiting from economic aid is four times higher than the average and more present in the age group of 16-34 year olds, who generally have low-level education and no work experience.

Social protection - Social care

The public social care system has undergone improvement in terms of applying alternative forms of care. The public homeless children care system, despite improvements made to it in terms of applying guardianship, is still dominated by the isolated residential form, with few contacts with the community surrounding them and with substantial deficiencies in the professional treatment of such complex needs for children outside parental care. The consequences of this system continue to result in emotional behaviour disorders

and damage to the cognitive ability of children that cause and support their social exclusion during their entire lives.

The non-government sector of social protection services is characterized by a variety of services according to contemporary concepts, which connect the individual with the community and family and provide real opportunities in integrating excluded categories into normal life, through providing advice services, social work with various groups, temporary housing, support with income and food supplies, medical care, professional employment/training services, rehabilitation, conflict resolution, etc. Although these are quality services, their beneficiaries are limited in number compared with public programs (2.200 clients⁴, mainly women, children, elderly people) and limited in duration varying on average from 6-12 months, depending on project duration.

Housing

Housing is one of the most critical problems in the city of Tirana. Albanians inherited from the previous system a very narrow definition of the notion of housing regardless of its size or usefulness. The housing privatization in 1992 made owners of a house nearly 60% of the city's families⁵. Housing is one of the problems of poor families that depend on economic aid. Asked about ownership of the house, families responded that 85% of them owned the house they live in, while in 6% of houses live more than one family and 28% of families living in the same house are made up of more than one crown (marriage).

Housing is a problem for around 6.934 families in Tirana or 4,9% of them. About 11% of homeless families (660) are poor, 2% (138) are youths or families whose head of the family has a record of being under social care and 14% (97) are families led by a disabled family member (blind, paraplegic, work disabled). The Municipality of Tirana has a social housing program that aims to allocate 385 social apartments with rent and support with special conditions credit for about 1.000 other families. The Municipality of Tirana is considering the opportunity of stimulating the state-private partnership in order to cover the needs of poor and homeless families.

⁴ Quality needs assessment of vulnerable groups, World Bank, 2000.

⁵ INSTAT, Results of the Standard of Living Questionnaire, 2008.

Education

According to data from the Municipality of Tirana, there are 121 public education institutions (42 kindergartens, 55 primary schools and 24 secondary general and professional schools) and 75 private education institutions (24 kindergartens, 32 primary and 19 secondary and professional) distributed over 11 administrative units. The public system is attended by 73.428 children and pupils whereas the private one by 5.507. The number of public system teachers is 3.550. The drop-out rate in compulsory education is estimated to be about 2%. The attendance of pre-school and compulsory education is lower in children from poor families. Only 1/3 of poor children attend preschool education, whereas the drop-out rate in compulsory education is at 4% for poor families living on economic aid. The children of the Roma and Egyptian community show particularly high levels: 2 in 3 Roma children have never started or do not attend compulsory education.

The doubling of the population of Tirana⁶ in the last 20 years was not followed by construction of new schools at the same pace. As a result, the average number of pupils per class in primary schools is 36 pupils⁷, but in secondary schools this number goes up to 45-50 pupils/class⁸. In order to deal with the situation, 60% of schools work in two shifts, of which 20% also with part-time hours. This situation is present mainly in suburban schools (municipal units 1, 4, 6, 7 and 11), which are not only overcrowded but they also cannot meet the needs of children living near schools.

Despite the many interventions of the Municipality, there are still many schools which lack or have dysfunctional gymnasiums and sports grounds, which restrict the conducting of sports and entertainment activities for children during or outside school hours.

The limited number of special schools and the lack of suitable programs have worsened the social situation of children with special needs. Tirana has only 2 special primary schools that are attended by 248 children with special needs. Not only do the current capacities fail to cover needs, but they also suffer from lack of specialized social services provided by professionals.

Health services

Health services are provided by health centres (ambulances, specialty polyclinics, emergencies), local and specialized hospitals, woman and child

⁶ An assessment of the population of Tirana including also the non-registered part.

⁷ Directorate of Education of Tirana

⁸ Idem note 5.

counselling centres, family planning centres as well as pharmacies. Funding of the public health service is covered in greater part by the state budget, whereas health insurance contributions cover partly the doctors' wages as well as medication spending.

In the city of Tirana primary health service is provided by 20 health centres spread over the 11 municipal units, 13 specialty clinics and polyclinics, 15 family planning centres (of which 11 operate within primary centres) and 4 tertiary hospitals of national character.

From the investigation results emerges that the primary health system provides basic health service such as diagnostics, inoculation, prenatal service, family planning and newborn care. This system engages 472 doctors or 1 doctor per 1.000 inhabitants, (2,5 times less than in Eastern and Central Europe) and 2.129 nurses and midwives or 4,6 nurses/midwives per 1.000 inhabitants; and this distribution level of medical staff is not the same in all municipal units.

In addition to the public network, in Tirana there operates a network of private health services. At the time of the survey these included about 24 private specialized health clinics, 414 clinics, dental laboratories and stomatological services as well as 332 pharmacies.

The mass migrations of the population toward Tirana and its suburbs have not been accompanied by building the necessary infrastructure to provide a normal supply of drinking water. Also, the situation of the road, sewage and electrical power supply networks remains problematic.

However, health specialists state that the city of Tirana is covered adequately with health services, this compared with other districts. Critical problems are present in poorer areas of the city, in particular in some suburban areas as well as areas inhabited by the Roma community.

2.4 Institutional capacity for social protection in Tirana

The **Central Government** is the strongest provider of social services through aid and social care, education and healthcare programs. It is responsible for managing, coordinating, financing and supervising the implementation of social policies.

The **Local Government** is a key factor in providing social services and its powers are increasing step by step. The Municipality of Tirana, operates in the field of social protection and social care through the Directorate of Human Resources, which manages (a) the economic aid program and (b) the disability

program through 11 sectors established in each municipal unit. In the Municipality of Tirana economic aid consists of 8% of its annual budget of all social protection services while the disability payment makes up 92% and through this about 8.648 disabled persons and their caretakers receive monthly income between 2.500 and 7.800 lek/month (the blind, paraplegics and tetraplegics, mentally disabled persons). The Municipality of Tirana (municipal units 1 and 4) support with local funds about 834 poor families, who are excluded by the current economic aid law (Source: State Social Service, February 2013).

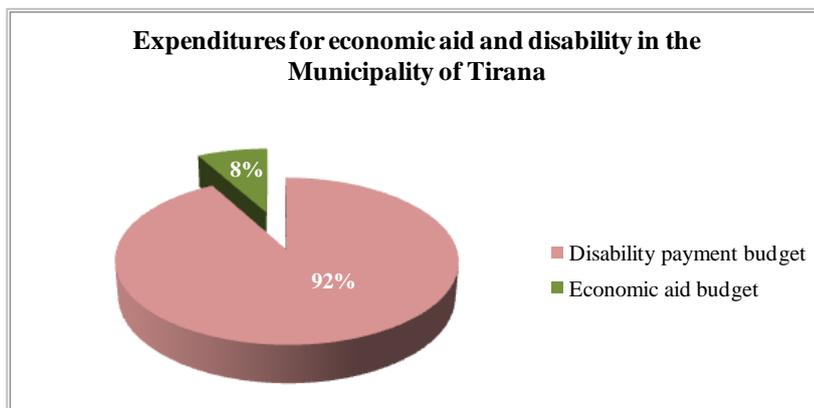


Fig. 4 Expenditures for social services in the Municipality of Tirana

2.4.1 The Municipality of Tirana

Structural organization

In depth analysis of organizational structure of Tirana Municipality showed that there are many departments and sections in charge of social protection of the most marginalized categories. The existing organizational structure should have facilitated the provision of effective social services. As a matter of fact, social protection department in the municipality of Tirana is faced with critical difficulties of case referral and coordination. The structure is concerned of two crucial issues:

1. First, the decentralized and heterogeneous organizational structure is not capable of addressing multidimensionality of social issues, and de-concentration of functions negatively affects coordination and client's case referral.
2. Second, there is no clear definition between policymaking structures from executive ones.

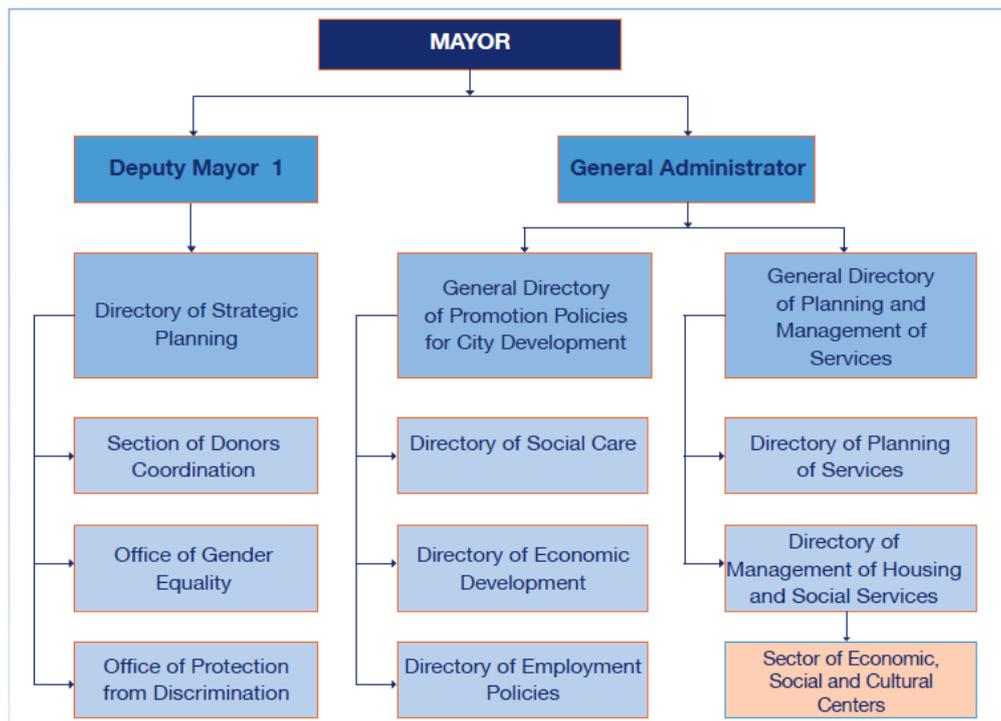


Fig. 5 Structure of Tirana Municipality (Departments of social protection services)

The above described structure demonstrates only departments that deal with social care, housing and social services. The above scheme clearly shows that key social protection functions are distributed among different directories and sections, which do not share the same mission and objectives. This harms the provision of the social services based on the needs because responsible officials dealing only partially with the social problem, find difficult to keep focus on the most critical client's need. Multidimensionality of social issues does not seem to be addressed as well. Rather than increasing effectiveness of social services, fragmentation of competencies among actors with different agendas delays the solution of the problem. In addition, it leaves the space for the misuse of time, human and financial resources. The organizational organigram is a serious obstacle vis-à-vis the planning and design of inclusive and holistic social policies. Tirana municipality manages and finances four social centers, established thanks to the cooperation with the project "Social Services Delivery in Albania"⁹. There are four other residential social centers under the institutional dependency of the municipality, whose operational functions are financed by donors. The selection and hosting of clients is managed by the above described directories and sectors.

⁹ SSDP (Social Services Distribution project) is a project financed by the World Bank, implemented by MLSAEO in cooperation with local government.

Box 1 - Social Centres operating in Tirana Municipality (year 2013)

Social Centres financed by Tirana Municipality:

1. Multidisciplinary Social Center: Mini-municipality nr. 9;
2. Social Center "Let's be together", Mini-municipality nr. 6;
3. Social Center "Common House", Former-Tirana Factory, Mini-municipality nr. 11;
4. Social Center Shkoze, Mini-municipality nr. 1;
5. Polifunctional Social Center "TEN ", Mini-municipality nr.7;

Social Centres, municipality properties but financed by donors:

1. Daily Center "Children living and working in the street", Mini-municipality nr. 9, financed by SAVE the CHILDREN;

Within the functional organization structure, there is no clear cut distinction between policy making and policy execution responsibilities. As it can be acknowledged by the description of missions, almost all structures in charge of social issues are engaged in sectorial social policy making, which in most of the cases is also executed by them (e.g. section of job promotion, directory of social care, sector of management of housing etc). Functional type of Tirana Municipality structure represents conflicts from a legal point of view. It also is of low efficiency, especially taking into consideration the fact that Tirana Municipality offers a broad range of services for a high number of beneficiaries. So the improvement of the existing organizational structure of Tirana municipality (regarding social protection) needs to consider as an immediate institutional priority.

The information provided in the box 1, "Social Centres", proves that public-private partnerships are functioning in the provision of social services. It is of particular importance to use the existing experience to set up a more advanced system of social services in Tirana municipality, responding to the needs of citizens, especially of the most excluded like Roma and Egyptian communities. Although social centers are spread of different areas of the city, they are not adjusted to the social profile of the respective area.

In terms of property and financing means, social services are organized in the following four main forms:

- Properties are owned by the Municipality of Tirana and activities are financed completely by the Municipality of Tirana.
- Properties are owned by the Municipality of Tirana whereas the activity is financed by one or more donors. For these social services centres the Municipality of Tirana has made available only the building, but the activity is conducted by a social services operator (local or international NGO) and is financed completely by one or more donors. In this case, the Municipality, through the Directorate of Housing and Social Services, sets the service standards and the conditions on which relations between parties is regulated. Also, the Municipality of Tirana conducts the supervision of service standards.
- Properties and funds provided by the Municipality of Tirana, whereas the service is operated and provided by a third party that can be an association, NGO, private unit specialized in providing a specific service, etc. The role of the Municipality of Tirana in this case consists of preparing the criteria on which the service tender is conducted as well as the monitoring and ensuring the quality of specified service standards.
- There are also centres that operate in the territory of the city of Tirana but are not part of the Municipality's Social Services system. Recording their work as well as monitoring their standards of service must be one of the objectives of social service in the Municipality of Tirana, so that to avoid duplication of services or violation of standards.

It is positive to have a variety of forms of public-private partnerships that will serve as a basis on which to establish a more advanced system of social services in the territory of the Municipality of Tirana and for the Roma/Egyptian community. The centres are spread over in different parts of the city, but with the exception of one or two centres, the rest do not fit the social profile of the area where they conduct their activity.

In terms of information sources used currently to establish services, they are provided mainly by the Municipal Units through the departments of Economic Aid and social services as well as Child Protection Units (CPUs) that are established in all Municipal Units. However, it is important to note that the information isn't structured and there are no indicators which measure social problems, especially those of the vulnerable Roma and Egyptian categories.

2.4.2 The territorial distribution of services

In terms of the territorial distribution of service providers, we noticed that there is no distribution according to needs, which is because the majority of providers have established their services in premises (buildings) that they have purchased at low cost or in buildings provided by the Municipality. This has resulted in a service provided far from the target area and group. In some cases there is a duplication of services and in some cases there are areas uncovered by social services. If we look at the social services map of Tirana¹⁰, we notice that Municipal Units 1, 3 and 8 do not have any services provided in their territories. Also, it is clear that about 80% of services are provided in the centre of the city, whereas the outskirts and suburban areas are completely uncovered¹¹.

Management of programs that address vulnerable groups of the Roma community

Planning and management of social services is conducted in accordance with annual and long-term plans specified in the action plan of the Medium Term Strategy of Social Services for the city of Tirana. According to this strategy, the Municipality of Tirana has prioritized this community in several directions:

- Education
- Housing
- Infrastructure services

This shows clearly that there is a good correlation of the interventions of the CEFA project with the priorities of the Municipality of Tirana.

The Municipality of Tirana and NGOs operating in this territory have established cooperation through contracts or agreements. Although this cooperation is still at the embryonic stage and consist mostly of information exchange and referring of cases, we can say that it has gradually strengthened in favour of suitable services for the community and vulnerable groups. In general, their profile is determined by:

- type of services they provide;
- categories of needs they address;
- vulnerable group or layer which they focus on;
- community to which they aim to provide help.

In the city of Tirana the services for vulnerable Roma groups are provided through service centres or projects, their target location does not always follow

¹⁰ [www.mpcs.gov.al/Social Services in Albania](http://www.mpcs.gov.al/Social%20Services%20in%20Albania),
<http://www.sherbimeshoqërore.gov.al/Tirana.aspx>

¹¹ Google map social services in Albania

the logic of priority needs. If we refer to the Social Services Map of Tirana¹², the services for the Roma community are located in the urban part of the city and, with the exception of three services: 26 November school where the “CEFA” project operates; the centre “For street children” located in the “Brraka” neighbourhood and the centre “for Roma children” located near the Bajram Curri school, their location does not correspond with the areas (neighbourhoods) where this community is concentrated. Thus, specific areas inhabited mainly by this community are uncovered by services. We can mention that areas of Municipal Units 4 and 6, in which there is a high concentration of the Roma community, or the area of Shkoza, are uncovered by services. This is a concern also voiced by the staff of the Municipality of Tirana.

Human resources and the capacities to provided services

The social service centres employ social workers, psychologists, psychiatrists, doctors, nurses, teachers, but also accountants. In some there is the need for general practitioners or pediatricians, depending on the category or age of clients.

Centres cooperate with various institutions such as schools, health centres, etc. Also, one notices recognition and support of the centres by responsible individuals in respective municipal units where the service centres are established.

In terms of human resources, it is worth noting that Tirana, unlike other cities, has a higher supply for professions related to social services. We can say that the supply is many times higher than the demand and job vacancies such as social worker, psychologist and sociologist. This results in the standards of services provided to be high and consistent with the type of problem. Information, knowledge and expertise provided in Tirana are among the best in the country¹³.

Despite the beneficiaries (of the Roma community) suffering from a myriad of problems and in the majority of cases come from layers marginalized for generations, even with the difficult and very complex cases that need time to achieve results one can see improvements and visible effects because of the good work that is being done with them.

¹² <http://www.sherbimeshoqërore.gov.al/Tirana.aspx>

¹³ VNICA – World Bank- Chapter 3, A human resource and capacity gap analyses

Financial resources and their tendencies

The Municipality of Tirana is the only municipality in Albania that has founded the Local Social Fund. During the period 2011-2013 this fund has made up 2-4% of the municipality's budget.

In 2012 the fund for social services was 165,372,000 lek. The planning of ever increasing social service funds shows an ever growing attention toward the need to address social problems. The increase in funds has made necessary the application of a scheme that will enable an increasing efficiency in their use. This calls for the review of experiences and the establishing of a service management scheme, which not only will support the provision of a wide range of services at an affordable cost for the municipality's budget, but it will also diversify the types of services in accordance with community needs. This new social services management scheme will aim the application of flexible forms of public-private partnership as well as include a wide range of service providers. Municipality of Tirana through the IPA Cross Border program, in partnership with 10 other organizations of the Adriatic region, invested on new social model for the services management (AWM) in accordance with the needs, categories and social profile of the city.

In 2013, the social care budget increased and with the establishing of the Guarantee Fund for the crediting of small and medium enterprises in the city of Tirana increased employment, particularly for youths.

Decisions, standards and agreements operational in every municipality

In 2013 there were around 80 local and international NGOs¹⁴ that operate in the city of Tirana, 60% of which provided social services. They provided advice services, social work, temporary housing, food aid, education and healthcare. About 16 organizations focused on the social problems of the Roma community. Nearly 200 persons, mainly street children, disabled children, biological orphans or abused women benefited from social services according to contemporary models that support individuals and families. The distribution of services by these NGOs served to individuals to maintain their ties with family and the community.

It is worth noting that not all organizations have cooperation agreements with the Municipality of Tirana. The Albanian legislation is unclear and confusing in relation to monitoring social services provided in the country's territory. Consequently, not all organizations are interested in having a cooperation

¹⁴ <http://www.sherbimeshoqerore.gov.al/Tirana.aspx>

agreement with the authority responsible for the territory, which in this case is the municipality.

The Municipality of Tirana has several cooperation agreements with international organizations such as UNICEF, Terre des Hommes (TdH), Save the Children (StC), which not only helps to monitor services, but also to refer and provide services for vulnerable categories.

