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SITUATION ANALYSIS

Legal and Fiscal Context as well
as the Capacities of Social Service
Providers in Kosovo

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Situation Analysis:

Legal and Fiscal Context as well as the Capacities of Social Service Providers in Kosovo

Save the Children in Kosovo/a

European Centre for Social Welfare Policy and Research

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Acronyms

AI	Administrative Instruction
CSW	Centre for Social Work
DHSW	Directorate of Health and Social Welfare
DPM	Duart Plot Mëshirë Organization
DSPF	Department of Social Policy and Family
EU	European Union
GoK	Government of Kosovo
GSFSC	General Social and Family Services Council
MLGA	Ministry of Local Government Administration
MLSW	Ministry of Labour and Social Welfare
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MQS	Minimum Quality Standards
MVPT	Centre for protection of victims of trafficking and prevention of trafficking of human beings
NGO	Nongovernmental organization
OFAP	Organization for children without parental care
QJP	Center for Independent Life
QMG	Center for Protection of Women
QSGF	Center for Sheltering Women and Children
SDSF	Hope and Homes for Children
TDH	Terre des Hommes Organization

Abstract

This report was conducted as part of the project “Support for better social services for the most vulnerable groups in Kosovo”, funded by the European Union and co-funded by the Swedish Government and implemented by Save the Children Kosovo in cooperation with the European Centre for Social Welfare Policy and Research. This report is a situation analysis of the decentralization of social services in Kosovo, which started in 2009 with the signing of the Memorandum of Understanding between ministries and the individual municipalities. Decentralization generally is viewed as a key democratic governance objective needed for the efficient delivery of services to people and to foster political integration, identification, and involvement. Decentralization implies a change in institutional culture, creating a socio-political context conducive to a transfer of authority and a transfer of finance from central government to local government in ensuring qualitative and effective service delivery. It is therefore important to ensure that the beneficiaries’ interests are taken into consideration during the implementation by local authorities.

Specific financial formula for social services needed. The report finds that there is a solid legal and institutional framework for social service delivery in place. However, this needs to be complemented with the funding and resources required. The central government needs to establish parameters for a specific financial formula for social services to be allocated to municipalities. This formula could become part of the Law on Local Government Finances.

Centres for Social Work. CSWs have the mandate for social service delivery at the municipal level. A comprehensive geographical coverage with CSWs exists in each municipality, providing services close to the residence of people in need. The CSW staff generally have five to ten years of administrative experience and expertise in delivering social services. However, because many are overloaded with multiple tasks to fulfil the responsibilities of vacant positions, further human resource planning is needed. The CSWs maintain databases of the beneficiaries, which could be expanded and feed into effective planning and resourcing of social service delivery in the future.

Nongovernmental organizations. 22 licensed nongovernmental organizations provide services in Kosovo. More need to be licensed for wider geographical and needs-based coverage. While these NGOs are functional and provide services, a key task of the public sector for the future will be to cooperate with NGOs and contribute to their financial sustainability in order to continually provide social services to the most vulnerable.

Executive Summary

The report was conducted as part of the “Support for better social services for the most vulnerable groups in Kosovo”, a project funded by the European Union, co-funded by the Swedish International Development Cooperation Agency, and implemented by Save the Children Kosovo in cooperation with the European Centre for Social Welfare Policy and Research. The aim of the project is to contribute to an effective transformation of the social service system in Kosovo for improved quality and availability of the local social and community-based services for children and vulnerable people living at social risk.

Decentralization of social services. Until 2009 the provision of social services was conducted by the Ministry of Labour and Social Welfare (MLSW) through Centres for Social Work (CSWs). Decentralization of social services from the central level to the municipalities became a priority since 2009 with the signing of the Memorandum of Understanding between the MLSW, the respective municipalities, the Ministry of Finance and the Ministry of Local Government Administration. However, this process is not linked concurrently with budget planning according to the provisions of the Law on Local Government Finances, which determine the procedures for delegating competencies from the central administration level to the local level. In this regard, there is a lack of clarity among municipalities about the local budget available for social services, which has resulted in considerable variation in the levels of support to social service delivery. Limited financial resources and human capacities, as well as a lack of proper planning result in poor provision of social services to the most vulnerable people in Kosovo. Moreover, municipalities do not have accurate data on the population numbers disaggregated by gender, age groups, ethnicity, ability or vulnerability, which has a negative impact on the planning and implementation of activities.

