

Kosovo: Decentralisation processes, challenges, lessons learnt and good practices

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1. Overall social welfare system

The social protection system in Kosovo consists of social insurance, targeted social assistance in the shape of social and family services as well as other smaller programs assisting vulnerable groups. The Ministry of Labour and Social Welfare (MLSW) has been established¹ in 2000 and is responsible for the organization and provision of social and family services in accordance with the social welfare policies, as well as the development and implementation of labour and employment policies.

The social protection is mainly delivered by income transfers such as: (i) pensions (universal basic pension for those over the age of 65 or partial for those that have contributed for 15 years to the old Yugoslav pension system); (ii) early retirement benefits for a very small number of war veterans; (iii) protection of surviving relatives of fallen soldiers and civilians, as well as for families of those missing; (iv) social assistance scheme, which provides assistance to a limited set of beneficiaries; and (v) other transfers, which include a non-contributory disability pension; and benefits for children with disabilities. The social protection budget also finances other services including: social care services, provided by decentralized centers for social work, and focused mostly on child protection services; and employment services for those registered as unemployed but willing to work.² The total number of beneficiaries from all these above-mentioned schemes is about 330.000 persons³

The poor, disabled, children, pensioners, war invalids and families of martyrs are identified as main vulnerable groups. The social assistance scheme⁴ provides financial assistance to families with incomes below a certain level, determined by the MLSW and the Ministry of Finance. Monthly fees depend on the number of family members, while there are two categories of beneficiary families based on income and the ability to work. UNDP Kosovo's

¹ UNMIK Regulation 2000/24

² WB, (2014) Kosovo Public Finance Review, Fiscal Policies for a Young Nation (available at: http://www.wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2015/06/10/090224b0828b8614/1_0/Rendered/PDF/Kosovo000PubliOs0for0a0young0nation.pdf)

³ Murati, V., and Berisha, Q., (2010) Social Policies in Kosovo and their Adequacy in the Kosovo Reality (Politikat Sociale në Kosovë: Skemat Sociale dhe Përshtatshmëria e tyre me Realitetin Kosovar,) supported by Friedrich Ebert Stiftung Foundation.

⁴ Law on Social Assistance Scheme" No. 2003/15.24 and No. 04 / Z-09625 Law on Amending and Supplementing Law no. 2003/15 on Social Assistance Scheme in Kosovo.

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2014⁵ indexation of the minimum basket of goods consumption shows that the cost of the minimum basket of goods has changed. For a household with four members, the minimum average cost is €164.25 per month.

Social protection policies are limited and do not cover basic needs of population, while laws and regulations are not always respected, such as in the case of the social assistance which does not reflect the inflation increase. The existing policy framework is considered as poor and inadequate, while it has also been accepted that more targeted social policies are needed to improve the social life in Kosovo⁶.

The Law on Social and Family Services defines the provisioning of family and social services and care for persons in Kosovo. Social care services are provided in the form of nursing care, advice and financial support. The law also determines who can provide social services, which includes homes, as well as specialized day care centers and institutions. The MLSW is managing special institutions that are providing accommodation for people with needs or providing emergency shelters for vulnerable individuals. Furthermore, this Law also establishes support for families caring for children with physical and mental disabilities under the age of 18, while material support is in the form of monthly fees managed by the MLSW.

The emphasis of social protection is placed on the working status of the help seeker and not to his social needs. There is no scheme of unemployment insurance, maternity scheme or schemes of family insurance for children. The social protection system does not include the 75 percent of the poor and is considered as contributing to dependency and status quo.⁷

2. Relevant indicators

Kosovo is one of the few European countries with a growing population with 38 percent of Kosovo's population is under the age of 198 and half is under the age of 25. Income per capita is about €3,000, while unemployment is very high at 30 percent⁹.

⁵ UNDP Kosovo (2014) The real value of social assistance – an assessment of social assistance benefit adequacy (available at: <http://www.ks.undp.org/content/dam/kosovo/docs/Communications/Dokumenti%20The%20Real%20Value%20of%20Social%20Assistance%20ONLINE.pdf>)

⁶ ibid

⁷ Ristic, B., (2014) "Social Protection System in Kosovo", commissioned by EC

⁸ http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2015/06/10/090224b0828b8614/1_0/Rendered/PDF/Kosovo000Publi0s0for0a0young0nation.pdf

⁹ <http://www.imf.org/external/pubs/ft/survey/so/2016/NEW012516A.htm>

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According to the national poverty line of €1.72 per day (2011 data) as defined by the Kosovo Agency of Statistics, 29.7 percent of its population of 1.8 million are considered poor. On the other hand, with the WB threshold of US\$5 PPP per person per day poverty rates shoot up to 80 percent¹⁰. Extreme poverty is reported to be higher among children, the elderly, households with disabled members, female-headed households, and certain ethnic minority households (especially in the Roma, Ashkali, and Egyptian communities)¹¹.