2.4.3 Specific recommendations for CEFA in the Municipality of Tirana

Following recommendations have been issued addressing the Municipality of Tirana:

1. The CEFA project has achieved good cooperation with central and local government institutions, embodied by the Project Steering Committee. This cooperation, dialogue and decision-making model should be proposed to Municipalities in the form of citizen commissions or forums, so that interest groups (Roma and Egyptian) or representatives of central institutions or donors related to services for these groups can have their say. NPF can serve as a mediator between municipalities and communities.
2. Roma and Egyptians are a social group that stays distant from state administration and structures. The CEFA approach should be focused on addressing problems through the reaching of marginalized groups (outreach) where they live is the right one. This approach should be embodied in written documents or material, which will serve the Municipality's administration to work with the marginalized groups of the Roma and Egyptians.
3. Tirana is a relatively big city and, as such, it is difficult for social workers and administrators to cover all social groups and address their problems. The CEFA's multidisciplinary groups can be part of the visits to the communities or families that social administrators of municipal units conduct in order to identify the economic and social level of families.
4. The problems of the Roma family are multidimensional. For this reason, visits by multidisciplinary groups of experts serve to address "in block" the various social problems of the Roma family.
5. The CEFA project experts should help in changing the work practices of social administrators and provide their expertise in changing the Rules and Regulations of the Department of Social Services (including the CPUs) as well as the job descriptions of social administrators and workers.

6. The Municipality of Tirana in cooperation with local NGOs is implementing projects for supporting with micro grants youths who want to start a business. In light of this, we recommend that CEFA experience and practices in financing with micro grants Roma family members should be integrated into Municipality structures through training or seminars, discussing the lessons learned from this experience related to procedures of providing grants to the age group, gender, professions, etc.
7. The CEFA project has continuously included the Roma the implementation of various project activities. It is recommended that this practice should be applied also by the Municipality through the recruiting of individuals who are part of that community.

2.5 Conclusions

After this analysis of the situation, it has been concluded that public structures, which have an obligation to provide social service distribution, face the following weaknesses:

Orienting social services toward monetary services and failure to exchange them with services in kind is one of the main weaknesses of the public social protection system. Social policy focused mainly in alleviating the consequences of poverty and lowering social tensions has been dominating and restricted by the state's limited opportunities to conduct services in kind. This system, which is not designed to address the needs of vulnerable groups, has been used in 90% of cases instead of providing social integration services. Even those few services in kind were provided by residential centres that were more oriented as healthcare centres than as social integration and contemporary services centres.

Lack in local social policies that address poverty reduction deforms the goal and objectives of the Social State.

Lack in economic development programs and active employment policies (both from the central and local government) intensified the level of social exclusion and makes vulnerable groups subject to refusal, prejudice or violence.

Level of vocational training and powers was inadequate to address the new social problems.

Limitations in funds weren't able to create favourable conditions to develop sustainable projects that can last over time.

Lack of cooperation and coordination between local-central government and non government organizations. There was a duplication of projects for one category and a complete lack of attention toward other groups.

3. Assessment of the labour market policies in Albania and Federation of Bosnia-Herzegovina

The analysis of the labour market of Albania and Federation of Bosnia-Herzegovina represents an interesting evaluation method for explore the differences and peculiarities of 2 systems of the same geopolitical area. This research, carried out at the end of 2013, allowed to collect information, data, hints and opinions about the labour legislation, structure of the employment market, workers protection, actions and measures in supporting to vulnerable groups, the scenario on youth unemployment and other significant factors connected with the labour policies. Such investigation represented a milestone in terms of analysis and awareness of the context background where the model of social business should be implemented; it represented the first step of the whole process of definition and development of a model of Social Enterprise for the AWM system.

Themes and issues under assessment were:

- labour market institutional frameworks;
- employment services;
- measures and interventions for specific job placement;
- experiences of tailored job placement for disadvantaged groups;
- training provision for disadvantaged groups;
- public policies and interventions to fight youth unemployment.

The study showed the situation of the employment scenarios in the two Balkan areas, analysing their specificities, critical aspects, opportunities and main changes.

The objective of the survey was **to provide a deepened reading of the labour market framework in Albania and Federation of Bosnia and Herzegovina** as regard employment conditions, disadvantaged groups and youth generations.

3.1 Methodology

Method used for collecting information and data was based on tools normally applied in the social research, that include a set of semi-structured questionnaires, one for each task of the action 4.1, in order to provide a detailed assessment of labour market policies in the two countries investigated.

The topics examined through the 3 questionnaires were the following:

1. **Task 4.1.1** Assessment of labour market policies;
2. **Task 4.1.2** Assessment of job demand and offer for disadvantaged people;
3. **Task 4.1.3** Assessment of impact of Deadweight Losses of Youth Unemployment.

The inquiry involved a group of **key actors** and **stakeholders**, able to contribute to the implementation and fulfilment of the activities, through knowledge, experience, services provided, competences and skills, capacity building and political lobbying. Therefore, the survey saw the involvement of the following categories:

- central/local government;
- employment offices and job centres;
- trade unions and employers associations;
- municipalities;
- NGOs, Third Sectors, Civil Society Organisations;
- training agencies and education providers;
- people belonging to vulnerable groups.

The **research tools** have been submitted in two different way:

- *on line questionnaires*, filled directly on web/PC, mainly for quantitative data as well as for qualitative comments and information;
- *questionnaires carried out through face to face interviews*, involving the most key actors, mainly for qualitative opinions and information, as well as for quantitative inputs.

3.2 Results of the assessment of Labour Market Policies

3.2.1 Evaluation of the Labour Market in Federation of Bosnia and Herzegovina

Federation of Bosnia and Herzegovina (hereinafter FBiH) has made certain progress in terms of macroeconomic stabilisation and structural reform. This is particularly noticeable in annual economic growth figures and improved fiscal discipline, with the two political entities demonstrating more balanced budgets and an improved business environment; furthermore, important regulatory reforms have been implemented in key infrastructure sectors and a sound banking sector is being developed. Since 2000, when the EU granted

Autonomous Trade Preferences to the Western Balkan countries, FBiH has broadly had free access to EU markets¹⁵.

Structure of the employment market

The total population of the Federation in the 2013 was equal to 1.955 thousand people of which 1.633 were in working age (15+ years¹⁶) and about 809 was the labour force, that is equal to 35,4% of the whole population. In the 2011 the number of the employed in FBiH was 441.115, while 367.512 were unemployed with an employment rate of 29,8% and an unemployment rate of 29,2%¹⁷.

Tab. 1 Population characteristics in FHiB (year 2011)

Structure of the employment market	Units	Percentage
Total population	1.955.000	100%
Population of working age (15+)	1.633.000	83,5%
Labour force	808.627	41,4%
Unemployment rate	367.512	29,2%

The interview with a representative of the *Institute for Statistics of FBiH*, showed a slight improvement of the labour force scenario (see Fig. 6), with about 500 thousand people employed (precisely 318 thousand men and 171 women) and a consequently decrease of unemployed, with about 200 thousand units (122 men and 81 women). Finally, the people who were in seeking of the first employment were 116 thousand (64 men and 52 women).

¹⁵ Lorencic, M., *Human Resource Development Country Analysis for Bosnia and Herzegovina*, ETF Working Paper, May 2008.

¹⁶ In FBiH the age range of the labour force is starting from 15 years.

¹⁷ Goran Stankovic, *Annual Review 2011 on Labour Relations and Social Dialogue in South East Europe: Bosnia and Herzegovina*.

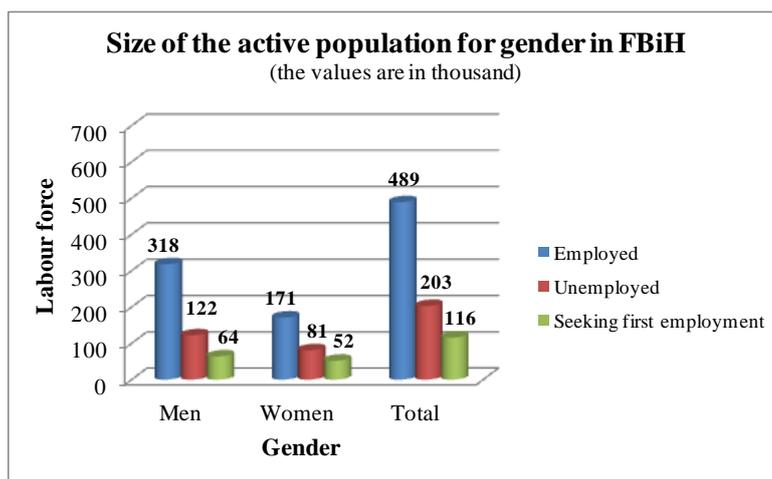


Fig. 6 Active population for gender¹⁸

Labour legislation

Bosnia and Herzegovina is a complex state with four legal systems, which makes the development of modern industrial relations very complex in legal terms. Issues in the area of labour and social rights and institutions were almost solely under the jurisdiction of the entities and, in the FBiH, under cantonal jurisdiction as well¹⁹. At the moment of this survey the labor Law – *Official gazette of the FBiH number 43/99, 32/00, 29/03* – regulates the rights and obligations of employers and employees deriving from employment, unless these issues were otherwise provided in another law²⁰. The laws mentioned above have the following characteristics:

- labour law n°43/99. Deals, inter alia, with conclusion of labour contract, hours of work, wages, termination of labour contract, exercise of rights and obligations related to labour relations, conclusion of collective agreements, and settlement of collective labour disputes;
- act of 15 August 2000 N°32, to amend and supplement the Labour Code. This modifies contain numerous amendments concerning, inter alia, non-discrimination, collective agreements, minimum age (15), labour contracts and their interruption, hours of work, special working conditions for women, maternity leave, and termination of labour relations;

¹⁸ Each graph, figure and table is a elaboration of COOSS Marche.

¹⁹ EIRO online (European Industrial Relation Observatory), *Bosnia and Herzegovina: Industrial relations profile - Legal context*.

²⁰ Laws and references have been indicated by representative of *Federal Ministry of Labour and Social Policy*.

- act of 18 June 2003 N°29, to amend sections relating to apprenticeship contract and voluntary work ²¹.

The representative of *Confederation of independent Trade Union of Bosnia and Herzegovina* sustained that weren't significant milestones in the last decade within the Federation. The main measures implemented were a general collective agreement for the territory of the Federation of Bosnia and Herzegovina in the 2005, as well as a number of collective sector agreements. Furthermore a new labour law and law on safety and health at work were launched.

The main European directives and regulation that influenced the FBiH labour legislation were:

- the mainly ILO Conventions: forced labour, equality of opportunity and treatments, employment policy and promotion, wages, working time, etc.²²;
- the legislation on safety and health at work compliant with the framework of the EU Council Directive 89/391/EC (1989);
- Directive 2003/88/EC on certain aspects of working time organization;
- Directive 1992/85/EC on the introduction of measures and improvements of safety and health of employees and pregnant women at work;
- Directive 2001/23/EC on the rights of employees during the transfer of a company or a part of a company.

According to the interviewees coming from the institutions, the process through which a employers can hire and fire an employee seems to be «*relatively difficult*», while the point of view of the Trade Unions and Employer Association goes in the opposite direction: «*is relatively easy!*» (see Fig. 7).

²¹ ILO (International Labour Organisation), *Federation of Bosnia and Herzegovina - Labour codes, general labour and employment acts*.

²² Source:
http://www.ilo.org/dyn/normlex/en/f?p=1000:11200:398382326677553:::P11200_INSTRUMENT_SORT:2



Fig. 7 Hire and fire procedures in FBiH

Another aspect within the labour legislation framework analysed during the investigation is the maximum work time foreseen by the law. According to the representative of the *Confederation of Independent Trade Unions of FBiH*, the working time is determined at 40 hours per week with a «overtime up to 10 hours per week and volunteering 10 hours a week» and «60 hours per week for seasonal jobs». Finally, FBiH pension system foresees some rules for the early retirement of certain categories of workers²³, but normally the working year needed for the retirement is «40 years of work contributions or 65 years of age, or at least 20 years of work insurance and 65 years of age»²⁴. The retirement age is also different between men and women, since the latter retire at 60 years²⁵.

Workers protection

According to the European Training Foundation in FBiH the labour laws provide a reasonable balance between worker protection and flexibility for employers and enterprises to be competitive²⁶. Several measures have been taken during the last years and many actors were involved in the workers' safeguard process. The worker representatives are actively consulted as regards the definition of labour market legislation and «the *Confederation of Independent Trade Unions* is an equal social partner in the Economic and Social Council of the FBiH» and «it participates in defining regulations as much as possible». The representative of Federal Ministry of Labour and Social Policy ascribes to the

²³ *Idem*.

²⁴ Information emerged by the interview with the representative of *Federal Ministry of Labour and Social Policy*.

²⁵ Information emerged by the interview with the representative of *Employers' Association of the FBiH*.

²⁶ European Training Foundation, *Labour market review of Bosnia and Herzegovina*, 2006-2007.

Unions «*an acknowledged role in the social dialogue*», through which they stimulate a better development of labour legislation and play an important role of mediation.

Another significant aspect of the workers protection system is the minimum wage for employees. In the Federation of Bosnia-Herzegovina, the minimum wage is determined by the General Collective Agreement (GCA) and is equal for all activities²⁷. The GCA provides that this parameter is set by taking into account wage trends, growth of production and the standard of living. The minimum net wage for the 2013 is amount to 360.80 KM (about 185 euro).

Within workers protection framework are especially faced the work conditions of the disadvantaged people. The support to these beneficiaries is guaranteed through «*active employment measures implemented by the Institution and the Employment Services*»²⁸ and the «*Federal Employment Institute in cooperation with the Cantonal Employment services implement employment programmes where vulnerable unemployed groups are represented*»²⁹. Subsidies, especially in the form of economic incentives, are provided to «*employers who employ the long term unemployed person, people, with disabilities, victim of violence, former residents of homes, etc.*»³⁰.

3.2.2 Assessment of the Labour Market in Albania

Albania has made significant progress during the decade 2003-2013 in the pursuit of social, economic, and political reforms aimed at Euro-Atlantic integration. Economic growth has slowed in recent years due to the global economic crisis which impacted negatively on the Albanian economy. Despite the decrease in recent years in the Gross Domestic Product (GDP) curve, Albania's economy coped with the impact of the global financial crisis rather well and in 2010 achieved upper middle-income status³¹.

Structure of the employment market

The Albanian employment market profile showed a working age population equal to 47% compared with the total population, that is over 3 million people (see *Tab. 2*). The labour force participation rate that measures the proportion of

²⁷ *Idem.*

²⁸ Information emerged by the interview with the representative of *Confederation of Independent Trade Unions of BiH.*

²⁹ *Ibidem* note 14.

³⁰ Information emerged by the interview with the representative of *fund for Vocational Rehabilitation and Employment of the disabled persons.*

³¹ The socio-economic context extracted by the *Decent work country programme document 2012-2015.*

working-age population of a country which is active in the labour market, either by working or looking for work is 40,8%³². As regards the unemployment rate – equal to 13,9%³³ – that is one of the main indicators of labour market indicative of the ratio of unemployed persons to the economically active population.

Tab. 2 Population characteristics in Albania (year 2012)

Structure of the employment market	Units	Percentage
Total population	3.162.000	100%
Population of working age (16+)	1.486.140	47%
Labour force	1.290.415	40,8
Unemployment rate	206.573	13,9%

Focusing attention on gender condition (see Fig. 8), the analysis about the unemployment rate over years demonstrates that the gap between male and female unemployment rate has a declining tendency, that is reflecting on a less disparity between males and females. The gap between the percentage of employed men and employed women (is about 2,5%) and between unemployed men and unemployed women (the same percentage) is quite low.

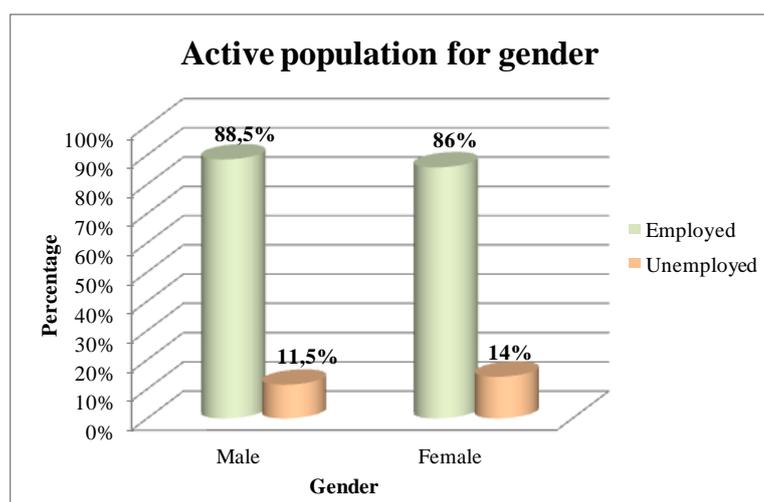


Fig. 8 Active population for genders

³² Information emerged by the interview with the representative of the *Statistical Department of Albania*;

³³ *Idem* note18.

The minimum age for work within the meaning of the Labour Code of the Republic of Albania is 16 years, for minors who engage in light work. While the starting age of regular employment is 18 years, when the individual obtains full capacity to act. For men the working age ranging is from 18 to 65, for women from 18 to 60 years (respectively the legal retirement age for men and women)³⁴. Full retirement benefits are paid on reaching the legal retirement age «with at least 35 years of contributions or 50 years age and at least 30 years of contributions for a mother with six or more children older than age 8»³⁵. Partial pension can be paid from the age 65 (for men) or age 60 (for women) with 15 years of contributions. Early pension is paid at age 62 (for men) or age 57 (for women) with at least 35 years of contributions³⁶.

The labour force in Albania is less than half of the population (40,8%) and the most part of it belong to the age group 25-49 years, that is equal to two-thirds of the total (66,6%, see Fig. 9). The age categories 16-24 and 50-64 have the same representation within the labour market (respectively 14,8 and 14,9).

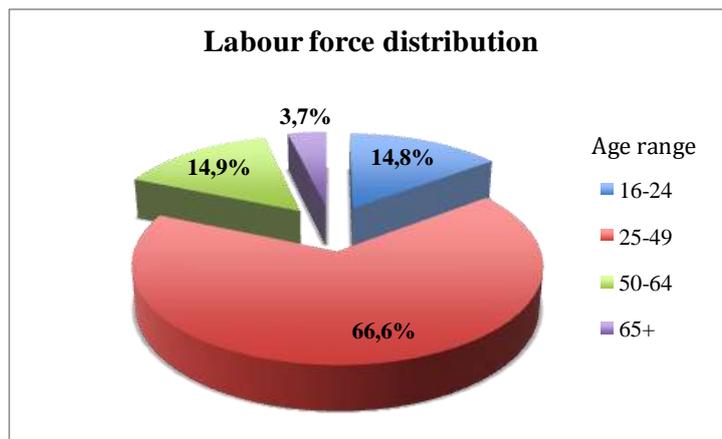


Fig. 9 Labour force distributed for age groups

Labour legislation

Relations between employers and employees are regulated by the Code of Labour, first approved in 1995 and amended in 1996 and 2004. The Law reflects the Constitutional principles, as well as basic principles of international conventions on labour, trade unions, prevention of discrimination etc. The milestones of the Albanian labor legislation concern the period 1996-2013 and are the following:

³⁴ Art. 98-99 Code of labor of the Republic of Albania.

³⁵ Extract of interview with representative of the *Employment Policy Department of Tirana*.

³⁶ *Albania country profile report*, document issued on February 2013 by IOPS (International Organisation of Pension Supervisors).