Decentralization implies a change in institutional culture, creating a socio-political context conducive to a transfer of authority and a transfer of finance from central government to local government in ensuring qualitative and effective service delivery. It is therefore important to ensure that the interests of the population are taken into consideration during the drafting process of the central policies and implementation by local authorities. In this report, the main challenges of the decentralization of social services in Kosovo are analysed:

- **Funding challenge for the provision of social services by CSWs.** Despite the transfer of responsibilities to the municipalities, these have not been supported with adequate resources for delivering social services. This has resulted in a poor provision of social services to the most vulnerable groups.
- **No specific financial formula for social services.** There are no parameters in place for the central government in establishing a specific financial formula on social service delivery to be allocated to the municipalities.
- **Limited cooperation and budget planning in the municipalities.** Little cooperation and exchange exists between mayors and respective municipal department heads. These pay little attention to budget circulars for appropriate budget preparation to enhance social services provision. Little central-level guidelines and instructions exist for municipalities regarding budget preparation and planning.

- **Lack of municipal planning based statistical data on the most vulnerable groups.** In line with the municipal budget circulars, the MoF required municipalities to plan based on the aggregated data and the identified needs in the municipality, and not on the basis of previous years’ planning.
- **Insufficient capacities of CSWs.** In order to increase the capacities of social workers, the MLSW should plan and assess the training needs of licensed social workers on an annual basis.
- **Limited financial sustainability of NGOs providing social services.** The MLSW and the municipalities insufficiently support of the NGO social service providers and therefore financial sustainability does not exist to continually provide social services.

In order to properly implement the process of decentralizing social services, several steps can be taken by central and local authorities in Kosovo in improving the quality and sustainability of their delivery for the most vulnerable groups.

Based on the interviews with central-level representatives and social service providers, the analysis of the legislation and the review of the literature, we make the following recommendations with regard to advancing the delivery of social and family services in the future:

Recommendations to the Central Level (MLSW, MoF, MLGA)		
Funding	Specific financial formula	Develop the specific parameters for determining a specific financial formula on social services. This formula should be introduced in the amendments of the Law on Local Government Finances, according to which the MoF will allocate the funds to the municipalities. Prepare guidelines and instructions for the municipalities for implementing the new grant formula on social services.
	Adequate staff compensation	Initiate changes in legislation required for adequate compensation of CSW staff for over-time work and for any additional expenses that the staff undertakes dealing with persons in need, and potentially provide additional employment benefits.
	Facilities	Establish a commission of national and local level representatives to assess the conditions of CSW facilities and their compliance to structural standards. Based on the commission’s assessment, implement an action plan for improving CSW facilities. Jointly with municipalities, provide adequate facilities to CSWs, meeting basic standards of accessibility, spatial planning, and hygiene. CSWs should be equipped with waiting rooms, drop-in centres, recreational facilities, and shelters for people in need.
	Equipment	Jointly with the municipalities, equip the CSWs with the necessary resources such as vehicles, work stations, computers, printers, and other necessary office supplies.
	NGO funding	Allocate adequate funding for nongovernmental and nongovernmental non-governmental service providers to cover for the diminishing funds of the international donors.
	Budget preparation	Focus consultations on budget circulars for appropriate budget preparation and calculation in order to increase the capacities in implementing and enhancing own competencies to provide social services.