Widespread unemployment and a lack of quality jobs have contributed to poverty and income insecurity. With an estimated unemployment rate of above 30.0 percent in 2013 and With an employment rate of only 28.4 percent Kosovo has one of the weakest employment records in Europe. 55 percent of young people between the age 15–24 years are unemployed. The last census in 2011 registered only 15,000 people working in agriculture – around 3–4 percent of the population.

3. Mandates in the area of social welfare services

From 2009, municipal governments have the responsibility to provide social services, in accordance with the Law on Social and Family. A Memorandum of Understanding on the “Decentralization of the Social Welfare Services” between the MLSW and the Ministry of Local Government of Social Work has been signed. Yet, the provision of social services and its financing remains fairly centralized.

The Law on Family and Social Services¹² establishes the core principles, mechanisms, and procedures for providing support services, as well as the responsible institutions. It defines who the main responsible actors are:

The Ministry of Labour and Social Welfare is responsible for the overall organization and the provision of social and family services; development of policies and the preparation of strategic plans and coordination of the activities will all actors. Most of these functions are exercised by the Department of Social Policies and Family (DSPF), within the MLSW. This department includes Division for Social Policy, Division for Social Planning and Inclusion, a Division for Social Services, Division for Social Assistance, and the Division for People with Disabilities and Elderly People.

¹⁰ (<http://www.worldbank.org/content/dam/Worldbank/document/eca/Kosovo-Snapshot.pdf>)

¹¹ Ibid

¹² Law on Social and Family Services, No.02/L-17, adopted by the Assembly on 21. 04. 2005, and promulgated by the SRSG on 14.10.2005 as Regulation 2005/46

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The Department for Social Policies and Families is responsible for developing and implementing social policies, implementing the legislation, monitoring and applying standards, addressing requests for licensing, administrating benefit schemes and developing analysis in the field of social and family policies and services. It also supervises more than 44 CSWs located throughout Kosovo.

The Social Services Division (SSD) is responsible for monitoring the work of social service providers, including CSWs and NGOs. SSD also proposes, develops, and monitors the implementation of social service standards and procedures.

The Institute for Social Policy develops and promotes professional knowledge, skills and standards in the area of Social and Family Services, undertakes research in the area of Social and Family Services, promotes professional excellence through training, expert consultation and publishes relevant manuals, research reports and promotional materials.

The General Social and Family Services Council is responsible for the maintenance of professional standards and discipline in the area of Social and Family Services and acts as the licensing and registration authority for professionals working in this field. However, the Council is not yet entirely functional as it misses its legal, financial and operational structure¹³

Municipalities are responsible for ensuring the provision of social and family services within their territory, through the Centers for Social Work (CSW) with standards defined by the MLSW. The CSWs, funded by the municipal budgets, offer three types of services: social services, social assistance scheme, and administrative and financial services. The main services provided by CSW, include mental health, fostering, adoption, child protection, divorce and custody, domestic violence, marital counselling, drug and alcohol addiction, juvenile crime and offending behaviour, care for the elderly etc. Ministry allocates annual funds to the LGUs for purchasing the services, through public procurement procedures. The CSW conduct individual or household assessments for the identified or reported cases under their territory in need for services. A team of DSS coordinators monitor and advise the CSWs on implementation of policy and regulations, caseload tracking and status of clients using the Social Services Database, and providing guidance and training if needed for the CSW staff in their respective areas.

Financing of social services in Kosovo is centralized and goes mainly through Department of Family and Social Services. Centers for Social Work submit the list of beneficiaries and the list of their own expenditures directly to the Department of Social Welfare which designs the

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final budget that is submitted to MEF (Morina, 2007). Expenses for the CSW-s are gathered under one budget code therefore there are no specific budget lines allocated to CSW.