- Decision of the Council of Ministers (hereinafter DCM) Nr.384, dated 05-02-1996 for the *“Minors protection at work”*;
- DCM 397, dated 20-05-1996 on the *“Special protection of women during pregnancy and motherhood”*;
- decision 73, date 11-02-1999 *“Incentives program for employment through the jobs creation”*;
- law on *Foreigners*, No.8492, dated 27-05-1999;
- law on *Education and Vocational Training*, 2002;
- decision 708, dated 16-10-2003 *“Licensing concession and management of private employment agencies”*;
- law No. 9355, dated 10-03-2005 on *“Social assistance and social services”*;
- DCM No. 368, dated 31-05-2005 for *“The adoption of the National Strategy for Children”*;
- law on *“Inspection at Work”*, dated 30-10-2006;
- law No. 10 237 , dated 18-02-2010 *“Law on Safety and Health at Work”*;
- DCM No. 564, dated 03-07-2013 for the approval of the Regulation *“Minimum requirements of health and safety in the workplace”*.

These laws are in support to the Code of Labour and face several aspects and critical situations of the labour market, like protection for frail workers, health and safety at work, subsidy regulations, etc. The Albanian labour system is also regulated and influenced by many European directives and rules, through which the Balkan country has adapted to the standards of the EU legislation. The laws emerged during the interviews with Albanian stakeholders, considered in temporal order, are:

- directive 91/383/EEC: *“supplementing the measures to encourage improvements in the safety and health at work of workers with a fixed-duration employment relationship or a temporary employment relationship”*;
- directive 91/533/EEC: on *“an employer’s obligation to inform employees of the conditions applicable to the contract or employment relationship”*;
- directive 94/33/EEC: on *“the protection of young people at work”*;
- directive 98/59/EEC: on *“the approximation of the laws of the Member States relating to collective redundancies”*;
- directive 2000/79/EEC: concerning the *“European Agreement on the organisation of working time different sectors”*;
- law no. 8775 dated April 4, 2001 on Ratification of ILO Convention no.131 *“Minimum Wage”*;

- law no. 8856 dated July 2, 2002 on ratification of ILO Convention no. 154 on “*Collective Bargaining*”;
- directive 2003/88/EEC: concerning certain aspects of the “*organisation of working time*”;
- directive 2004/40/EEC: on “*the minimum health and safety requirements regarding the exposure of workers to the risks arising from physical agents*”.

From the interview results, about the process by which an employer can hire or fire an employee, seems emerge an unclear scenario relating to these important aspects of the employment sphere. The higher values concentrated in the middle of the Likert Scale, used to assess this issue (see Fig. 10), demonstrate as the majority of the stakeholders interviewed don’t converge on a clear-cut answer about the topic. The highest value belongs to the interviewees who affirmed that this process is “*neither easy nor difficult*” with a value equal to 37%, while the people who consider the hire and fire process *easy* are just the 16% and still less those who judge it *very difficult* (3%).



Fig. 10 Hire and fire procedures in Albania

Finally, as regards the maximum number of hours that an employee can work in Albania (for a normal work, without atypical elements), emerged by the questionnaires an agree among the interviewees³⁷ on the work time, namely «8 hours per day with the possibility to work two extra hours» and «40 hours a week with a maximum of 10 overtime hours».

³⁷ All questionnaires report the same answer about work time.

Workers protection

In Albania the minimum official wage is 22.000 Lek³⁸ (about 155 euro). Despite regular adjustments to the minimum wage, the prevalence of poverty in Albania highlights the need for it to play a more active role to protect the most vulnerable workers. The social partners have regularly urged the government to establish the subsistence minimum, so that the minimum wage takes into account changing social and economic circumstances such as price increases, evolving living standards, and economic growth and productivity³⁹.

In order to guarantee the workers protection there are 83 trade unions established and operating in Albania. Some of them operate under the umbrella of the two confederations, whereas the rest operate independently. The two biggest and most influential confederations are: «*Trade Union Confederation of Albania (KSSH) with 105.000 members, that is also a member of the European Confederation of Independent Trade Unions and the Union of Independent Trade Unions of Albania (BSPSH) with about 85.000 members, which are represented with 3 members in the National Labour Council*»⁴⁰. The two biggest confederations represent about 90 percent of the members of trade unions in Albania⁴¹. Nevertheless the percentage of trade union members is very low, «*around 20*»⁴², almost entirely concentrated in the state sector («*about 70%*»⁴³).

Theoretically the trade unions should have an active role in the definition of labour market legislation, but generally they are only consulted and give a little contribution to the Trilateral Commission. «*Their role recently has been increasing and they were actively involved in the definition of the rules about work safety and health*»⁴⁴.

In the Albanian labour protection system are foreseen special subsidies for employers who hire people belonging to disadvantaged groups, often in the form of «*fiscal incentives for the employer who hires a certain number of people with*

³⁸ Information collected by the survey on the minimum wage. The INSTAT in the Press Release on the Labour Force Balance of the 2 September 2013 reports a minimum wage slightly lower, equal to 21.000 Lek according to the Council of Ministers Decision, No 445 of date 11/07/2012.

³⁹ Kodra, F., «*The impact of the crisis in selected Balkan countries-Albania: The need for wage reforms*», 2011.

⁴⁰ Information emerged by the interview with the representative of *Human Research Sector of Municipality of Tirana*.

⁴¹ Annual Review 2012 on *Labour Relations and Social Dialogue in South East Europe: Albania*, by Nikoll Doçi, PhD, Faculty of Social Sciences, University of Tirana.

⁴² *Idem* note 26.

⁴³ *Idem* note 26.

⁴⁴ Information emerged by the interview with the representative of the *Employment Center*.

disability or young women»⁴⁵. In the Albanian legislation the main laws directed to safeguard the employee are:

- law Nr. 7995, dated 20-09-1995 on “*Employment Promotion*”;
- DCM Nr. 69, dated 11-02-1998 – «*Programme to stimulate the employment of unemployed*»;
- DCM Nr. 74, dated 11-02-1999 – «*Programme for the employment promotion through the sustain of vocational training*»;
- DCM Nr. 632, dated 18-09-2003 – «*Promotion programme for women unemployed*».

3.3 Results on the assessment of job demand-offer for disadvantaged people

There is no universal or common definition of vulnerability. However, the concept of vulnerable groups in relation to employment denotes the risk of marginalization from the labour market. According to *EU Directorate General of Employment, Social Affairs and Inclusion*, vulnerable groups are groups that experience a higher risk of poverty and social inclusion than the general population. Ethnic minorities, migrants, disabled people, the homeless, those struggling with substance abuse, isolated elderly people and children often face difficulties that can lead to further social exclusion, such as low levels of education and unemployment or underemployment . Other sources consider people who are long-term unemployed, and also others who are inactive but not registered as unemployed. It should include workers who are engaged in some form of employment but are at a high risk of losing their jobs⁴⁶.

3.3.1 Vulnerable groups for the labour market in FBiH

The Law on Gender Equality in FBiH faces this theme guaranteeing a form of protection in supporting of this frail group, inasmuch «*governs, promotes and protects the equal treatment of the sexes and guarantees equality of opportunity for all in both the public and the private domain, and prohibits direct and indirect discrimination on the grounds of gender*»⁴⁷.

The women, especially in «*pregnant and motherhood*», represent one of the disadvantage groups safeguarded by the legislation of FBiH, or foreseen by

⁴⁵ *Idem* note 21.

⁴⁶ United Nations Development Programme, *Data collection on vulnerable groups at risk of labour market exclusion*, 2012.

⁴⁷ Law on Gender Equality, *Official Gazette of Bosnia and Herzegovina*, number 16/03.

labour market strategies and policies, together with the «*minors, Roma people, workers with reduced working capacity, disabled persons*», as well as long-term unemployed, underprivileged youth and low-qualified persons⁴⁸. These groups are considered vulnerable by the labour legislation and there are at present only few measures aimed to support their social and professional inclusion.

Measures and actors in supporting to disadvantaged groups

The representative of *Cantonal Centre for Social Work of Sarajevo* affirms that the main actions able to support the employability of the vulnerable people are the *mediation services* and *tutoring at work*. The tool more used to promote the access to the work system of these particular worker categories seems to be the *internship* contract with a company and the main beneficiaries of this measure are *person belonging to ethnic minorities* and *people belonging to the “new poor” category*⁴⁹. According to the person interviewed in charge of the *Fund for Vocational Rehabilitation and Employment of the Disabled persons*, the supporting services provided for the employment of disadvantaged people involving the following actors:

- voluntary association;
- municipalities;
- local communities;
- job and employment centres;
- training agencies and organisation;
- private companies or enterprises;
- the responsible cantonal and federal ministries;
- inspection authorities;
- professional rehabilitation institutions;
- commercial companies for employment of persons with disabilities.

The interviewed of the *fund for disability* during the survey provided a list of the major difficulties encountered by the disabled people within the services of job placement. The table below (*Tab. 3*) shows the critical aspects emerged:

⁴⁸ Labour and Employment Agency of Bosnia and Herzegovina, *Employment Strategy in Bosnia and Herzegovina 2010-2014*, July 2010.

⁴⁹ i.e. people from broken and low-income families, homeless individuals who experience the road, women with low-income and low qualifications, weak subjects without family support and subjects under the poverty line.

Tab. 3 Main problems detected

The main problems encountered by disabled people
the absence of proper records of persons with disabilities at the competent departments;
the competent departments are not trained to provide adequate support to people with disabilities;
the prejudice against people with disabilities in terms of their capabilities and abilities;
an unfavourable educational and qualification structure of persons with disabilities in FBiH.

The measures identified by the expert able to contrast this discrimination against people with disabilities, through which develop new personalised measures or improve the existing services, are illustrate in the *Tab. 4*.

Tab. 4 Main measures identified

Measures and actions in supporting to disabled people
to establish of uniform and updated records of persons with disabilities;
to strengthen our human resourced within services providing mediation in employment for persons with disabilities;
to promote the skills and abilities of people with disabilities;
to provide an adequate assessment of the remaining working abilities of people with disabilities;
to guarantee a high-quality system of vocational rehabilitation (job training, additional training, retraining, etc.).

3.3.2 Vulnerable groups for the labour market in Albania

Social inclusion in Albania has been subject of analyses by European Commission Progress Reports especially with regards to the socially vulnerable and persons with disabilities, and Roma population⁵⁰. During the survey the main vulnerable groups foreseen by Albanian Legislation have been identified by stakeholders interviewed, namely: «*Alcoholics, Roma people, orphans, minors, people with disabilities, groups discriminated because of race, religion and sexual orientation, victims of trafficking, victims of violence, families in hardship, women with social problems, young people under 18 years old, the elderly, women prisoners, long-term unemployed, ex-prisoners, immigrants, women over 50 years old, people who work*

⁵⁰ European Commission, *Social Inclusion and Social Protection in Albania*, September 2008.

in professions or jobs that are considered work at risks (e.g. pregnant women or new mothers), etc.»⁵¹.

The Albanian legislation framework faces the labour inclusion of vulnerable groups with different laws and specific rules starting from the Labour Code of Republic of Albania within the chapter X “*Special protection for juvenile and women*”, with specific articles in supporting of these frail categories of workers.

Other important regulations are:

- DCM N. 182, dated 13-03-2012, *Action Plan for Children 2012-2015*;
- law No. 237 , dated 18-02-2010 “*Law on Safety and Health at Work*”;
- DCM nr. 368 dated 31-05-2005 for the adoption of the “*National Strategy for Children*”;
- DCM Nr.384 , dated 20-05-1996 for the “*Minors protection at work*”;
- DCM 397, dated 20-05-1996 on the “*special protection of women during pregnancy and motherhood*”;
- DCM 564, dated 03-07-2013 for the approval of the regulation “*minimum requirements of health and safety in the workplace*”;
- law No. 8960, dated 24-10-2002 on the “*ratification of the European Social Charter*”;
- *Incentive programs for employment and the economic aid right*;
- the *code of family law*, in force from 1982;
- law Nr. 7995, dated 20-09-1995 on “*Employment Promotion*”;
- The *National Strategy for Social Inclusion 2007-2013*, (it seeks to reduce poverty among Albania’s vulnerable groups, including children and Roma communities)⁵².

Measures and actors in supporting to disadvantaged groups

According to the interviewees the Albanian system foresees several forms of intervention in supporting to the disadvantages groups. The Fig. 11 shows the most important actions used to employ these particular category of workers. The intervention forms more used to promote access to the labor market for disadvantaged people are especially the labour orienting actions, as *guidance services* with a percentage value of 32%, *consultancy activities* with 27% and *mediation services and tutoring* (21%), with an overall value of 80% of the actions implemented.

⁵¹ Extract of the survey carried out in Albania.

⁵² *Idem* note 36.

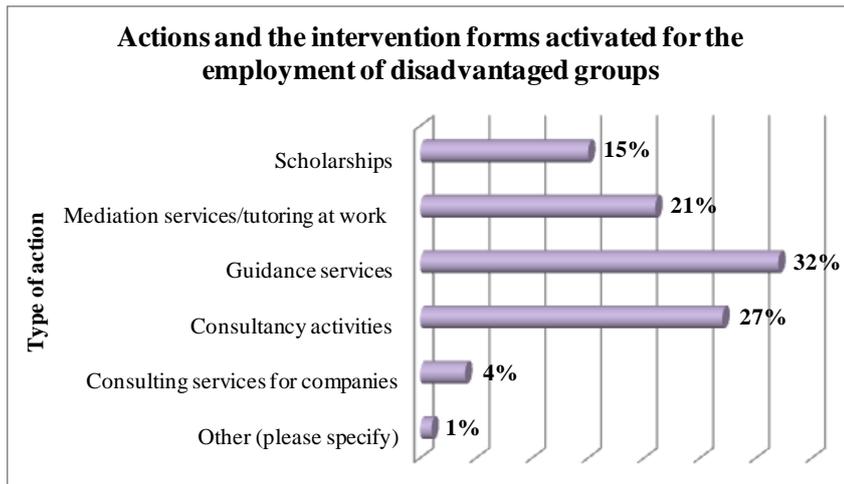


Fig. 11 Actions for promote the employment of vulnerable groups

The stakeholders identified a set of tools dedicated to the employability of vulnerable groups through a list proposed by the questionnaires submitted (see Fig. 12). From the results of this item the different measures proposed by researchers seem used with the same regularity. Scholarships, internships, training within the company obtained the same incidence with a percentage value close to 25% (respectively 22%, 26%, 25%). The other forms of support for the access and permanence in the labour market are apprenticeship (12%) and tailored job placement (14%). The accompanying measures provided in Albania, in particular in the area of Tirana Municipality, in the course of 2012 are especially training paths (with a percentage of professional training and retraining courses equal to 27% of the measures) and pshyco-social aids (psychological support services 10% and family support services 14%).

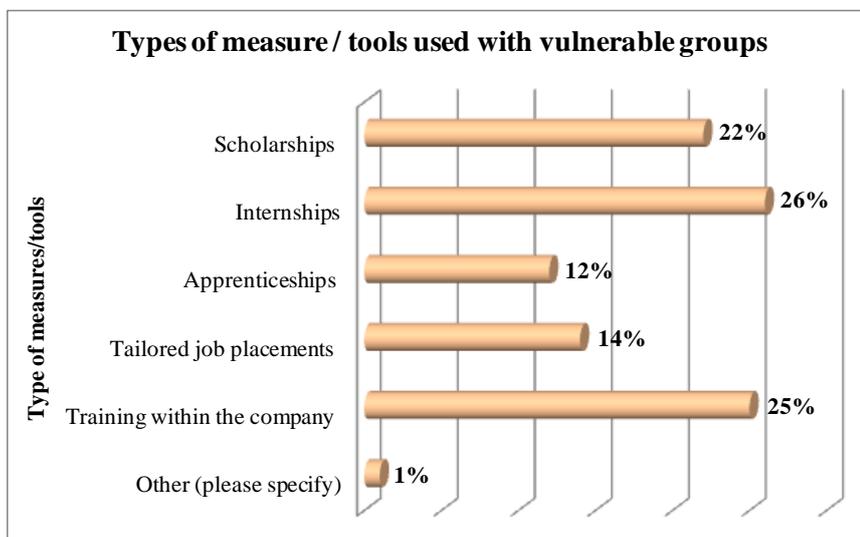


Fig. 12 Measures for the employability of vulnerable groups

The targeted beneficiaries of these services are listed in the graph below (Fig. 8). The most of them belongs to the “new poor category” (29% of the total disadvantaged population, see Fig. 13), who often represent people difficult to intercept by the social inclusion system. The other groups more represented are “persons with physical and/or mental disabilities” with 17%, “ex-prisoners and detainees” 13% and “person belonging to ethnic minorities” with a value equal to 11% of the total.

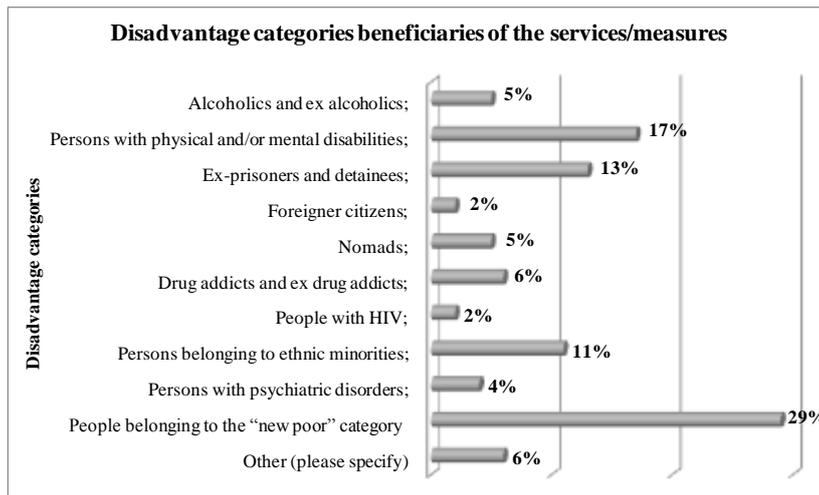


Fig. 13 Beneficiaries of supporting services

There are several actors, at various levels and belonging to different parts of society that are involved in the Albanian supporting system designed for vulnerable groups (as listed in Fig. 14). Public entities as Municipalities (9%) and Employment Centres (21%), employers (employers associations 14% and private companies 11%), voluntary association (11%) and the organisation in charge of supply the employability measures, as the training agencies (20%) and many other organisations close to the labour market.

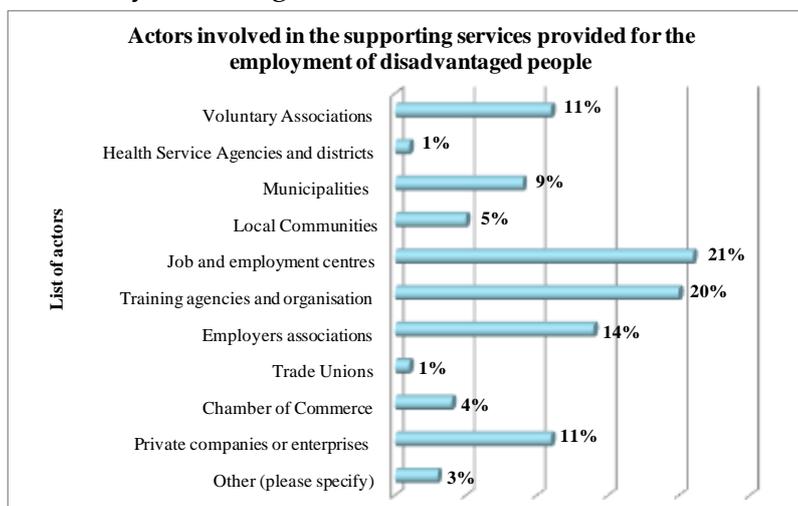


Fig. 14 Beneficiaries of supporting services

From the interviews seems that the operators involved in the job placement need to a specific training (51% of interviewed, see Fig. 15), although almost half of the sample provided a negative answer, in particular for a different opinion about the issue (22%) or for an insufficient knowledge about existing training courses (24%). The people who have answered in affirmative way identified the following training actions:

- collaboration and networking;
- coaching for employment;
- course for trainers;
- general training opportunities with details on disadvantaged groups (organised by AIESEC)⁵³.

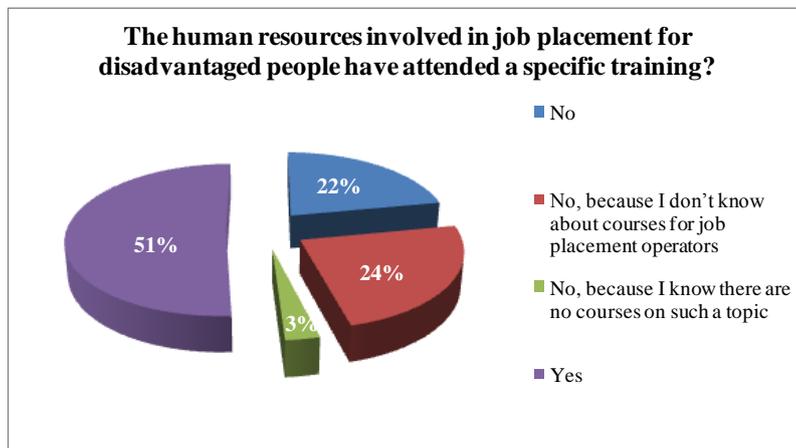


Fig. 15 Specific training for job placement operators

According to interviewed, people belonging to vulnerable groups have, on average, a bearing on the staff cost lower than 15% (with a percentage of consent equal to 72%, see Fig. 16) compared to total staff employed.

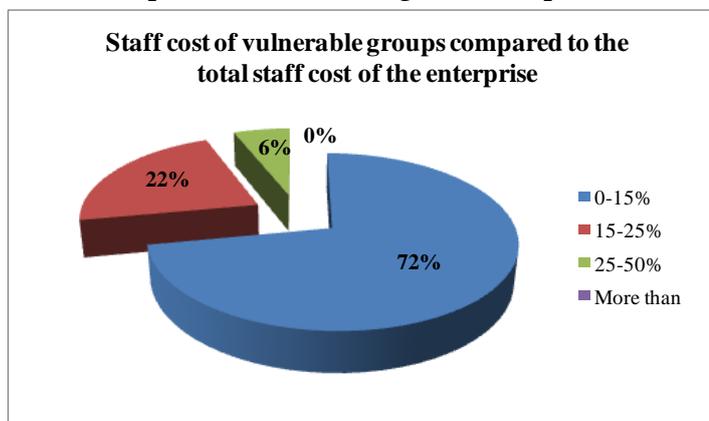


Fig. 16 Cost percentages of the vulnerable groups on the total staff

⁵³ *Idem* note 36.

3.4 Report on the assessment of impact of deadweight losses of youth unemployment

3.4.1 Youth unemployment in FBiH

The FBiH unemployment rate in July 2013 was 27,5% (26,5% for men and 29% for women). Unemployment rate is the highest among young persons aged 15 to 24 with a value of 59,1% (59,1% for men and 59,2% for women)⁵⁴. The Fig. 17 shows the working conditions of the young people aged 15-24 and is significant the number of youths who are part of the labour force: 121.000, less than one-third of the young people in working-age. Also the number of inactive persons is very high and worrying, because is composed by people due to several reasons not are actively looking for an occupation, so called NEETs. This segment of the population has lacking motivation and with few hope toward the labour system. Finally, the number of unemployed is almost double of the employed, 76.000 youths versus 44.000, as confirms of the serious employment situation.

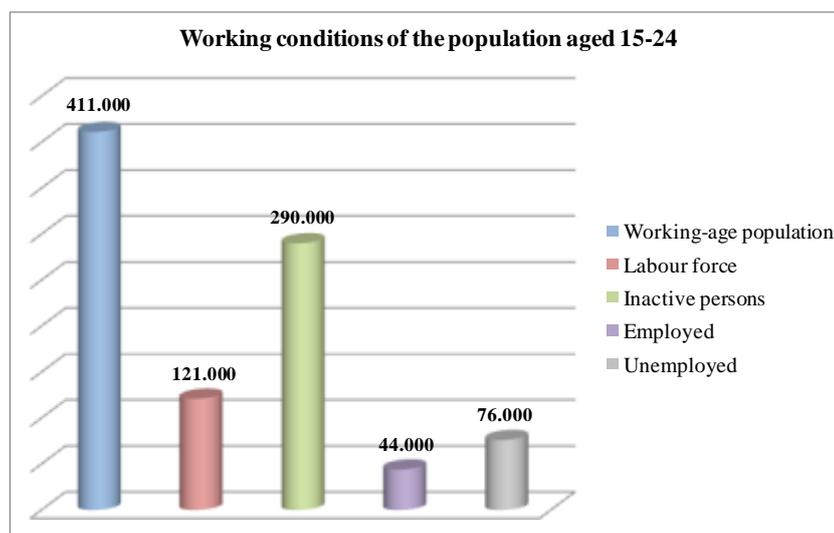


Fig. 17 Characteristics of the population aged 15-24

Analysing the labour force for age categories – Fig. 18 – emerged that the unemployment rate of young people between 15 and 24 years is 67,1% (55.000 people), a very high and worrying data, as well as the number of inactive youth (s.c. NEET - Not in Education, Employment or Training) that is about 32 thousand people, equal to 11,3% of the young people (15-24).

⁵⁴ Ranko Markuš, information based on the survey carried out within the *Youth Employment Project - YEP*.

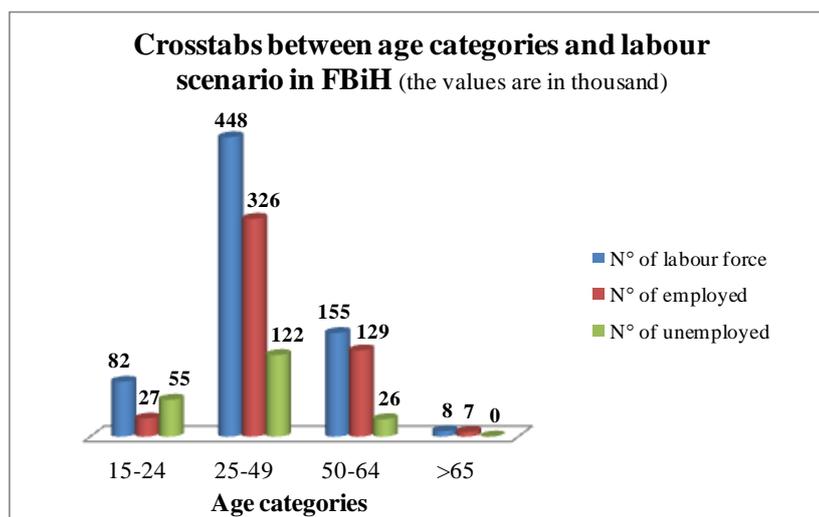


Fig. 18 Labour market scenario for age categories

One of major characteristics of labour market and unemployment in the FBiH is large participation of youth in unemployment. Particularly unfavourable is the fact that youth unemployment is long-term in its character. Causes of high level of youth unemployment have structural character and by and large pertain to the following:

- lack of work experience;
- mismatch of education system, national qualifications framework and labour market needs;
- depreciation and loss of knowledge and skills due to long-term unemployment;
- no possibility to apply the knowledge and skills obtained through education in the process of work⁵⁵.

During the survey emerged that there are few measures able to fight and reduce the youth employment. According to the representative of the *Federal Ministry of Labour and Social Policy*, one of this measures is the Action Plan for Employment 2010-2013 that, coherently with the Federal Employment Strategy 2009-2013, sets out measures to recruit unemployed groups with lower employability, especially young people without work experience.

Furthermore exist some initiatives aimed to support the youths employment as forms to obtain work experience through volunteering, or through the direct support of the employers.

⁵⁵ Bosnia and Herzegovina Labor and Employment Agency of Bosnia and Herzegovina, *Youth (Un)employment in Bosnia and Herzegovina*, October 2009.

Finally the interviewees declare that support programs, forms of start-up subsidies or similar actions are very rare and not are coming from the state institutions.

There are some actions that face the youth issues (e.g. unemployment and early school leaving), but are effective until they are supported by the foreign donors and when the financing finishes their effect weakens or stops. The representative of Employer’s Association of FBiH affirms that not exist measures able to make easier the transition from school to work, neither others oriented to improve the young people’s employability. Also the measures to help groups with specific disadvantage are non-existent, but as sustains the interviewee are absolutely indispensable.

According to the expert of Employer’s Association the real problems encountered by young people during the life transition (school-work) are ascribable to incapability of the school to give them the required skills and knowledge. This solution can be provided only the employers, but government and institutions are inactive to encourage them in this process.

3.4.2 Youth unemployment in Albania

The youth population between 15 and 24 year in Albania at the end of 2013 was equal to 512.391 people and represented about one-sixth of the total inhabitants. This target is well-distributed between urban and rural area of the country (265.919 in urban area and 246.472 in the countryside, see Fig. 19). Even the males and females of 15-24 years have a like representation, with a slight advantage of the first ones (263.922 men compared to 248.469 women, see Fig. 20).

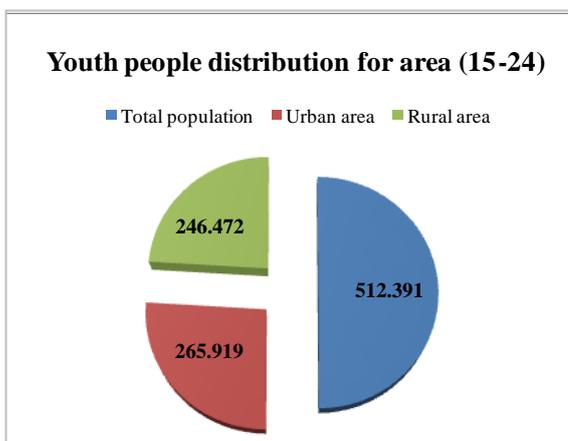


Fig. 19 Young people distribution for area

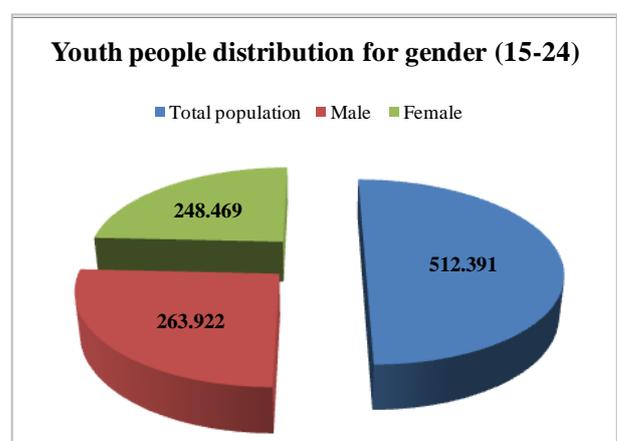


Fig. 20 Young people distribution for gender

The youths of 15-29⁵⁶ in Albania represent the 41,2% of the total labour force⁵⁷ (1.290.415) and is the part of the population more affected by the unemployment. The juvenile unemployment rate is very high, equal to 34% and the male unemployment rate is higher than female unemployment rate (37% men compared to 29% women, as showed in Fig. 21), reflecting a higher level of job searching by males and a higher inactivity level in female labour market⁵⁸.

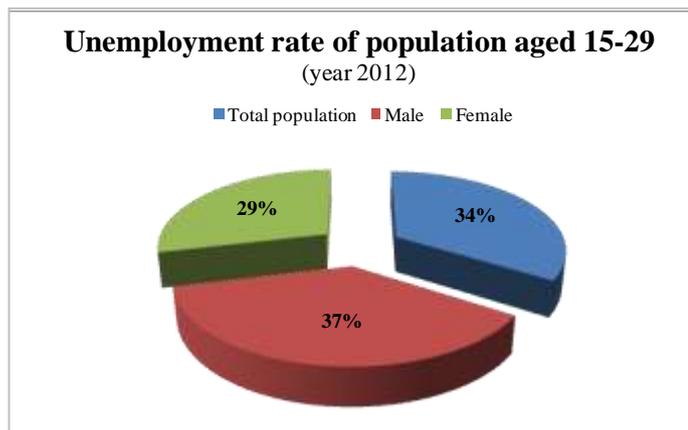


Fig. 21 Youth unemployment rate

The long term unemployed condition is a critical aspect of the labour market, that includes people who are more than 1 year without work. Even if this condition influences less on the youth population compared to adult people, because many young people aged 15-29 are students or belong to the *Not in Education, Employment or Training* category (hereinafter *NEET*). The youths who are in this state are 16,7% of the 15-29 working age population, whereof 18,2% of them are male and 14,3% female (see Fig. 22).

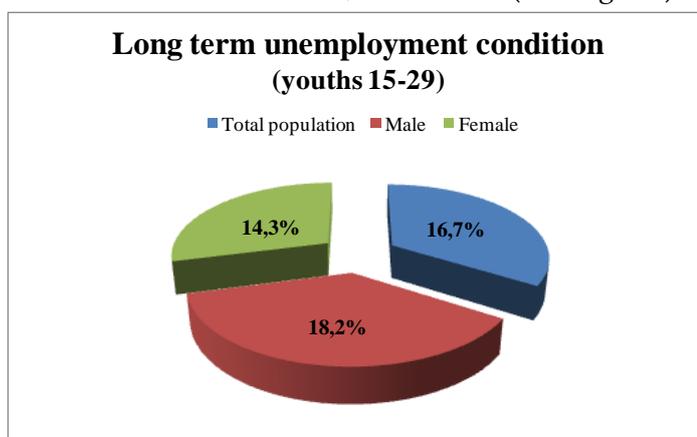


Fig.

22 Youth long term unemployment

⁵⁶ Age classification used by INSTAT for the labour force distribution.

⁵⁷ Source: INSTAT, *Main results from the Quarterly Labour Force Survey 2012-2013, LFS 2012-13*.

⁵⁸ Ivi note 4.

An important indicator of educational well-being looks at participation is the percentage of young people of age 15–19 years (NEET). The people belonging to this target group are affected by economic conditions and employment opportunities, as well as by the effectiveness of education systems in preparing young people for transition to work. Equally obviously, a high NEET rate represents a threat to the present and future wellbeing of young adults, a disincentive to those still in the education system, and a waste of educational investment and human resources.

In Albania, this indicator is measured at the national level and includes young people aged 15-17 years. The percentage of NEET is equal to 21,3%, that is that one-quarter of this age group is at risk of exclusion from society⁵⁹.

The specialist of statistics of the National Employment Service⁶⁰ affirms that the people who access to public measures devoted to fight and reduce the youth unemployment are 3.351. The main actions promoted are «*professional intermediation, vocational training and work stimulation measures*»⁶¹ and «*orienting*»⁶². There are also some specific forms of support as the economic benefits or unemployment benefits (about 600 youths have access to these subsidies)⁶³.

An important strategic tool in supporting to youth is the «*Action Plan for Youth Employment 2010-2013 compiled by Ministry of Labour, Social affairs and Equal opportunities* » that aims to:

- strengthen of labor market;
- support labor market prospects for young people by increasing their employability;
- encourage the private sector's role in creating decent jobs for young people;
- promote labor market inclusion of disadvantaged youth through action-oriented labor market.

Finally, a specific action carried out by city of Tirana is the creation of the Employment Policy Department that has been taken by the local government to enable and promoting professional development. Creating employment offices for the regions of the country and also opened various professional courses has

⁵⁹ Source: *Observatory for Children's Rights*, organisation established in Albania from 2009 thanks to support of UNICEF.

⁶⁰ An organisation involved in the survey carried out on the youth labour force characteristics.

⁶¹ Interview with a specialist of statistics of the National Employment Service.

⁶² Interview with a statistic specialist of Public Employment Service of Tirana.

⁶³ Interview with the chief of legal section of Department of Employment Policy.

eased to some extent professional development and promotion of professional employment⁶⁴.

3.5 Compared analysis between the two countries

The present research provides interesting causes for reflection about the current labour market scenario in Albania and Federation of Bosnia and Herzegovina, with particular attention to the conditions of youth and other frail segments of the employment market.

The territory considered, although are similar for the surface area (between the 25-30 thousand Km²), are very distant as regards the total population number (3.162.000 for Albania compared to 1.955.000 of FHiB⁶⁵). Observing in deep the characteristics of the population of the two countries analysed emerged a low difference about the labour force's incidence rate on the total: 40,8% in Albania and 41,4% in FHiB. According to the *Tab. 5* the main difference between the two realities are the value of "population in working age" – with a Bosnian percentage almost twofold compared with the Albanian – and the "unemployment rate" lower in Albania than FHiB (respectively 13,9% and 29,2%, more than double). A little difference in the working age calculation emerges by the labour codes: while the Albanian allows to work with a minimum age of 16 "the employment of the juveniles under the age of 16 is prohibited"⁶⁶, FHiB gives the possibility "a person between 15 and 18 years of age may be employed providing that he/she has the general health ability to perform those jobs, established by a competent doctor or health institution"⁶⁷.

Tab.5 Comparison between the Albanian and Bosnian structure of employment market

Structure of the employment market	FHiB		Albania	
	Units	Percentage	Units	Percentage
<i>Dimensions</i>				
Total population	1.955.000	100%	3.162.000	100%
Population of working age	1.633.000	83,5%	1.486.140	47%

⁶⁴ *Idem* note 9.

⁶⁵ *Population statistics year 2013.*

⁶⁶ Art. 98 (*the Minimum age*) of Code of labor of the Republic of Albania.

⁶⁷ Art. 15 (conclusion of employment contracts) of the labour law of Federation of Bosnia and Herzegovina.

Labour force	808.627	41,4%	1.290.415	40,8%
Unemployment rate	367.512	29,2%	206.573	13,9%

Is very significant the high number of unemployed in the FHiB, especially as regards the young people aged 15-24 with a critical value equal to 67,1% (in Albania was analysed a wider range, 15-29, with a value always high 34%, but lower than FHiB).

As regard the labour legislation, Albania shows a regulation framework more structured compared to FHiB, probably because the latter is recently established (only 20 years thanks to the Washington accords signed on 1994). The Albanian code of labour foresees a detailed worker protection system and a good protection for the vulnerable groups. Furthermore exist several forms of intervention and measures in supporting to the disadvantages people. FHiB from the 1999 has a labour regulation that regulates the rights and obligations of employers and employees deriving from employment and It recently introduced some rules about the condition of frail workers. Both countries adopted important European directives and ILO conventions, especially those concerning the health and safety condition at work, as well as they're doing the first steps toward the work-life balance.

Further distinctions between the two countries concern the role of trade unions. In FHiB they carry out an important function of mediation and are consulted in the definition of regulations about the labour market, as well as they actively participate in the Economic and Social Council. In Albania, conversely the role of trade unions is less considered by the government, even if, recently, they are increasingly involved in the definition of the rules about health and safety at work. In both states are foreseen subsidies for people belonging to disadvantaged groups, in the form of fiscal incentive, economic sustain and several programs for employment promotion. Finally, always connected to the protection of workers, Albania and FHiB show a similar minimum official wage, less than 200 €. The amount of this salary is determined by the national administrations, in FHiB trough a *General Collective Agreement* and in Albania by the *Council of Ministers Decision*.

Official minimum wage	
<i>Albania</i>	<i>FHiB</i>
22.000 Lek (about 155 €)	360,80 KM (about 185 €)

A high and worrying factor is the percentage of NEETs people in both countries with a values equal to 11,3 of the young people (15-24) in FBiH and about 4% in Albania, but considering only the range, 15-17 (equal to 21,3% of youth unemployed). These youth are discouraged and give up looking for a job or a vocational training course. Furthermore, while the Bosnian government offers few measures for the youth employment promotion, Albania seems be more active thanks to the develop of an *Action Plan for Youth Employment* promoted by Ministry of Labour, Social Affairs and Equal Opportunities.

According to the results of the investigation, the main beneficiaries of the training course for social enterprise (*action 4.2*) should be the young people (especially NEETs) who, due to the high youth unemployment rate in both countries, are the frailer segment of the working age population.

Another important element that emerge by the inquiry are the measures and services that should offer the *information and counselling centre for employment of disadvantaged and discouraged youths* that will be created in Tirana (*action 4.3*). The services indicated are:

- collaboration and networking;
- coaching for employment;
- course for trainers;
- general training opportunities for disadvantaged groups.