Other institutions involved in the provision of social services include, municipal Directorate for Health and Social Welfare, non governmental organizations, Institute of Social Policy and Community Mental Health Centres. The Non Governmental Organizations (NGOs) can provide social and family services on their own, or under contract agreements on behalf of Municipalities or Ministry of Labour and Social Welfare on condition that these NGOs¹⁴ are licensed, by the ministry, and such contracts are in line with the Annual Plans.

4. Issues of service development, gaps and obstacles for further decentralization

The decentralization process remains challenging for both municipalities and MLSW. Both are unclear about the source of revenues to fund social services, and their respective responsibilities. A number of social services remain centralized, including residential services for the elderly, community-based services for children and adults with disabilities, social services provided by NGOs, foster care benefits, and benefits for the families of children with disabilities. CSWs continue to be administratively linked to the central level¹⁵.

In March 2007, MLSW has accepted the "Support for Devolution of Social services" (DFID, Birks Sinclair & Associates Ltd) document as the official guideline for the decentralization (devolution) of social services in Kosovo (Morina, 2007). This plan raised the need of financing the existing and new social welfare services through grants allocated among municipalities according to a formula which reflects on the one side the needs (number of beneficiaries or potential beneficiaries of social services) and on other side the fiscal capacity per capita in every municipality, calculated based on own revenues.

4. Challenges and shortfalls

The EC Progress Report 2014¹⁶ (2014) maintains that decentralisation of social services is not fully or effectively implemented by the municipalities, and the budget formula for decentralisation developed in 2012 is not yet operational. The need to allocate dedicated grants earmarked for all social services in municipal budgets was also raised. Furthermore, better coordination of actions and allocation of resources is also required to provide effective social services.

¹⁴ data on the licensed and non licensed NGOs providing social care services and their geographical coverage is missing

¹⁵ Save the Children (2007) Social Services in Kosovo: Legal and Budget Assessment, drafted by Haxhikadrija, A., Rrecaj, B., at al

¹⁶ European Commission (2014) Kosovo* Progress Report

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The existing legal framework does not seem to be the real barrier for the system performance, it's the responsible institutions for the social welfare that face a number of issues as a result of a number of limited resources. While, NGOs able to address some of the social care needs of the community their efforts are hindered by the scarce funding opportunities. The need to enforce the licensing of social providers and NGOs has been raised as a critical instrument¹⁷ to support a better service provision and coverage.

The majority of existing social services remain fully or essentially centralised. This includes residential services to elderly, adults and children with disabilities (fully centralised); social services provided by the NGOs (fully centralised); and benefits for foster care and families with children with permanent disabilities (deconcentrated).¹⁸ It is interesting to observe that local governments are not allowed to use own-source revenues to cover salary costs and therefore have low marginal fiscal autonomy (the freedom to allocate additional revenues) to fund SCSs under their responsibility, which contributes to central financial constraints in delivering these services.

Decentralized CSWs find it difficult to provide social services in a systemic way based on local needs, given the financial, administrative and managerial demands placed on them by the central authorities. The units of CSWs responsible for social assistance still receive their wages from the MLSW, and the units of CSWs responsible for professional social welfare are mainly engaged in the administration of payment schemes for foster care and families with children with permanent disabilities and have little capacity to provide further social services.

CSWs are reported to be more responsive to the priorities of the MLSW than the needs of other municipal departments working with the people in need. The complex role of the CSW is not properly understood at the municipal level with many municipal departments thinking of the CSW mostly as of administrators of social assistance benefits rather than providers of social services to vulnerable population groups. Different reports point out the need for significant capacity building of stakeholders involved in social service provision especially regarding joint policy planning and implementation.

Previously conducted analysis (DIFID 2011) suggests that the legislation developed so far to guide the transfer of competencies to municipalities does not contain clear directions about the formula, which should be used for allocation of resources to fund these transferred expenditures. Social Services represent only one function for which such decision yet has to be made.

¹⁷ SOLIDAR (2014) Supporting Social Investment in the Western Balkans: European Enlargement Monitoring Report, supported by EC

¹⁸ DIFID (2011) Efficient allocation of resources for decentralised provision of social services in Kosovo - Discussion paper for development of a budget formula, authors Laurie Joshua and Yuriy Dzhygyr

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The number of CSW workers on social services provision is limited. The average ratio in the Albanian majority areas is one social services provider for every 9,146 citizens, whereas in the municipalities with a Serb majority the ratio is one social services provider for every 3,816 citizens (Briscoe 2004).

CSW-s do not have financial or policy autonomy therefore can not employ any staff without approval and can not decide about the level of salaries for its staff therefore is unable to attract better qualified professionals.

5. Lessons learnt or good practices

During 2009-2011, the Government of Kosovo applied temporary practical rule for allocation of the Specific Social Services Grant, which divided its amounts based on the historical amounts of spending on this programme by the MLSW.

Previous assessments (Stubbs, Haxhikadrija 2008) of the social inclusion and protection systems highlights a number of obstacles such as the lack of accurate data upon which to make evidence-based policy choices; weak horizontal and vertical co-ordination, a clash between technical and political governance, the absence of public debate and stakeholder involvement in planning and managing services; weak implementation of policy commitments on addressing different groups; limited allocation on community-based social services as part of a preventive and protective social safety net; national social policies get often driven by agendas of international agencies¹⁹

Furthermore, the absence of functioning health system based on social insurance represents a risks for the most vulnerable communities. A White Paper on Social Policies has been drafted in 2009 but still has not been approved by GoK.

There is a lot to be done in terms of inter-institutional cooperation. Assessments of other authors (Murati, Berisha 2010) conclude that cooperation among municipalities and CSW is not satisfactory which has also been reflected in the service provision. The directorates for health and social welfare at the municipality level focus mainly in the cash benefits component, putting the burden to the CSW, which have a wider mandate.

Decentralisation did not produce positive results and it is argued (Murati, Berisha 2010) that

¹⁹ Stubbs, P., and Haxhikadrija, A., (2008) Social Inclusion and Social Protection in Kosovo, commissioned by EC

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the services have deteriorated because of the limited capacities and knowledge on social issues at the LG level. Furthermore, the effects have been also spread to the strengthening of the CSW structures with qualified staff, including legal amendments for improving their capacities.²⁰ Additionally these structures also need to mirror better their mandate and tasks in order to perform. Finally, there is need to also efforts towards strengthening capacities should not happen in isolation but should include of all actors engaged in social care service.

The first round of licensing of individual social and family service providers has been completed and the second phase of licensing has started. In 2014, four new minimum standards for social and family services were adopted, increasing the number to 16. However, the decentralisation of social services is still not been implemented by municipalities and allocation of funding from the central budget is still needed to ensure effective decentralisation.

Most social statistics other than demographic statistics still need to be produced, in line with the acquis. A pilot survey on income and living conditions (SILC) is being conducted. Resources should be provided for SILC to become a regular survey. Some social protection statistics are produced but the unemployment scheme needs to be added and the quality of administrative data needs to be improved. An annual labour force survey is carried out but the labour cost index, structure of earnings data and job vacancy statistics are still not produced. Public health and crime statistics are not yet in line with the acquis.

The system of social protection in the Republic of Macedonia encompasses contributory and non contributory services and benefits. Contributory part of the system is referred to as social insurance and includes: pension and disability insurance, health insurance and unemployment insurance. The non-contributory or tax-financed part of the system referred to as social welfare encompasses: social assistance, child protection, residential and non-residential care and social prevention.

The carriers of social protection are the Republic, local self government, the City of Skopje and the municipalities from the city of Skopje.

The social protection is determined as an activity of public interest. It is defined as a system of measures, activities and policies for prevention and overcoming the basic social risks to which the citizen is exposed throughout life, for reducing poverty and social exclusion and for strengthening citizen's capacity for self protection. The system is accomplished through professional work in social protection institutions, implementation of developmental programs, professional development of employee that is in accordance with beneficiary's

²⁰ Murati, V., and Berisha, Q., (2010) Social Policies in Kosovo and their Adequacy in the Kosovo Reality (Politikat Sociale në Kosovë: Skemat Sociale dhe Përshtatshmëria e tyre me Realitetin Kosovar,) supported by Friedrich Ebert Stiftung Foundation

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needs and international standards, monitoring the phenomena and planning the work, record-keeping as well as monitoring and activities for research in the field.

Central institution for policy-making, strategic planning, management, and monitoring of legality, is the Ministry of Labour and Social Policy (MLSP). The institution with jurisdiction for monitoring the professional work in social protection institutions is the Public Institution for Social Affairs.

Welfare system in Macedonia is regulated, among other, by the following laws: Law on Social Protection; Law on Family; Law on Child Protection.