A set of measures able to support and motivate those target groups and favour their inclusion process in the labour market and society.

4. Organisation and management models for an Information and Advice Centre for disadvantaged young people

4.1 Outline

In recent times, European Union added young people within the vulnerable categories, which are becoming subject of specific Welfare State policies, to cite EU youth guarantee programme⁶⁸ as an example. Young people are viewed sometimes hopefully, and at other times with worry; the typical young person's condition, as it emerges in our society, is one of uneasiness over the difficult transition from childhood to adolescence and into adulthood.

Like women, young people find it more difficult to access the employment market, to find their place within the social framework and to define their role within the adult world.

Over the past fifteen years however, young people have found support for their condition locally, where the relationship with institutions is closer. Local authorities have been devising and creating projects aimed at young people, with different models and objectives.

This chapter compares some Italian experiences of Information Centres for youths as role models to replicate in Tirana for guarantee a set of social services addressed to this frail target.

The Information and Advice Centre implemented in Tirana was based on the idea to offer young people support in the form of information and initial guidance in making the correct and informed choices regarding their future. The Centre in addition should serve as a meeting place, a listening space, able to provide guidance towards services for those at risk of social marginalisation. The Centre must be able to respond adequately and promptly to the needs and wants of disadvantaged young people seeking training and employment and

⁶⁸ The *Youth Guarantee Scheme* is an approach to tackling youth unemployment which ensures that all young people under 30 get a good-quality, concrete offer within 4 months of them leaving formal education or becoming unemployed. The good-quality offer should be for a job, apprenticeship, traineeship, or continued education and be adapted to each individual need and situation. EU countries endorsed the principle of the Youth Guarantee in April 2013 (Council Recommendation). Source: *EU Commission Employment, Social Affairs & Inclusion*.

simplify their integration into society and to break down the barriers to access and permanence on the employment market.

4.2 Aims

The aim of the Tirana Information and Advice Centre was to **create an Information and Advice service for economically and socially vulnerable young people** by reaching the following *specific objectives*:

- to develop a service able to cater for the needs of the most vulnerable subjects on the employment market in order to provide them with adequate support in terms of information and training;
- to facilitate the link between employment supply and demand;
- to support and guide young people towards the employment market.

4.3 Methods

The key points emerged by the study of the Italian models, able to guarantee an efficient services for the young people, are:

- communication strategies and active listening, to create a climate of trust and welcome, with a view to a better understanding of the real needs;
- shared reflection on the needs disclosed, in order to encourage the user's involvement in solving the problems highlighted;
- a sense of belonging and the participation of young people in proposing activities to be undertaken at the Centre.

The Centre should carry on its activities in close collaboration with public and private bodies and organisations to foster a synergic relationship between the actors that dialogue with the employment market.

Besides the relational type approach described above, a structured approach at technical-operational level, consisting of tried and tested procedures and tools for managing and dealing with the various issues, has been proposed.

4.4 Activities undertaken by Italian Youth Information Centres

This paragraph summarises the main activities carried out by the Italian Youth Information Centre (hereinafter YIC)⁶⁹, in particular about the help desks that assist young people living in socially disadvantaged conditions.

For each activity of the service were listed: specific objectives to reach, the methods and approaches adopted to for a right functioning of the service and, finally, the professional profiles used for an efficient managing the desk.

ACTIVITY: NEWSPAPERS AND PERIODICALS LIBRARY	
Description	This activities of the Centre allows to provide internet and paper based support for independent consultation of documentation. The newspapers and periodicals library side of the service are kept continually up to date with material and documents for consultation by service users as well as newspapers and periodicals covering the main areas of interest for youths, namely employment, training and the calls for competitions for jobs in the public sector.
Objectives	<ul style="list-style-type: none"> • To maintain the provision of weekly, monthly and annual periodicals available to service users to allow independent information seeking; • to increase the provision of periodicals regarding the “Employment” sector; • to encourage and support independent consultation of online newspapers and periodicals.
Methods and approaches	<ul style="list-style-type: none"> • Yearly subscriptions to periodicals; • inform young people of the existence of online periodicals.
Professional profile required	Administrative staff with experience of managing and archiving documents
ACTIVITY: NEWSLETTER	
Description	The newsletter is an important tool for inform and update the subscribers about the job offers, employment competitions, training and refresher courses, etc. In addition, the use of hypertext links gives real time access to further details posted on reference websites to ensure full information.
Objectives	<ul style="list-style-type: none"> • To periodically update service users who request it by sending by electronic means information sheets regarding the main areas of interest: employment, training and access to financial incentives; • to improve accessibility and use of the service.

⁶⁹ This information were collected by the guidelines proposed for the service chart of Italian Youth Information Centres. Source: *National coordination of Youth Information centres*.

Methods and approaches	Periodically the Centre staff compiles pre-formulated information cards updating the details saved in the back office. Use of email and data saved in the back office. The service envisages no further costs, as use will be made of the equipment and data already existing in the Centre.
Professional profile required	Back office staff with good knowledge of computers.
ACTIVITY: EMPLOYMENT GUIDANCE	
Description	The “employment guidance” includes all those relational activities that staff at the Centre carries out on a daily basis to assist young people seeking information and advice on the world of employment and training.
Objectives	Guidance is a process aimed at assisting the individual through transition periods (school-school, school-employment, employment-employment) that young people can test as part of their educational and professional career. Advisors are therefore: <ul style="list-style-type: none"> • arrange an initial meeting with the service user and gain an understanding of their real needs; • help the individual to gain awareness of their specific personal requirements; • provide and give access to information on employment and training, by making specific means available; • send a well-targeted mail out to employment agencies in the area for specific purposes.
Methods and approaches	Individual and/or group interviews in the Centre’s offices during opening hours. Specific expertise of staff and the information archived in the back office.
Professional profile required	The professional profile required for guidance is that of a counsellor or psychologist.
ACTIVITY: EDUCATIONAL AND VOCATIONAL GUIDANCE	
Description	This activity support the users with a guidance service in looking for school and VET courses. Young school leavers and new graduates primarily show a need for guidance in the proactive search for employment. Young people who need to choose a higher or university education course are, on the other hand, seeking information on future work opportunities of the various institutions, taking into consideration the fact that the offers are extremely disparate and sometimes not very obvious. Educational and vocational guidance therefore becomes a priority.
Objectives	<ul style="list-style-type: none"> • to identify the user’s real needs; • to help the individual gain awareness of their own capabilities and skills, starting from their own educational and/or vocational route;

	<ul style="list-style-type: none"> • to provide information on new vocational opportunities and the relevant training courses; • to put the user in contact with the sector's local services.
Methods and approaches	<ul style="list-style-type: none"> • Individual and/or group interviews in the Centre's offices during opening hours. • specific expertise of staff and information archived in the back office; • assistance in compiling a Curriculum Vitae, accompanying letter and letter of presentation; • advice on how to handle job interviews.
Professional profile required	The professional profile required for guidance is that of a counsellor or psychologist.
ACTIVITY: ORGANISATION AND MANAGEMENT OF DATABASES	
Description	The databases are produced by the back office staff. Information is researched, catalogued and archived by subject area in binders and on notice boards, and continuously updated. Some of the information come from Job centres and Training centres, Universities, employment agencies, the European Union, etc.
Objectives	To ensure correct information for Centre users.
Methods and approaches	<p><u>Employment Area:</u></p> <ul style="list-style-type: none"> • paper file of offers of jobs from employment agencies and jobcentres, divided into employment sector and professional profiles required; • notice board for posting job offers and jobs wanted; • information from employment agencies; • consultation of databases and internet websites. <p><u>Employment abroad area:</u></p> <ul style="list-style-type: none"> • notice board with EURES job opportunities; • information on EURODESK and International Voluntary Service; • ERASMUS PLUS projects for youth mobility; • consultation of databases and internet websites. <p><u>Education and Training area:</u></p> <ul style="list-style-type: none"> • guide to the main Universities; • on-line database and University websites; • paper dossier for post-graduate training; • paper dossier on public and private vocational training courses; • consultation of databases and internet websites.
Professional profile required	Administration/managerial staff with good computer skills and the ability to communicate in English.
ACTIVITY: "WOMEN'S HELP DESK"	
Description	It is important to set aside an area reserved for a fragile target group such as women that have been victims of violence or who are outside the employment market due to maternity or other circumstances that impair their entry.

	<p>The requests made by service users may be of two different types:</p> <ul style="list-style-type: none"> • assistance in the proactive search for employment, for getting back into the market as well as for finding a first job; • guidance towards an awareness of legislative instruments for support and employment markets in which to channel the user's energies. <p>For this purpose, the <i>Women's help desk</i> promotes frequent meetings, as part of a structured program, dedicated to "female employment".</p>
Objectives	<ul style="list-style-type: none"> • to provide assistance and methods for the proactive search for employment; • to aid the process of awareness of the user's resources and skills; • to share problems to do with the employment and to identify the main obstacles encountered.
Methods and approaches	<ul style="list-style-type: none"> • Ad hoc group sessions inside the Centre conducted by the help desk advisor; • the use of materials and documents already available in the Centre and information archived in the back office; • the participation of professionals involved in the world of employment (e.g. recruitment specialists), education and also psychologists (in cases of violence and abuse, e.g. mobbing); • customer Satisfaction survey to be completed after each session.
Professional profile required	Psychologist or psychotherapist, if possible with experience in the area of gender discrimination.
ACTIVITY: SOCIAL ENTERPRISE HELP DESK	
Description	<p>The employment market is changing, not only because of the recession. The choice of self-employment is an exciting challenge for young people through which to realise their potential both professionally and personally, reaching full awareness of their capabilities and skills. The strong need for social services demanded by the territory and the scope they offer to generate new employment opportunities dedicated to a mixed welfare system find social enterprise to be the ideal vehicle for their entrepreneurial direction. Social enterprise is therefore the means through which young people can invest their ideas and realise their projects.</p>
Objectives	<p>The <i>Social Enterprise help desk</i> provides information on current legislation, useful tools, ideas and sources of support on the areas of the new employment market and for embarking upon entrepreneurial activity in the social sphere.</p>
Methods and approaches	<p>Creating a database (or registering on one that already exists) with the information for each activity sector and the relative needs of the territory. The Centre may make use of information/summary cards to be given to service users that</p>

	request them. Customer Satisfaction survey to be completed after each session.
Professional profile required	The professional employed has legal and financial expertise, a good knowledge of existing social enterprises in Albania, as well as being well informed of funding available for the area. The ideal profile would be that of a recruitment specialist with good computer skills.

4.5 Case studies and good practice in the Marche Region

This chapter analyses 3 role models of the Marche Region, located in the Centre-East coast of Italy. Those involved in this study are:

1. Youth Information Centre of Falconara, with the experience of the Women's help desk (4.5.1);
2. Youth Information Centre of Jesi (4.5.2);
3. Youth Information Centre of Pesaro (4.5.3).

These 3 Centers follow the national guidelines of the YIC, but each one presents some specificities in the form of working method or services provided to users.

4.5.1 *The Youth Information Centre and the FRIDA help desk in Falconara*

To manage the Tirana Information and Advice Centre properly, a solidly connected socio-institutional network is essential in order to optimise action and to develop synergies. Making best use of the *Information and Advice Centre* requires the setting up of partnerships with employment agencies in the territory.

The example is given below of the *YIC and the FRIDA help desk in Falconara* (run by Municipality) which actively work with the following bodies/organisations.

Partnership

Ancona Jobcentre (the area employment, advice and training agency). The Youth Information Services and the Frida help desk have been working for many years now with this basic service for employment and vocational training. The jobcentre plays a direct role in some of the activities involved in the project, such as for example self-employment initiatives.

Professional associations (Confindustria, Confartigianato, CNA, Confcommercio, Confesercenti,...): in the YIC and the Frida help desk service users are made aware of the services and projects promoted by the Associations and their advice is sought

on their areas of expertise. In addition, a continuous collaboration exists on the development of shared projects based on specific topic areas.

Recruitment specialist associations: keeping close links with associations such as these makes it possible to obtain relevant information on aspects such as, for example, business start-ups.

Temporary employment agencies: the YIC and Frida help desk give access to job offers, in order to encourage employment inclusion.

Trade Union Organisations: common projects are set up on the subject of employment. The aim of the initiatives is to promote a 360-degree vision of employment that is not based on financial gain alone.

Training colleges, Professional Institutes, Adult Education Centres, Universities: sharing the training available within the local and national context, highlighting free training opportunities as well as those requiring payment.

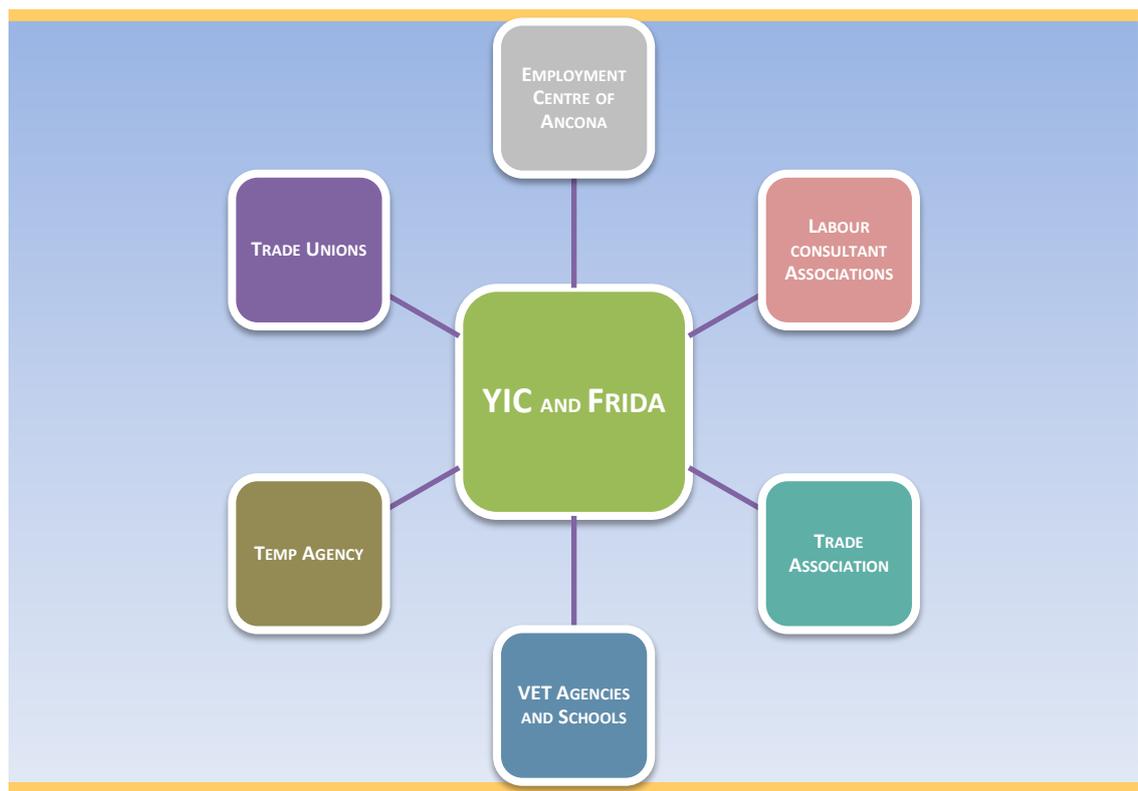


Fig.23 the network of partnerships with employment agencies in the area

Choosing and planning activities keeping with the urgent needs of young people

In choosing and planning the activities to be undertaken at the YIC and FRIDA help desk, three elements are taken into consideration:

- the urgent needs and emergencies arising at local and national level (for example, the priority would seem to be to deal with the issues of job seeking, violence against women and the integration of immigrants);
- the previous experience gained in running YIC Services and FRIDA help desk;
- services users' requests, both explicit and implicit.

Taking into consideration the first two elements, below are the activities intended to be carried out in the Centre:

1) Activities to do with training, guidance and employment placement, including:

- educational and vocational guidance;
- employment guidance;
- help in consulting databases and in seeking employment opportunities;
- help in drafting a Curriculum Vitae, accompanying letter and letter of presentation;
- meetings on specific topic areas with the Ancona Job centre, training colleges, professional associations and recruitment specialists;
- "running your own business" project.

2) Activities aimed at prevention: the aim of these activities, which take place in small group meetings, and are run by the Centre advisor, as well as with the help of local experts, is to describe the problems, to inform and sensitise and to provide guidance on social and health services. More specifically, in these sessions, the intention is to deal with topics such as:

- sexuality and responsible sexual conduct;
- alcohol, "light", "heavy" drugs and "new" drugs;
- deviant and responsible behaviour in young people;
- balanced diet and nutrition;
- other aspects relating to health (for example, in 2013 a course was run with the title "Lifeguard", organised in partnership with local associations. A course of this kind proved to be very useful for sensitising the public on the importance of how to use a defibrillator).

3) Socialisation and recreational activities, such as:

- a basic computer skills course, run in conjunction with local Educational institutes or with internal resources (during the year the YIC advisor ran the course "ABC of the PC", providing some basic notions for using computers (setting up an email address, compiling a CV on line, etc.).

The YIC is very attentive to the needs of young people and to all activities that allow them greater autonomy by offering a rich inventory of initiatives and opportunities.

One of the objectives It aims to reach is that of promoting and encouraging active and democratic participation. The activities to be developed can only be identified with certainty while the project for running the Centre is being developed, for the very fact that the young people themselves will take an active part in constructing the program, sharing in the decisions made with the Centre advisor with a view to full exploitation of the common facilities.

Activities will be undertaken that involve not just the participation of young people, but one in which they take centre stage as well.

In this way, the advisor's task will not only be to propose activities that facilitate the user's independence, but to stimulate the young people's interests and potential, bringing out their resources and strengths. The purpose of the YIC should not therefore be seen as merely to inform, but also to stimulate, orientate, direct and guide the young people along paths toward maturity, with the focus always on the necessity to grow.

We therefore intend to create a veritable YIC design activity. This consists of group sessions used to sketch out, define and support the creation of the activities that are decided to be put into operation. In addition, the Youth information service is funded with the aid of the Falconara Marittima Municipal Council but, to teach the young people the value of public resources and of the equipment made available free of charge, and to make them party to the search for concrete solutions to service problems, self-funding activities will be designed in order to contribute to the running costs. The YIC design activity will then participate in specific public competitions, such as those of the Province of Ancona aimed at informal young people's associations, or the "Young people count" public competition promoted by the Marche Region. This activity will of course be run under the supervision of the centre advisor. The European design for that matter, will also be based on the ideas and input of users of the YIC.

Lastly, the YIC project is aimed at a re-appropriation of the local territory by young people, promoting the activities undertaken in it and encouraging free and democratic participation in public life. In this way, we will contribute to the creation of a fully inclusive local community, an expression of the active involvement of young people.

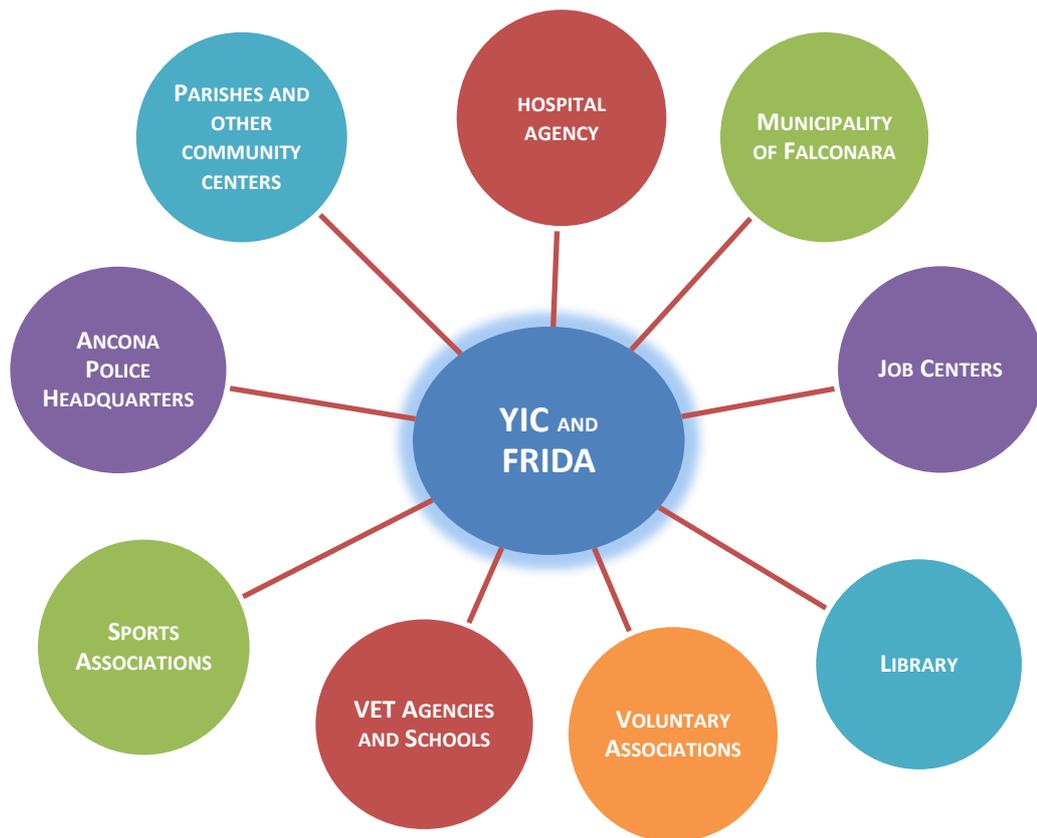


Fig. 24 The network of actor to be involved in the YIC and FRIDA help desk

Service evaluation

In order to verify and measure the services provided in terms of both quality and quantity, the following will be undertaken:

- a quality assessment;
- an assessment of the perceived quality (user satisfaction);
- an assessment of the effectiveness of the service;
- an assessment of the efficiency of the service.

The assessment program is therefore based on a constant development and improvement of quality, in conformity with the COOSS Marche Integrated Quality and Safety Management System (ISO 9001:2008 and OHSAS 2008 certification).

The evaluation and documentation program involves the following **activities**:

- analysis of the of the service provision and identification of the actors involved;
- definition of an evaluation system consisting of different feedback instruments, aimed at achieving the evaluation objectives (indicators, questionnaire, etc.).

The feedback instruments envisaged include:

- an anonymous questionnaire to be given to users of the YIC and Frida help desk;
- a “suggestion box”, situated inside the Centre into which the young people and women can place notes with their comments, highlighting aspects that they like and dislike, but above all offering their suggestions for improving the activities, suggesting innovative ideas to be adopted;
- daily records specifying the activities undertaken by the staff;
- a monthly report card for the overall activities of staff in the centres;
- production of a “service profile”, for highlighting excellence and criticisms;
- issuing feedback instruments to service users and other actors involved, to measure the perceived quality;
- the provision of a computerised system for collecting, analysing and processing the relevant data;
- the setting up of a continuous monitoring system of indicators, based on six-monthly evaluations.

The **instruments** used by the program are:

- measurement of the coherence between the service provided and what was contractually agreed, to be carried out by analysing the **monitoring indicators** (Appendix A), in order to constantly assess the perceived quality and to measure the efficiency in the use of resources;
- a **customer satisfaction** analysis by providing a direct, and potentially indirect, questionnaire to service users, as well as the commissioning organisation (Appendix B); likewise, an analysis to be carried out on a monthly basis, of the comments posted in the “suggestions box”. These actions will allow the perceived quality to be measured;
- the setting up of a **focus group**, i.e. opportunities for discussion with a group of “experts” to analyse and examine in depth the main elements of the service, encouraging debate between different viewpoints; this will measure the effectiveness of the service;
- the compilation of a **Service card**, able to provide all service users (both actual and potential) with information on the service, the ways in which it can be used and its evaluation.

The **results/output** of the evaluation program proposed are:

- an evaluation report on the activity undertaken, in terms of quality and quantity;

- an evaluation report on the correspondence between the scheduled activity and the activity provided, based on the results of the verifications as well as from monitoring the indicators of the Integrated Quality and Safety Management System;
- a profile of the service containing the quality level perceived by the service users (direct service users and their families);
- results of the focus group for analysing the effectiveness of the service; feedback and outcome of the Service Card.

The FRIDA help desk: good regional practice for women's help

The FRIDA help desk was opened in 2010 in the municipality of Falconara (in the province of Ancona) as an information service dedicated to foreign women. The help desk is currently run by COOSS Marche and since 2014 it has extended its operations to all women, concentrating its efforts on fighting discrimination and inequality in general.

A typical day in the life of the help desk advisor (female):

- check on job offers in the area, selection and refresher courses;
- check institutional websites for legislation and any news concerning immigration;
- give help with compiling CVs and attend to the needs of service users;
- interact with other offices

Knowledge and skills of the advisor

Because of having to deal with foreign service users, the advisor must speak at least two other languages as well as Italian. Another basic requirement for working at the help desk is a knowledge of Italian immigration law and local regulations on access to financial aid, mandatory contributions relief, etc.

According to the person interviewed, the main skills that an advisor to the help desk for vulnerable persons must possess are:

- be able to source information and data from reliable sources (i.e. that cannot be refuted);
- be able to create and maintain a network of contacts that can provide information and support to service users and collaboration on common issues;
- be empathic with service users and willing to give any kind of explanation and clarification;
- be able to direct service users who require specific support to the appropriate specialist (e.g. psychologists, lawyers, recruitment specialists, etc.);

- comprehend the social and intercultural dynamics;
- be able to mediate disputes.

Help desk activities

During its initial years the FRIDA help desk designed and undertook the following activities:

- organising visits in conjunction with the family advisory clinic to gain knowledge of the health services and to speak to gynaecologists and obstetricians about maternity, contraception, check up visits and support for parenthood;
- participation in a European dance and art therapy project designed for foreign women;
- a basic computer skills course;
- a multi-ethnic cooking course;
- a course on safety in the home;
- lessons on dental hygiene for children taking part in the after-school club run by a local association;
- a course on looking after small children from 0-3 years for foreign mothers;
- dealing with maternity blues and baby blues (open to all mothers).
- free legal advice for women victims of violence.

Project for integrating foreign children

The project consisted of a training activity, totally managed by the help desk advisor, aimed at teachers on teaching the Italian language to foreigners, the dynamics of intercultural communication and involvement of families. It has integrated foreign children and their families into the municipal infants' schools.

The project also involved the creation of a brochure translated into several languages to help new families understand the school activities and a guided tour of the schools taking part in the project to make them more welcoming and multicultural.

What I have been trying to do in the past few years is to create a network, involving other offices, associations or even private individuals in the work of the help desk, presenting the work that is being carried out here in other places too (conferences, seminars, etc.). This networking generates fruitful

4.5.2 *The experience of the Jesi Youth Information Centre*

The basic nucleus of the services provided by a YIC consists of a help desk (or front office) and a back office.

Back office

This generally begins its day immediately before the front office opens and consists mainly of the following activities:

- *checking the incoming post and emails* with subsequent replies to any requests from service users and the collection of new information
- *updating the material for self-consultation* made available to service users (binders with job offers, training course flyers, notice boards...).

Front office

During the opening hours of the YIC, service users are welcomed and encouraged to express clearly their own information needs. Once understood, the request can be satisfied by *providing pertinent information* divided into the various topic areas covered by the service. If the user does not express a specific request for information but has other needs, a series of services are offered:

- *guidance sessions* (on the proactive search for employment; on post-school or post-graduate educational choices...);
- *self-consultation or guided consultation of the informative materials* divided into the various topic areas that the service covers (e.g. employment - training - abroad - leisure time etc...)
- *help in compiling a CV* in standard and/or European format and a *letter of presentation*;
- *help in using the computer stations for browsing the Internet*, for requests that cannot be satisfied by normal reference to paper copy materials.

Knowledge, abilities and skills of the Youth Information Service male/female advisor

The “Guide to providing services for young people”, edited by the IN & CO Consortium of Modena⁷⁰, speaks of three main tasks carried out by YIC, which in turn are linked to three different professionals:

1. researcher;
2. librarian;
3. informer/communicator.

⁷⁰ IN & CO Consortium of Modena, *Guide to providing services for young people*, 2009.

Following the classic division of “knowledge, knowing how and knowing how to be”, the three figures are defined as follows.

<i>Researcher</i>	
<i>Knowledge</i>	<ul style="list-style-type: none"> ▪ how to search for information; ▪ have a deep knowledge of the territorial context in which the YIC works; ▪ the organisational structure of the centre in which he/she works; ▪ the reference system for the individual sectors.
<i>Knowing how</i>	<ul style="list-style-type: none"> ▪ to identify sources or contacts that produce or hold information; ▪ to establish and maintain a collaborative relationship with the sources of information identified; ▪ to indentify useful information; ▪ to collect and update information from the sources in an organised way; ▪ to devise and optimise means of organising research strategies and techniques; ▪ to re-stock the service with new materials and resources, i.e. guarantee a constant flow of incoming information; ▪ to analyse and verify the centre’s knowledge shortcomings; ▪ to use a personal computer and the main word processing programs; ▪ to use the main office equipment; ▪ to organise one’s own job according to the priorities identified.
<i>Knowing how to be</i>	<ul style="list-style-type: none"> ▪ sensitive and aware of the issues of young people; ▪ collaborative with documentation, information and communication colleagues and possess an aptitude for interpersonal relationships. ▪ In order to start their work, researchers must have defined: <ul style="list-style-type: none"> ▪ what type of information to look for (i.e. what subject areas to research); ▪ where to look for the information (i.e. from which sources); ▪ how to look for the information (i.e. by what means and with what techniques); ▪ when to operate (i.e. with what work schedule); ▪ who deals with it (i.e. which advisor is involved).

<i>Librarian</i>	
<i>Knowledge</i>	<ul style="list-style-type: none"> ▪ read all incoming information quickly and correctly; ▪ interpret the information correctly; ▪ categorise the information according to source, the target service users to whom it refers and duration. ▪
<i>Knowing how</i>	<ul style="list-style-type: none"> ▪ to produce information abstracts/summary sheets using a clear, simple and precise language; ▪ to classify the information correctly putting it into the correct classification plan (travel, employment etc.); ▪ to keep paper and computerised databases updated as well as the Youth information service on-line profiles (website, blog, social networks); ▪ to use the main word processing programs; ▪ to use information management programs; ▪ to use the personal computer and computer peripherals correctly; ▪ to use appropriate office equipment for receiving, collecting and sending information; ▪ to organise one's own job according to the priorities identified.
<i>Knowing how to be</i>	<ul style="list-style-type: none"> ▪ precise and punctual in carrying one's own job and in translating the incoming information; ▪ collaborative with information research and communication colleagues.
<i>Informer/Communicator</i>	
<p>The communicators are those who promote the wealth of information collected by the YIC and guarantee its availability, helping service users to make use of it or providing directly, while at the same time receiving, useful feedback for directing research activities.</p>	
<i>Knowledge</i>	<ul style="list-style-type: none"> ▪ interpret the needs of the service users; ▪ manage the interpersonal relationships with service users in conveying the information and with the researchers and librarians, in the exchange, organisation and updating of information; ▪ manage relationships with other informers/communicators in the service organisation (information layout); ▪ know the arrangement of the information inside the centre; ▪ know the structure of the local and national databases.
<i>Knowing how</i>	<ul style="list-style-type: none"> ▪ to organise the supply of information to the service

	<p>users;</p> <ul style="list-style-type: none"> ▪ to activate strategies for motivating and facilitating access to information and communication between the service and the user; ▪ to receive the requests, examine and clarify the problems, define with the user winning strategies and paths, convey the information; ▪ to provide prompt and accurate responses, with a language suited to that of the user; ▪ to communicate the information regarding content and association contacts; ▪ to guarantee liaison between groups and associations asking for support and services and with whom initiatives are promoted; ▪ to maintain relations with the media; ▪ to pass on to research and documentation staff feedback on the clarity of the information and how easy it is to consult.
<i>Knowing how to be</i>	<ul style="list-style-type: none"> ▪ collaborative with colleagues and possess aptitude for interpersonal relationships

Models and formats used for collecting user requests

In the Jesi YIC model, characterised by a strong user focus, it is very important to monitor the type of user and the type of requests made.

Having a clear picture of who our service users are and what their main areas of interest are essential for organising the daily activities of the Centre.

It therefore proves especially useful to have instruments – even if only simple – for identifying service users and their requests (*see tables 6 and 7*).

(location) **YOUTH INFORMATION CENTRE**
INFORMATION REQUEST FORM

DATE: _____

APPLICANT DETAILS:
name _____ surname _____
email _____ tel _____

DETAILS OF REQUEST: _____

FOLLOW-UP:
 will phone/return on _____
 to be notified by email/tel. as soon as the information requested is available.

Tab. 6 Information request form

(location) **YOUTH INFORMATION CENTRE**
USER RECORD SHEET
for the month of _____ 20____

date	M	F	occupation	professional training	culture and leisure time	abroad	social	other

Tab. 7 User record sheet

NB: if it is considered necessary, for statistical purposes too, other information relating to the service users can be recorded, such as for example the age range or where they come from etc.

If the information request expressed by the user cannot be answered fully immediately as it requires a more exhaustive search for information on the part of the advisor, the user's request can then be registered using a simple form like the one illustrated below and the response postponed to a later time.

Description of the main activities undertaken by the Centre and their impact on young people

As well as the daily back office and front office activities, every YIC designs and sets up activities and projects that are useful for disseminating awareness of the

service in the territory, reaching new service users and responding to the widespread need for information.

On the basis of this experience, the following activities have proven to be especially useful.

Activities providing guidance for choice

Activities carried out in schools within the territory for:

- guiding secondary school students (junior high school or middle school) in their choice of senior high school;
- guiding senior high school students in their choices on leaving school (university, employment, training).

Actions involved:

- meetings/workshops with class groups;
- Info Points set up inside schools;
- meetings with parents of the students involved in the activity.

Impact on service users:

These activities have been shown to be especially useful because:

- they answer to a need for guidance that was otherwise normally unaddressed;
- they give service users in the 14-19 age group the opportunity of becoming aware of the YIC and the services available to them.

Careers advisory help desk

This is a help desk, run by an occupational psychologist, for dealing with individual interviews by appointment and for advising young people in their choice of career (educational training course + job seeking) through a knowledge of the socio-economic context in which they live.

The guidance consists of three main stages:

- I. taking stock of skills, knowledge of aspirations, analysis of aptitudes and/or interests, learning employment search techniques (self-compilation of CV, accompanying letter, selection interview, etc.);
- II. goal identification (informed and realistic), comparison with the sectors and professional figures of the local employment market and relative compatibility with the subject's own curriculum vitae;
- III. planning suitable actions to make up for any shortfalls in training and/or professional experience.

Actions involved:

- providing information (carried out with the help of the advisors of the YIC), aimed at providing the individual with a range of correct information (training opportunities, details of the employment market, job expectations, legal aspects, etc.), on the assumption that these elements can be used by the individual in an autonomous and appropriate way as part of his/her self-guidance process;
- training support, through which the user can analyse his/her own specific situation from a subjective point of view, being suitably stimulated to take into consideration viewpoints other than their own and to consider certain elements of reality (e.g.: legal restrictions and objective opportunities), in order to develop their own strategies and to set out a personalised plan of action. In order to achieve this, the individual needs to be guided by an expert advisor in the process of identifying and mapping out their training or career project which would otherwise be difficult for them to undertake on their own;
- guidance counselling, considered as a complex help action that can take on specific operating methods depending on the needs, the obstacles and the circumstances of each individual person. Counselling is intended in the sense of encouraging the individual to explore and gain awareness of their issues, to reactivate their energies to find satisfactory solutions, in a slow and gradual self-emancipation process.

All of these advisory actions can be carried out in either individual or collective sessions. At psychological level, the various meetings act as empowerment sessions, in the sense of a complex strategy used in pedagogic, managerial and therapeutic spheres. In this way the various interviews serve the ultimate purpose of increasing the subject's awareness of their own resources for problem solving and the capacity to make choices in operational terms, in consideration of a strong sense of self-efficacy and self-determination.

The aim of this strategy is to identify alternative emotional, cognitive and behavioural alternatives aimed at solving specific issues. The intention is also to create a sense of responsibility to replace the victimised and cheated attitude that the unemployed often adopt to safeguard as positive an image of themselves as possible, at the risk of generating a vicious circle. More specifically, the intention is to broaden the service users' horizons, by a creative and positive increase in their possible actions, including alternatives and new choices compared to those offered and presented by the initial situation, so that the choice can be made from a wider range of options and therefore feels less

obligated and more personal. The individuals should then choose from among the positive options identified and proposed (among which the options that were present in the initial situation) and in this way gain a feeling of being in control and responsible for their choices. The obvious aim of all this is to achieve a correct and informed choice of employment (or choice of education/training).

Impact on users:

The work of the guidance help desk has proven to be especially useful because it has made it possible to:

- make available (even if just for a limited period) to users of the YIC, a professional (the occupational psychologist) who was not among the advisors normally present in the service;
- respond to the need expressed by many service users to focus on their skills, to map out a course of action and to be followed up over time.

Workshops and theme-based meetings

This are single sessions organised inside the Centre during which specific themes are illustrated and examined in depth that are especially requested by service users and concern particular promotions or employment competitions.

For example:

- “Voluntary Service: what is it, how it works, how to apply” (run at the same time as a call was issued for a voluntary service competition);
- “Employment bursaries: what they are, how they work, how to take part” (run at the same time as a call was issued for employment bursaries);
- “Working abroad: services and strategies for seeking employment abroad”;
- etc.

Actions involved:

The theme-based meetings represent occasions at which the advisor outlines the subject areas and provides the important information, then gives users the chance to ask questions and share experiences (if the topic allows it, small group activities can also be incorporated).

Impact on users:

- the chance to examine areas of interest in more depth;
- an opportunity to meet other users with whom experiences and opinions can be shared.

4.5.3 The Pesaro Youth Information Service

The YIC of Pesaro arises as a place for meeting and interaction, for devising and planning initiatives, an open facility that fosters communication between young people in order to encourage them to take an active part in local life. It is a place for directing projects and actions aimed at young people and which have to do with culture, school and education, social interaction, sport and leisure time, work and careers, the exchange and training experiences of young people abroad, actions and project planning integrated with the various youth groups (informal groups and associations) present in the surrounding area.

The **main goals** are those of sustaining quality and efficiency in the provision of information and guidance, offering fully comprehensive information, providing information mediation, supporting the different needs of young people in managing their various collective situations and in promoting their free expression.

This general purpose is articulated in the following specific objectives:

- To develop the activities that support young people in turning their ideas into concrete projects for the purpose of giving them the means of expressing themselves and relating to each other and to the institutions;
- to promote and support creativity;
- to promote projects of interest to young people within the context of local area.

Organisation of the service

Front office:

- informative interviews and initial guidance;
- sourcing information to be issued and posted on the website, on notice boards inside the office and in the binders for self-consultation;
- answering requests received by email.

Back office:

- researching information and examining it in-depth;
- planning for addressing the needs and requirements of young people ever more effectively.

Pesaro Youth Information Centre projects

- 'Fuori le Idee Letteratura' [literature - bring out the ideas] (in conjunction with the S. Giovanni library) Competition/Workshop for young writers;
- in depth examination of Employment issues (in conjunction with the Jobcentre)
- 'Linguistic Exchange';

- projects with the Vicolocorto Association to promote European Youth exchanges and European Voluntary Service.

Logistic and organisational requirements for setting up a Youth Information Centre

- service with a dedicated and identifiable structure;
- a building in a central location in an area where young people congregate, accessible and with no architectural barriers;
- open for at least 15 hours per week (for most of the time the front office being open to the public and fewer hours given over to research, processing information and back office updating);
- front office opening hours suitable for capturing the entire youth target (including being open for at least one morning and one afternoon, according to the specific characteristics of the local service users);
- essential services provided with adequate minimum equipment:
 - reception and interview (table, chair, PC for advisors with Internet connection and printer, telephone);
 - paper copy and computerised self-consultancy (bookcases, notice boards, display units, at least 1 PC for service users with Internet connection and word processing program, photocopier and means of downloading and printing off the web).
- possibility of diversified access to the service, through different integrated channels: desk, telephone and email are essential. Website, social network, collective meetings and informative sessions on the local area would give added value;
- information available on all areas of interest to young people;
- the presence of at least one advisor dedicated to the Youth information service with specific training and skills.