Institutions established to provide social protection services are Centers for Social Work (CSW), institutions for non-residential and institutional care. CSW are public institutions with public authorities for conducting activities in the field of social protection. They are responsible for administration of cash benefits and provision of social services. A network of 30 CSWs provide social services in 84 municipalities in the country. Social protection services, under conditions determined by the Law for Social Protection, can be offered by the civil society organizations registered by the MLSP and individuals that have work permits issued by the Minister of Labour and Social Policy, as well as by religious groups and their associations that are registered in the Republic of Macedonia. can assist people who are in need of certain types of social protection. In addition to public, the realization of the system of social protection is accomplished through establishment of public and private institutions for social protection.

In 2010 the Government of the Republic of Macedonia adopted a National Programme for development of social protection 2011-2020. It underlines the objectives, priorities and directions for the development of social protection of citizens, with medium and long term measures of active social policy. In accordance with this program, the municipalities, the City of Skopje and its municipalities should adopt programs for the citizens need in the area of social protection. They may, by its own decision, according to their financial capabilities determine other rights in the area of social protection, rights with greater extent than the scope of the rights determined with the Law on social protection and with better conditions for their implementation as well as other forms of social protection.

Relevant indicators

Table 1: Unemployment rate (average % of labour force)²¹

	2012	2013	2014	2015
Total	30.8	28.8	28.1	26.3
Male	30.3	28.2	27.8	27.0
Female	31.7	29.7	28.7	25.3

²¹ State Statistics Office (2016) Active Population in the Republic of Macedonia, <http://www.stat.gov.mk/pdf/2016/2.1.16.05.pdf>

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Table 2: Youth unemployment rate (unemployed 15-24 year olds in % of labour force of the same age)

	2012	2013	2014	2015
Total	53.0	50.3	53.1	47.3
Male	50.9	48.9	52.0	49.7
Female	56.3	52.8	55.0	43.3

Table 3: People at risk of poverty or social exclusion²²

	2012	2013	2014
Total	26.2	24.2	22.1
Male	26.9	24.6	22.3
Female	25.5	23.9	21.9

Table 4: Children (0-17) at risk of poverty or social exclusion²³

	2012	2013	2014
Total	31.5	30.9	29.0
Male	33.2	31.0	29.2
Female	29.7	30.9	28.9

Table 5: Recipients of social welfare services²⁴

	2012	2013	2014
Juveniles recipients of social welfare services	18181	15014	13859
Adults recipients of social welfare services	34588	35969	37083

²² State Statistics Office (2015) Laeken poverty indicators in 2014, <http://www.stat.gov.mk/pdf/2015/4.1.15.100.pdf>.

²³ Ibid.

²⁴ State Statistics Office (2015) Institutions and rights of social welfare for juvenile and adult recipients, <http://www.stat.gov.mk/pdf/2015/2.1.15.20.pdf>

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Mandates in the area of social welfare services

The constitutional amendments from 2001 determined that the majority of the administrative functions of the state apparatus, concentrated at the central level will be directly given under the competence of municipalities. Therefore, the citizens through their representatives will participate in decision-making processes in the area of: health care, culture, sports, education, social and child protection, urban planning, public services, rural planning, and local economic development. After the constitutional changes, the new Law on Local Self-government, adopted in 2002, represents a qualitative change compared to the former, with number of functions that are now the responsibility of local self-government.

According to this Law, the municipalities are autonomous in their work and in performance of their functions, which are in compliance with the Law. The principle of subsidiarity is largely present in the Law for Local Self-government through the right of the municipalities within their jurisdiction to carry out activities of public interest and local importance that are not excluded from their jurisdiction and not fall under the jurisdiction of the central government.

Since 2004 municipalities were given the opportunity and responsibility to develop social functions on a local level, i.e. to create programs addressing the needs of the groups at social risk. In the law there was an opportunity for municipalities to develop non-institutional forms of protection through the establishment and organization of day care centers and centers for temporary sheltering of citizens, depending on their needs, and to organize and provide social protection for the citizens from their own area by adopting their own development programs in line with the specific needs. The Law on Social Protection from 2009 introduced an obligation for the municipality to render its development programs compliant with the strategic programs of the Ministry of Labour and Social Policy. „The decentralization process in the field of social protection was basically aimed at giving municipalities a sense of ownership and making them assume the role of entities in charge of solving the social problems of the vulnerable groups on their territory. In other words, the amendments to the regulations were basically directed towards the active involvement of the municipalities in the decentralization process

Issues of service development, gaps and obstacles for further decentralization

Despite the legislative and political declaration, the local governments still remain ill-prepared for their new roles, social functions of municipalities are not developed and local social services networks as a result are very scarce.