Pesaro Youth Information Service flyer



5. Course for youth on life skills and countries legislation



An important phase of the AWM project were the training courses on life skills and countries

legislation devoted to marginalized youth and women job seekers. The training has been carried out in Tirana for Albania and Ulcinj as regards Montenegro, from the end of 2014 until the first part of 2015. About 200 young people were trained and 2 international events to present the results of the training and to award the participants have been created.

The training module on “Life skills”, (3 days training within the WP4) aimed at developing life skills, self-confidence, at orienting for appropriate decision, at promoting styles healthy life, positive problem solution and the knowledge of marginalized youth and women job seekers about self esteem. The training module on “National legislation on employment” (2 days training) was aimed at increasing the knowledge of marginalized youth and women job seekers about the current national and international legal framework on labor relations, the rights and obligations of employees and employers in labor relations, forms of businesses according to the national civil and commercial law and promotion of employment.

In the following chapters are reported the experiences and results achieved in Albania and Montenegro.

5.1 Training experience in Albania

Several meetings were held with Technical staff of Municipality of Tirana to share this experience as a needed service to be provided by daily centers in Tirana in the future. NCSS and AWSP partners, as expert organisations in social field, prepared the training module on “Life skills” module and “Albanian Legislation on Employment”.

From September 2014, with the support of Tirana Municipality staff the Life Skills and Albania Legislation on Employment trainings have started to be

delivered at the different centres of Tirana Municipality. 157 participants in the trainings were vulnerable youth and young woman who receive services in 6 daily centres of Municipality of Tirana and Municipality Unit no.9. All the participants in the training were provided certificates during the ceremony held on February 12th 2015 within the “Welfare day – Promoting social business”. Mr. Enno Bozdo, current vice mayor of Tirana municipality, opened the event organized for the promotion of the Social Business day (Third Welfare Day), being a member of the steering committee he emphasized the important role and impact of the project in demonstrating the Welfare Mix model instead of Welfare State. This event was reflected in most of the Medias. This activity will help to increase the possibility of employment of people in need in the future.

The second activity for Promoting Social Business was the training “How to create a business plan for a social enterprise” delivered on February 13th 2015. 57 youth and young woman from the daily centres of the Municipality of Tirana participate in this activity. The aim of the training was to empower participants

with basic knowledge and information on how to start a social business. AWSP has prepared and published “Albanian legislation and promoting employment for youth and women in need” a training of trainers (ToT) module. The staff of Municipality shared copies of this module at 6 daily centres of Tirana and the manual has been used as a



guideline from the staffs of the centres in offering information service for people in need.

NCSS prepared the second training module “How to start a small business”. This module is aimed at providing knowledge and skills on how to set up a small business. The focus of the training is on 3 main issues:

1. generating business ideas;
2. how to build a business plan;
3. action plan to start and manage a business.

Eight round of trainings were coordinated and monitored by project staff within the period March-May 2015 with the support of daily centres in Tirana Municipality “Shtepia e perbashket” and “Qendra komunitare

multidisciplinare” Shkoze. 161 youth in need, direct and indirect beneficiaries of these daily centers, has participated in these trainings.

5.2 Training experience in Montenegro

Municipality of Ulcinj organised training courses devoted to aspirant social entrepreneurs on Life skill trainings; CV and business communication; Social entrepreneurship; Marketing in social entrepreneurship; Business Plan Writing and How to register your own business.

The trainings carried out in Montenegro were organized by Business Start Centre Bar, a start-up incubator aimed at developing an enabling environment for economic growth through the creation of small and medium-sized enterprises.

The Municipality of Ulcinj received 28 applications by December 2014 (deadline of applications



submission). The first training, “Life skills training”, was organized during 15th and 16th December 2014 on the premises of the NGO Mogul and New Horizon. 14 participants attended this training.

Participants had the chance to learn how to present themselves through:

- preparation and writing a CV;
- how to identify skills needed for a certain job;
- how to organize an interview;
- how to identify people from the marginalized groups and how to present to them;
- how to manage conflict situations;
- learning about communication skills (verbal and non verbal communication) and the importance of creating a team work atmosphere.

The second training was organized on 22nd December 2014 “Social Entrepreneurship” and lasted one day. 17 participants attended this training.

The third training, “Marketing in Social Entrepreneurship”, was organized during 14th-16th January 2015, and 11 participants attended the training.

The last three-day tailored training for participants in this cycle was organized in the first week of February 2015. This training referred to the law and tax aspect of registration with the accent of registration a social business in Montenegro, differences and similarities with the regular business. Participants had the opportunity to find out about the best way to



register their own new business. The social aspect of their businesses mainly includes employing persons with disabilities, single mothers, unemployed persons, and preserving the tradition and culture.

After the these courses a Business Contest with the presentation of social business ideas has been carried out. The best projects were funded and awarded during the 8th Steering Committee held on 2nd-3rd July in Ulcinj, within the event “Welfare day - Promoting and Supporting Social Businesses”.

6. Business contest for launch social entrepreneurial ideas in Adriatic Region

The Social Business Contest (SBC) was an important opportunities offered by AWM project in order to give the opportunity to the aspiring entrepreneurs to compete in the promoting on the best business ideas. The events have been organised in Ulcinj and Tirana to select the best business plans on Social Entrepreneurship. The winning entrepreneurs were awarded with equipments and service provision to launch their business, as well as the possibility to do a intensive training week in Italy and to receive an individual counselling support.

The following paragraphs show the templates created by COOSS Marche in collaboration with the Municipality of Tirana in the organisation of the SBC, namely the:

- call for proposal for the aspiring entrepreneurs (par. 6.1);
- concept form for participating to the SBC (par. 6.2);
- grid of evaluation for the proposals submitted (par. 6.3).

6.1 Call for Proposal on participation in the Social Business Contest

The Call for proposals refers to the mechanism whereby a selection process is launched to choose candidates on a competitive basis. In this case the call represented the method used by AWM partners for the acceptance of the business plans provided by the aspiring entrepreneurs. The following steps (from “a” to “k”) show the guidelines used in the definition of the SBC call with the specific topics to be answered.

a. Subject of the Call for proposal

Call for proposal devoted to aspiring social entrepreneurs for participate at National Business Contest that is going to carry out in Tirana.

b. Beneficiaries

Target groups eligible

c. Participation requirements

Are eligible the persons in possession of ...

d. Grounds for exclusion

Can't participate in the Contest the people for whom there are (or don't have)

e. Assessment procedure for participation requirements

Example:

- Innovation degree of the Social Business Idea (hereafter SBI)
- Level of relevance of the SBI
- Economical effort requested
- Level of sustainability of the SBI

f. Assessment procedure for the eligibility criteria of application forms

- Age
- Schooling level
- Type of business proposed

g. Rules for application form submission process

Each application must be sent by hand or postal service to the Municipality of Tirana, at the following address:

h. Documents for the application submission

- Curriculum
- Regular identity card or passport
- Annex 1 - Business idea concept form

i. Award ceremony rules

The firsts 10 SBI classified of the Contest will receive:

Example

- 1st: Voucher for Study Visit in Italy, consultancy services for start-up, rental of premises, facilities and equipments.
- 2nd and 3rd: Voucher for Study Visit in Italy, consultancy services for start-up.
- From 4th to 10th: Consultancy services for start-up.

j. Privacy protection

Data treatment: who manages the data, who conserves them, etc.

k. Reference contacts

Quality Manager AWM project

Address: Rr. "Murat Toptani" (ish godina e PD-se)

Tirane, Albania

www.awmipa.com

6.2 Concept form for Social Business Idea

The Concept Form is the application to be submitted in order to participate to the Call launched by Municipality of Tirana. The paragraphs make a list of the sections to be completed for presenting own candidature.

1. Abstract of the Social Business Idea (SBI)

Please provide the following information (max 2000 characters):

1.1 Brief description of the proposed SBI.

2. Information about the aspiring entrepreneur:

Please describe the following personal aspects (max 1000 characters for each point):

2.1 Short description of your education and training background.

2.2 Description of personal work experience (if existing, highlight the experiences related to SBI proposed).

2.3 Competencies and knowledge acquired to spend in the launch of own SBI.

3. Relevance of the SBI proposed:

Please describe the following technical points (max 1000 characters for each point):

3.1 How relevant is your SBI within the local and national market?

3.2 What is the Social innovation of your SBI?

3.3 Who are your potential customers/final users?

3.4 What are the objectives and expected results of your SBI?

3.5 What is the added value of your SBI (what adds the business by reference to local and national market.)

4. Feasibility study and sustainability of SBI:

Please describe the following technical points (max 1000 characters for each point):

4.1 Description of the technical, managerial, economic and financial aspects of the SBI;

4.2 Analysis of the possible alternatives to the solution proposed;

4.3 Short description of state of the art.

4.4 How the SBI will achieve sustainability?

5. Budget and cost effectiveness:

Please describe the following points (max 1000 characters for each point):

5.1 Which is the strategy adopted to ensure that the proposed SBI will be achieved in the most economical way, with a costs optimization.

5.2 Provide an allocation framework of the resources used for the launch of the SBI

Tab. 8 Allocation resources framework

COST ESTIMATES	UNIT COST	AMOUNT (in Euro)
Personnel		
Equipments		
Management		
Consumable		
Operating		
Overhead		
Other		
Total cost		

The Concept Note must answer 5 sections in a maximum of 4 pages (each section must be answered on maximum 1 page - the font size **cannot** be smaller than Arial 10). Any Concept Note not meeting those basic requirements will be rejected without appraisal.

6.3 Templates for evaluation of the business ideas

Assessment Criteria of SBI

This document represents the grid of evaluation for the commission in charge of assessing the SBI shown within the Contest.

Tab. 9 Evaluation grid

EVALUATION INDICATORS	EVALUATION SCALE				
	Excellent	Good	Sufficient	Poor	Inadequate
Attractiveness and Innovation					
Relevance and Marketability					
Relation between Cost & revenue					
Impact and Sustainability					

Key:

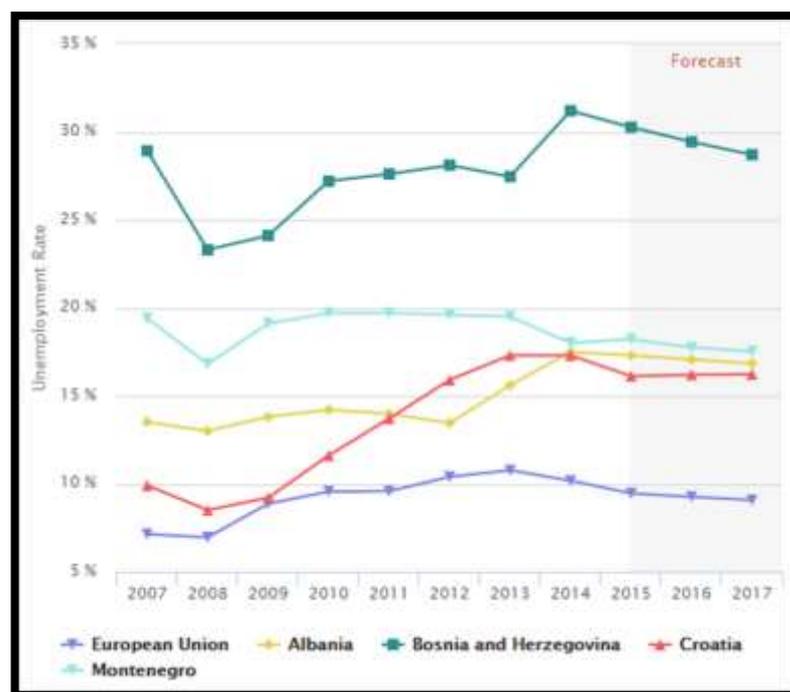
- **Excellent:** the SBI fully meets the needs and opportunities of the social market
- **Good:** the SBI represents a good investment opportunity

- **Sufficient:** the SBI is in line with the social demand of the market, but it needs further improvements in one or more indicators.
- **Poor:** the SBI reaches in part the indicators and doesn't fully meet the Social Market demand.
- **Inadequate:** the SBI is totally out of line with the social market demand.

7. *Final considerations and recommendations*

The several topics analysed within this study demonstrated the strategic role of the cooperation between public bodies and private social-health organisations in the definition of good policies and opportunities devoted to the youth job seekers in the current labour market scenario. The gap analysis conducted in the Municipality of Tirana and the comparison between Albanian and Bosnian labour market showed a diffuse lack of services tailored on this specific and frail target of the population.

Although the pre-accession instruments represent a good practice for the Balkan region, the unemployment rate published by ILO still shows a wide distance of these countries compared to average rate of EU countries (see the chart below, *ILO forecast 2007-2017*).



Open issues

The surveys and reports used for this study show only a partial and sectorial view of the Balkan area, because each partner contributed on the base of its personal experience and role in the project activities. The second chapter is related to the social services of Municipality of Tirana; the third analyses the labour market of Albania and Federation of Bosnia-Herzegovina; the fourth shows the Italian model of information and counselling centre for youth; the

fifth the training in Albania and Montenegro; and the sixth the rules and the Social Business Contest held in Tirana and Ulcinj.

Another open issue is the difficult to transfer some good practices among states that present different legislation, different welfare system rules and different social strategies.

What is the way to go?

The AWM project transferred to the project partnership clear indications about the value of the training and the practical experience on the field – both for the project staff (politicians, officials, researchers, teachers, consultants, etc.) and for the operators of the services – as important steps to develop a good welfare mix system locally managed. The best way for make this process efficient and replicable is acquire good skills and knowledge through a specific and professional training, combined with a mentoring and counselling activities to strengthen the learning.

8. Annexes

8.1 Questionnaires for the labour market assessment

The following three questionnaires were used for the analysis of labour market institutional frameworks in partner countries (*Chapter 3*), aimed at highlighting relevant information about structures, regulations and schemes of the labour markets.

Questionnaire for the assessment of labour market policies

Labour Legislation

1. Could you list the milestones in the legislations development and implementation in your countries, since last decade?
2. Could you mention the main European directives and regulations that influenced the labour legislation in your country?
3. How would you describe the process by which an employer can hire or fire an employee in your country?
 - a. Easy
 - b. Relatively Easy
 - c. Neither Easy nor Difficult
 - d. Relatively Difficult
 - e. Very Difficult
4. There is a maximum number of hours that can be worked by employees in your country?
 - a. Yes (please specify)
 - b. No
5. How the labour legislation foresee and regulate the composition of vulnerable groups?
6. Which are the vulnerable groups in your country, as for the labour legislation?
7. Which is the legislation framework for labour inclusion of vulnerable group?

Structure of the employment market

8. Which is the age range of the labour force (active population) in your country?
9. Which is the size of the labour force in your country (active population)? Which percentage compare to the whole population?
10. Could you please group the labour force according to the age categories applicable in your country?
11. Which is the size of the active population, as for gender, in its composition, in your country?

Category	Male	Female
Employed		
Unemployed		
Temporary unable to work		
Total		

12. Which is the average duration of employment in your country?
13. Which is the average duration of unemployment in your country?
14. How many working years are needed for the retirement?

Workers protection

15. Is there a minimum wage for employees in your country?
 - a. Yes (please specify)
 - b. No
16. Which is the form of wage determination in your country? Is it centralised or decentralised according to sectors, contracts, negotiations by trade unions?
 - a. Uncentralised
 - b. Centralised
 - c. Mix of both
17. Approximately what percentage of workers are trade union members?
18. How many trade unions are active in your country?
19. Have trade unions and workers' organisations an acknowledged role in the definition of labour market legislation?
20. Could you indicate the average percentage of taxation for employees?
21. Could you indicate the average percentage of taxation for employers?
22. Could you indicate the duration of unemployment payments in your country?
23. Are there any special subsidies for employers when hiring people belonging to disadvantaged groups?
 - a. Yes
 - b. No
24. If so, please specify:

Education and Training

25. Is there is a National Qualifications Framework for employees in your country?
 - a. Yes
 - b. No
26. If so, please could you specify its main factors?
27. Could you specify the key determinants of the Vocational Training and Education system for employees in your country?
28. What is the average highest level of education for employers in your country?
 - a. < 8 years
 - b. From 8 to 12 years
 - c. > 12 years

29. What is the average highest level of education for employees in your country?

- a. < 8 years
- b. From 8 to 15 years
- c. > 15 years

Labour Mobility

30. Do active labour market type measures exist to provide employees with skills they can use in other sectors of employment?

- a. Yes
- b. No

31. If so, please specify:

32. What is the extent of employment of employees from EU Member States in your country?

Very Uncommon	Quite Uncommon	Similar	Widespread	Very Widespread

33. What is the extent of employment of employees from Adriatic area in your country?

Very Uncommon	Quite Uncommon	Similar	Widespread	Very Widespread

34. In your opinion is the share of foreign employees employed in your country increased, unchanged or decreased over the last decade?

- a. Increased
- b. Unchanged
- c. Decreased

35. In your opinion, is the share of national left for employment in other countries increased, unchanged or decreased over the last decade?

- a. Increased
- b. Unchanged
- c. Decreased

36. In your opinion, is the mobility of work force in the Adriatic area increased, unchanged or decreased over the last decade?

- a. Increased
- b. Unchanged
- c. Decreased

Questionnaire for the assessment of job demand-offer for disadvantaged people

Services and interventions for the employment of disadvantaged groups

It is intended to collect information about services and interventions provided in the territory as for the labour inclusion and the employment opportunities of disadvantaged groups, focusing on type and characteristics of support provided.

General information about the interviewee (person filling the questionnaire)

Age: _____

Gender: _____

Professional qualification (title): _____

Name of the organisation/service provider: _____

1. Which are the actions and the interventions activated for the employment of disadvantaged groups? (multiple answers possible)

- Scholarships
- Mediation services / tutoring at work
- Guidance services
- Consultancy activities (e.g. job search, self-employment, etc.).
- Consulting services for companies
- Other (please specify) _____

2. Could you please indicate the types of measure / tools used with vulnerable groups?

- Scholarships
- Internships
- Apprenticeships
- Tailored job placements
- Training within the company
- Other (please specify) _____

3. Could you please indicate and quantify the accompanying measures provided in the course of 2012?

- Professional training and retraining n. ____
- Psychological support services n. ____
- Interventions and tools for aids and controls n. ____
- Transport services n. ____
- Family support services n. ____
- Educational services for adults (literacy courses) n. ____
- Other (please specify) _____

4. Which categories are the beneficiaries of the services mentioned above? (multiple answers possible)

- Alcoholics and ex alcoholics;
- Persons with physical and/or mental disabilities;
- Ex-prisoners and detainees;
- Foreigner citizens;
- Nomads;

- Drug addicts and ex drug addicts;
- People with HIV;
- Persons belonging to ethnic minorities;
- Persons with psychiatric disorders;
- People belonging to the “new poor” category (*i.e. those from broken and low-income families, homeless individuals who experience the road, women with low-income and low qualifications; weak subjects without family support; subjects under the poverty line*)
- Other (please specify)_____

5. Please, indicate the number of persons followed in 2012:

Male____ Female____ Total____

6. Please, indicate the number of persons amongst those above, who carried out a job placement intervention in 2012:

Male____ Female____ Total____

7. Amongst those above, please indicate the number of persons who were employed at the end of the supporting measure in 2012:

Male____ Female____ Total____

8. The supporting services provided for the employment of disadvantaged people, are offered collaboration with some of the following actors? (multiple answers possible)

- Voluntary Associations
- Health Service Agencies and districts
- Municipalities
- Local Communities
- Job and employment centres
- Training agencies and organisation
- Employers’ associations
- Trade Unions
- Chamber of Commerce
- Private companies or enterprises
- Other (please specify)_____

9. Do formal agreements between your organisation and other supporting services exist?

- yes
- no

10. If so, which kind of agreement?

- Project
- Memorandum of Understanding
- Convention
- Contract of service
- Other contract
- Other (please specify)_____

11. In your opinion and experience, what are the major difficulties encountered in implementing services of job placement for vulnerable groups?

12. In your opinion and experience, are there opportunities and to develop and to improve the service?

Human Resources for the employment of disadvantaged groups

It is intended to acquire data on the characteristics and professional training of human resources, as well as to verify what are the specific activities pertaining to the key actor of labour insertion of disadvantaged people

General information about the interviewee (person filling the questionnaire)

Age: _____

Gender: _____

Professional qualification (title):

Name of the organisation/service provider:

1. Could you please indicate, in the table below, of the human resources involved in job placement of vulnerable group, also indicating the role, the professional status, the level of education and the type of employment contract?

Role	Professional Qualification	Level of Education	Employment contract
			<input type="checkbox"/> employed <input type="checkbox"/> external expert <input type="checkbox"/> external cooperation
			<input type="checkbox"/> employed <input type="checkbox"/> external expert <input type="checkbox"/> external cooperation
			<input type="checkbox"/> employed <input type="checkbox"/> external expert <input type="checkbox"/> external cooperation

2. The human resources involved in job placement for disadvantaged people have attended a specific training?

no

no, because I don't know about courses for job placement operators

no, because I know there are no courses on such a topic

yes

If yes, please indicate (replicate in case of more training actions):

Title of the course: _____

Duration: _____

City /region: _____

Training provider: _____

When: _____

3. Which are the work activities regularly carried out by the operator for the job placement? (multiple answers possible)

- Individual interviews
- Development of curriculum vitae
- Assessment of personal competences and skills
- Information service on laws and regulations for disadvantaged groups
- Case management
- Support in the development of an individual work project
- Support in the creation of enterprise and self-entrepreneurship
- Tutoring inside the enterprise
- Mediation between the user and the enterprise
- Management of relations within the enterprise
- Preparation of reports on the progress of job placement
- use of special data bases for the analysis of offers / job applications
- Research and analysis of the labour market
- Mapping of enterprises for job insertion experiences
- Mediation in the territory
- Management of relations with public authorities
- Management of the relationship with the user's family
- Organization and participation to staff/equipe meetings
- Follow-up activities
- Other (please specify) _____

4. In your opinion, what are the knowledge and skills that Job Placement Operator should have?

5. In your opinion, which disciplines and specific knowledge the training program for job placement operators should contain?

- a. _____
- b. _____
- c. _____

6. Do you think it could be helpful to define a professional profile for Job Placement Operator as for the disadvantaged groups?

- Yes
- No

7. Do you believe that such a professional profile could have concrete job opportunities?

- Yes, because _____
- No, because _____

8. Which curriculum should have a person to access a training course for the profile of Job Placement Operator dealing with disadvantaged group?

- High School
- High school social

- Bachelor degree
- Bachelor degree in the social sector
- Degree
- Degree in the social sector
- Other (please specify)_____

Best practices of enterprises experienced job placement
--

It is intended to collect information and opinions from employers and enterprises that have an experience of job placement of disadvantaged group, also considering the impact in the company and the support received.

General information about the interviewee (person filling the questionnaire)

Age: _____

Gender: _____

Professional qualification (title): _____

Name of the organisation: _____

1. Does the company developed an internal policy for the labour insertion of vulnerable groups?

- Yes
- No

2. Which is the rate (in %) of the staff cost of vulnerable groups compared to the total staff cost of the enterprise?

- 0-15%
- 15-25%
- 25-50%
- More than 50%

3. Does the company realised any training initiative for the staff in order to launch job placement?

- Yes
- No

4. If so, how much such a training cost compared to the personnel cost?

- 0-10%
- 10-20%
- More than 20%

5. Which is the duration of such a training?

6. In your opinion, the Social Cost of the job placement is:

- Low
- Medium
- High

7. According to your experience, how do you evaluate the adequacy of the national/regional policies for labour inclusion?

- Low
- Medium

High

8. According to your experience, current legislation is able to facilitate the labour inclusion of vulnerable groups?

Yes

No

9. Within your enterprises, are there some specific professional figure (human resources) devoted to facilitate the job inclusion of vulnerable people?

Yes

No

10. Such a function of internal tutoring has been defined by:

Training course

Professional experience

Other (please specify)_____

11. According to your experience, the internal tutoring is necessary to the success of job placement?

Yes

No

Questionnaire for the assessment of impact of deadweight losses of youth unemployment

1. Could you please define the territorial/regional context you refer to? (e.g. city, province, region, country)
2. Could you please provide the number of young people living in the area you refer to?
3. Could you please provide the number of young people unemployed?
4. Could you please provide the number of young people not in employment, education or training?

Calculation:

⇒ **Youth unemployment rate** = Number of young unemployed / number of young people economically active

⇒ **NEET rate** = Number of young NEET / total population of young people

5. Could you please provide the trend of unemployed rate in the last decade per age group?

	16-19 years old	20-24 years old	25-34 years old
2013			
2012			
2011			
2010			
2009			
2008			
2007			
2006			
2005			
2004			
2003			

6. Could you please provide the number (or percentage) of young people entered in long term unemployment condition (>1 year without working)?
7. Could you please provide the number (of percentage) of young unemployed people that accessed to some public measures devoted to youth unemployment? *Please, provide information and detail about the founder of the measure (national funds rather than regional or European)*
8. Could you please describe the measures taken at national/regional/local level to fight and reduce the youth unemployment?
9. Are there any forms of apprenticeship or similar actions? (Youth unable to find a placement because no/low schooling level or disadvantaged background enter into preparatory “training programs”, with the aim to increase trainability or schooling levels and bridge the time until youth are able to find a job)

10. Are there any forms of Active Labour Market programs or similar actions? (Traditional and common programs are aimed at integrating unemployed individuals into the labour market, with the goal of removing disadvantages in education, work experience or productivity)
11. Are there any forms of Start-up subsidies or similar actions? (Start-up subsidies for the unemployed are a different strategy to integrate unemployed individuals into employment, helping unemployed individuals to start a business, by overcoming capital constraints, securing livelihood in the starting phase, etc.).
12. Are there any measures which intervene before youth unemployment/NEETs risk factors occur ? (e.g. measures aiming to prevent early school leaving)?
13. Are there any measures which aim to get young people back into education and training? (e.g. measures aiming to reintegrate early school leavers)
14. Are there any measures to facilitate the transition to employment? (e.g. measures to facilitate the transition from school to work)
15. Are there any (training) measures which aim to enhance young people's employability? (e.g. measures to foster employability among young people)
16. Are there any measures to help groups at a specific disadvantage on the labour market? (e.g. Measures to remove practical / logistical barriers and employer incentives)
17. Recent research estimate that cost of youth unemployment amounts at 1,2 % of GDP. Do you agree? Is that a feasible estimation for your country/region/area?
18. Considering the societal cost of youth unemployment, how do you evaluate/estimate the level of trustfulness, fairness, helpfulness of young people? And what about the level of trust in national parliaments, politicians, political parties, legal system, police, etc.?
19. Considering the societal cost of youth unemployment, how do you evaluate/estimate the political engagement of young people, in terms of disposition towards voting at a National election, interest in Politics, involvement in discussing politics with friends and peer, membership and participation in a political party?
20. Considering the societal cost of youth unemployment, how do you evaluate/estimate the social and civic participation of young people, in terms of membership and involvement in outward organisation (welfare, local community groups, environmental groups, women's groups, peace movements, etc.), in institutional organisations (religious, trade unions, political parties, etc.) or in leisure organisation (cultural, youth recreation, sports, etc.)?
21. In your opinion, is youth unemployment cyclical or structural?
22. In your opinion, how has changed school enrolment impacted on youth unemployment? (Please, consider the category ISCED 1-2, ISCED 3-4, ISCED 5-

6 and the assumption that higher education levels are associated with lower risk of unemployment).

23. In your opinion, has youth unemployment increased because of competition from migrants?
24. In your opinion, are co-habitation decisions influenced by youth unemployment?
25. In your opinion, have youth wages been too high, so increasing youth unemployment?
26. In your opinion, have young workers been adversely affected by changes in the demand for skills?
27. Please provide your final opinions in the following last theme:

a. Encountering and coping with life transitions

What are the real issues the youth encounter when making these transitions? The public employment services need to become transition brokers? What is the future vision of those public services? What other measures are being undertaken to help young unemployed and NEETs? What are the real challenges facing new entrants to the labour market?

b. Effectiveness of the 'youth employment package'

With the worst youth unemployment figures on record, what are the proposed new measures hoping to change? Where will the impacts be most felt? What evidence based policies are working best? Will young unemployed and NEETS be the real beneficiaries? What are the problems of implementing possible measures in countries with severe austerity constraints?

8.2 Data collection form for Information and Counselling Centre

Present annex is the current template used by the Italian Information and Counselling Centre for collect the customer characteristics and satisfaction (Chapter 4).

Data collection form on user's characteristics and satisfaction

Age
Gender
Residence
Current employment
Is my first time in the information and consulting Center: Yes <input type="checkbox"/> No <input type="checkbox"/>

Reason for visit to Centre:

- to collect information
- to seek documentation
- to consult databases of the centre
- to surf in internet
- to read specialised magazines and advertisements about job offers
- for curiosity
- other reasons

Search and consultation of information and materials about:

- job
- VET courses
- legislation
- study abroad
- work abroad
- voluntary work
- support to several forms of social entrepreneurship
- other

My favourite activity inside the Centre:

- to seek information in independent way
- to talk with the front office operators
- to collect information from the operators and then seek information in independent way
- to search information supported by operators
- other

8.3 Logbook of the training activities

This annex describe in detail the training activities carried out in Tirana by COOSS Marche operators of Italian information center for youths on the “Organisation and management model for an information and advice centre for disadvantaged young people”.

Daily description of learning activities

Day: Monday 1st September 2014

Place: Municipality n. 9

The Italian operator met Juni Plaku, Quality Manager of Municipality, the manager of Information and Advice centre, staff and operators of the Multidisciplinary Centre n. 11 involved in the training activities.

The first day has been dedicated to presentation of each participant with a short investigation on their educational and professional profiling, previous similar experiences and explanation of the social and working environment where they operate. The staff of the Centre is composed by 2 operators who from about a month are studying the AWM project and national legislation that regulates the employment contracts. The other participants to the training were employees of the Multidisciplinary Centre of Tirana. The other participants to the training were employees of the Multidisciplinary Centre of Tirana. The first considerations of COOSS experts concerned the group heterogeneity and the great motivation and interest of the learners.



Finally the participants were directly involved in the definition of the training agenda for the following days.

Day: Tuesday 2nd September 2014

Place: Municipality n. 9

The second day was based on the strategic role of an appropriate “information” within the service devoted to orientation and organisation of an easy database accessible to users with specific contents for youths. Furthermore Italian operators showed the suitable distribution of VET course and Job announcements and cataloguing of magazines, leaflets and other paper material.



Photos, main rules and functions of Youth Centres of Chiaravalle has been showed, as well as the Italian plan of classification for the archive management of “informagiovani” centres. A copy of national plan together with other technical material to each Albanian operator has been delivered, as tools useful to play in the best way their profession of counsellors for orientation.

The second part of the day was dedicated to an operational activity, a sort of laboratory work where they have been planned and carried out leaflets for promote this new service. During the laboratory the teachers provided useful recommendations to project a communication strategy able to identify the user target and an efficient approach of contact with young people.

Day: Wednesday 3rd September 2014

Place: Municipality n. 11

During this day, some operator of the Multidisciplinary Centre were added to the training. The lesson focused on the online channels most used to communicate with the users and each web tool was closely analysed, namely web site, Facebook and Twitter of “Informagiovani” of Chiaravalle, Falconara and Jesi. The consultation of technological platforms allowed operators to see the organisation and functioning of Italian centre for youths, e.g. database for curriculum collection, reach new users with formal, informal and interactive communication channels, extra-activities carried out in laboratory mode. Finally, was showed the role of Centre also as place where young people can exchange experiences and useful information.



Day: Thursday 4th September 2014

Place: Municipality n. 11

The 4th day was dedicated to fundamental themes for the operators of a centre for youth, namely the activity of user orientation through skill assessment tool and specific type of orientation interview. A practical exercitation with auto-assessment questionnaire has been compiled and the Italian experts showed them how can concretely use this operational tool during the orientation phase with young people. Furthermore the teachers provided to the learners a template model, with questions and point to analyse, to follow during the interview. Albanian operators simulated by role-playing mode different type of interview, with potential users with different background and needs. This simulation was followed by analysis of strength and

weakness points, in order to understand all aspects of interview and suggest correction to possible errors about questions, communication style, setting, etc.

Another important aspect debated was the importance of the networking activity among Centre and other Services/Centres/Actors/Stakeholders of territory (employment agency, VET organisation, voluntary associations, etc.). Also in this case, the learners simulated – in brainstorming mode – a compilation of a list about local organisation and actors to involve in the network of the Information and Counselling Centre for disadvantage youths.



Day: Friday 5^h September 2014

Place: Municipality n. 11

The last day of training was dedicated to a critically reflection about the arguments faced in the previous days, to explain contents and key concepts of difficult comprehension for the operators involved.

The main steps of the 5th lesson were:

- organisation of work setting and cataloguing of paper materials based on sections, type of job, VET courses and free time, according to Italian classification rules.
- résumés collection system, showed through database uploaded in the web site of Informagiovani of Jesi;
- statistical survey of users: the experience of the Informagiovani of Chiaravalle;
- study of the User Satisfaction Form used by Informagiovani of Falconara.

The final part of the day was devoted to free questions about doubts and incomprehension by Albanian operators involved and a general feedback about the training experience carried out.

8.4 Model of invitation for participating in a tender procedure for the provision of services for social start-ups

The last annex contains the template used in the launch of the Call of Tender process for the assignment of services in supporting to the project activities implementation.

ART.1 – PURPOSE AND TIMING OF THE JOB ASSIGNMENT

The purpose of the assignment is a service aimed at supporting the implementation of the activities related to AWM project.

Example: Purpose: Consultancy services for start-up a business

Timing: for the period between MM/DD/YYYY and MM/DD/YYYY

ART.2 – PARTICIPATION CRITERIA

In order not be rejected, the application must be sent in a closed and sealed envelope with a stamp and the signature of the individual participant or the legal representative of the participant, containing the name of the individual participant or the name of the participating body. The envelope must contain this sentence:

DO NOT OPEN – APPLICATION for the selection the services provision of the ADRIATIC WELFARE MIX, Project Adriatic IPA CBC

Your application must be delivered, by hand or mail, by hh.mm AM Tirana Time , on delivery date at the following address: Municipality of Tirana ...

Any delay in the application delivery remains at risk of the applicant. Failure to submit the application by the deadlines will entail the ineligibility of the grant application.

The package must contain three separate envelopes, each individually sealed and containing the name of the individual participant or the name of the participating body, according to the following conditions:

ENVELOPE “A – Documentation”

ENVELOPE “B – Technical proposal”

ENVELOPE “C - Economic proposal”

ART.3 – CONTENT OF THE ENVELOPES

The envelope “A- Documentation” will be marked by the following wording:

Example:

Name of the subject, the body or the association – DOCUMENTATION for the provision of Services for Social Business start-ups.

The envelope "A – Documentation" must include these documents:

List of the compulsory documents

The envelope "B – Technical proposal"

The Technical proposal must concern the following activities and respect the following terms of references:

List of activities and terms of references

The envelope "C – Economic Proposal"

The economical proposal could not exceed the total amount of € ____ (VAT not included).

The documents in envelopes A, B and C will be signed in every page and undersigned in the last page, with the complete legible signature of the applicant or of his/her legal representative.

ART. 4 – SELECTION CRITERIA AND AWARD OF CONTRACT

The selection will be carried out by an examiner Commission appointed by the Coordinator of the project (or Major, or other person in charge) and made up of 3 members of proved experience in the Subject of the tender.

ART. 5 – CONTRACT STIPULATION, BILLING AND PAYMENT METHOD, CONTRACTOR'S OBLIGATIONS TOWARDS HIS EMPLOYEES

ART. 6 - SUBCONTRACT

The service could not be subcontracted.

ART. 7 – PRIVACY AND COMMUNICATIONS

ART. 8 – ACCESS TO INFORMATION

To have view of acts and documents concerning the present announcement, the contractor has to address to:

Municipality of Tirana

Quality Manager AWM project

Address: Rr. "Murat Toptani" (ish godina e PD-se)

Tirane, Albania

www.awmipa.com

The Coordinator/Mayor

Name and Surname

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10. *List of acronyms*

- AWM - Adriatic Welfare Mix
- AWSP - Association for Women with Social Problems
- DCM - Decision of the Council of Ministers
- EC - European Commission
- EEC - European Economic Community
- FHiB - Federation of Bosnia and Herzegovina
- GCA - General Collective Agreement
- GDP - Gross Domestic Product
- HSO - Health Safety Officer
- INSTAT - Albanian Institute of Statistics
- ILO - International Labour Organization
- IOPS - International Organisation of Pension Supervisors
- IPA - Instrument for Pre-accession Assistance
- KM - Konvertibilna Marka
- LEK - Leku Shqiptar
- NCSS - National Centre for Social Studies
- NEET - Not in Education, Employment or Training
- NGOs - Non-Governmental Organizations
- SBC - Social Business Contest
- SBI - Social Business Idea
- URI - Urban Research Institute
- YIC - Youth Information Centre
- WP - Work package

COOSS Marche Onlus

COOSS MARCHE ONLUS is a private company, not for profit, providing health and care services to elderly and disabled persons, since 1979, both at home and in sheltered and protected housing solutions and accommodations. It counts today about 2.500 employees and almost 50 million euro of turnover. COOSS provides care services to a user basin of 8.000 beneficiaries and clients. On 1993 organized the Department of Research & Training in order to design, develop and manage EU-funded project and training courses within the social, health and educational fields of interest. It is composed by a Research Area and a Training Area, both of them with expert and dedicated staff.

Since 1993 the Department has been working on the social needs of population by inquiry, analysis, development and testing of innovative solutions. The work of Research Area is mainly oriented in studying social phenomena and anticipating social trends, through projects funded by European, national and regional funds. Within twenty-five years of experience in European projects, it has promoted and joined thematic, structural and cross-border programmes, it has developed and strengthened important networks and partnerships both at local, as well as at international level.

Since 2002 COOSS has been certified as VET Agency by Marche Region as provider of vocational, higher and continuous vocational and educational training services. The training services designed by the Department concern qualification and professional specialisation paths in education and social-health fields. Those services allow the beneficiaries to acquire educational qualifications as from the List of Qualifications established by Marche Region and exploitable in the labour market. ICT and innovative technologies are part of the contents of training programmes, with the aims of updating, preparing and improving competences and skills of health and care professional figures (carers, operators, educators, etc.) in acting as mediator of ICT towards the end- users and in using ICT innovation to make services more efficient and respondent to users' needs.

COOSS is certified also as Agency for Youth Employment by the Marche Region (DDPF 380/SIM of August 18, 2014) and it is authorized to manage a Youth Employment Desk according to the EU guidelines of "Youth Guarantee" initiatives.

ADRIATIC WELFARE MIX

Developing and Integrating the Welfare Systems toward a Welfare Mix System Locally Managed in the Adriatic Area

The Municipality of Tirana

(Albania, lead beneficiary)

COOSS Marche Onlus

(Italy, partner beneficiary)

Municipal Unit No.9 Tirana

(Albania, partner beneficiary)

National Centre for Social Studies

(Albania, partner beneficiary)

Association for Women with Social Problems

(Albania, partner beneficiary)

Region Abruzzo

(Italy, partner beneficiary)

Municipality of Pesaro

(Italy, partner beneficiary)

Healthy City

(Croatia, partner beneficiary)

Municipality of Ulcinj

(Montenegro, partner beneficiary)

Federal Employment Institute of BiH

(Bosnia Herzegovina, partner beneficiary)