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The activities of local self-government in the area of social protection are mainly connected to administration of cash benefits and are based on the discretion right in decision making by the mayor of the municipality. Basically, the budget for social protection has been used for one term material assistance to persons and families in need of hospitalization or in cases of harm reduction from elementary damages or alike. The municipality is not a direct distributor of social services for the vulnerable groups of citizens, but in some cases supports pre-established social services through covering the expenses for food, transportation, utilities, etc. Most of the municipalities within their budgets provide means for social protection that are in the range between 0.3% and 1% of their basic budget (not counting the supplements from the central budget). The designation on the amount of the administered social protection from the budget of the municipality is on voluntary bases and is not based on the identified needs.

The municipalities do not possess satisfactory administrative capacities for distribution of social services for their citizens. They do not have the capacity for identification of the specific needs for social protection on their territory, knowledge for strategic planning in the field of social protection.

In accordance to the Law on Social Protection and the National Program for Development of Social Protection 2011-2021, the municipalities should prepare annual programs for social protection, based on needs of their citizens and they should submit them for an opinion to the Ministry of Labour and Social Policy. The programs are not prepared in accordance to standard methodological criteria that should be regarded in the process of development of such programs. Mainly, they have not been based on participatory and profound analysis and research of the conditions of the vulnerable groups in the municipality nor through a wider consultative process between the local actors. Consequently, the programs are conceptually and contextually poor, formal, not comprehensive and do not reflect the real needs of its citizens.

In all of the municipalities the lack of financial means is pointed out as a basic obstacle for implementation of these programs. In the current constellation of relationship, the Centers for Social Work remain the basic carriers of social protection and social services of the municipalities. Yet, due to the fact that they are centrally organized and are subjected to social inspection and monitoring over their work and implementation of acts, their acting is based on implementation of centrally created policies and their implementation on local level that are not always in compliance with the specifics of the vulnerable groups from the local communities. Also, the Centers for Social Work are financed by the State budget and their planning in the area of budgeting is in the framework of the available means provided on central level and within the central policies of the MLSP.

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Lessons learnt or good practices

Activities implemented by local self government units

Many municipalities implement activities and dedicate funds in addition to the centrally provided budget. In spite of limited municipal budgets, some municipalities each year provide a small amount of direct funding for social assistance. These funds were directly transferred to the citizens in need. The transfer has been made upon application for assistance or on various other grounds. Often it is an application for assistance on grounds of poverty, usually to cover the costs of a medical treatment. Some municipalities have established a regular activity that is undertaken before each new year, within which an assessment of the needs of citizens from the whole municipality is made and certain funding or assets are awarded in the so-called social packages.

Activities implemented by the civil sector

The Ministry of Labour and Social Policy has delegated the competence to implement the process of deinstitutionalization to the NGO Poraka from the town of Negotino. The deinstitutionalization of persons with disabilities has been implemented in the past three years, encompassing a total number of 63 people, who now live in individual homes as any other citizen. The Centre for Support of People with Mental Disabilities „Poraka“ from Negotino has been more widely recognized outside the municipality than in the municipality itself. All information is available in the municipalities both to the mayors and the counselors, but something is missing: training that will improve the cooperation between the NGOs and the local government, but also with the business sector.

Activities implemented in cooperation between the local self-government units and the NGO sector

Positive examples to be quoted here come from the organization Poraka from the city of Kumanovo and Struga, where a contract on realization of works of public interest and of local importance has been signed between the municipality and the NGO. This contract has been concluded in line with Article 24 of the Law on Local Self Government, which enables direct partnership between NGOs and the local self-government. On the basis of the abovementioned article and this mechanism, full funding for a day care center for people with disabilities has been provided in these two local government units. This is also the case in Skopje, where the City of Skopje covers 70% of the costs for day care center, as well as in the city of Ohrid, where the municipality has allowed its own facility to be used which has previously completely refurbished.

A positive example of multisectoral cooperation is the cooperation which has been developing in the past several years among the municipality of Pehcevo, the Ministry of Labor and Social Policy and the Roma Education Fund regarding the pre-school education for Roma children.

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