Licensing	Harmonize Licensing	Amend the AI for Licensing of the Legal Entities / Organizations that provide Social and Family Services No. 17/2013 in order to clarify service delivery, monitoring and quality control procedures, as well as procedures for the renewal of licenses. These procedures and rules shall be harmonized in order to properly implement the AI and harmonize it with EU standards.
	Increase NGO licensing	Increase number of licensed NGOs, encourage community based NGOs to apply for licenses, and ensure the availability of services in all geographical regions.
	Diversify NGO licensing	Develop additional licensing standards for NGOs that provide project-based services to the most vulnerable people (e.g. free legal aid, CLARD).
Staffing	Criteria for staff selection	Develop and formalize through an AI a set of criteria for the recruitment and selection of professional staff. This would make municipalities more alert and committed to respect procedures and plan employment of staff respectively.
	Staff monitoring	Assess the performance of the CSW staff through regular appraisals, licensing and relicensing as necessary. Operationalize professional standards for social workers and managers of social services based on which a review of social worker's competences and skills would be conducted to identify areas for further development and capacity building needs.
	Staff training	Develop curricula and provide regular trainings for CSW staff, especially social workers (recommended topics include techniques for working with disabled people, post-surgery therapies, how to manage difficult cases, how to maintain databases etc.).
	Budget training	Train staff of municipalities, in particular of those of CSWs, in budget planning and management as well as on the application of the new grant formula on social services.
Operations	Cooperation	Draft guidelines and policies that encourage partnerships between state and nongovernmental service providers in joint service delivery, not just partnership for supporting individual cases. Produce and strengthen mechanisms for inter-institutional and inter-municipal collaboration.
	Monitoring standards	Map priorities and work of local and central government (e.g., MoF), with other respective institutions to increase cooperation and exchange with mayors and respective municipal department heads.
	Action plans	Jointly with municipalities and CSWs, re-assess and oversee the implementation of standards for providing social services. The set of standards could cover accessibility, accountability, transparency, protection of information etc.
	Case management system	Issue an AI to determine the criteria and standards for preparing annual action plans on social and family services with clear short-term objectives, priorities, and activities, based on accurate data on the population groups disaggregated by gender, age, ethnicity, ability or vulnerability.
	Database	Develop a uniform and consistent case management system and allocate resources based on the data and needs of the communities as well as vulnerable groups.
	Law on Social Enterprises	Develop a database for services provided by licensed NGOs to beneficiaries and link it to the CSW database, to be able to follow services delivered to beneficiaries.
		Facilitate the approval of the Law on Social Enterprises, which would create a solid base for employment for the most vulnerable, decrease the number of the unemployed, and increase the standard of living for the most vulnerable groups in Kosovo. Allocate adequate funding for implementing this law and promote it to interested parties.

Recommendations to Municipalities		
Funding	Separate budget line	Consider separate directorate for social welfare, and establish a separate budget line for the delivery of social services according to the needs of the CSWs.
	Increase funding	Examine municipal budget circulars issued by MoF and plan a progressive increase of expenditures for social services, including needed social services currently not provided.
	Funding NGOs	Allocate adequate funding to enable CSWs to exercise their mandate, provide social services, and manage operations.
	Emergency fund	Allocate funding to NGOs as the main supporters of the municipalities in providing social services, in a context where funding from the international community decreases.
	Policies on generating income	Create a separate fund for emergency situations so that the CSW staff are able to respond to difficult cases and can manage the immediate risks of people in need.
	Provide equipment	Provide community-based policies on how to generate income for the most vulnerable groups (e.g. the Down Syndrome Kosova).
Operations	Budget planning	Consult with heads of CSWs and social workers regarding budget planning and financial needs.
	Data collection	Collect accurate data on the population groups disaggregated by gender, age, ethnicity, ability, or vulnerability, as basis for municipal budget planning.
	Inter-municipal cooperation	Strengthen inter-municipal cooperation to provide adequate services for people in need, and cooperation with nongovernmental and nongovernmental service providers of other municipalities.
	Structural review	Conduct a structural review of CSWs to identify human resource management issues, identify the needs for additional staffing, gaps in the division of staff responsibilities, and potential changes in the structure of CSWs to effectively meet the demand for social services.
	Ensure human resources	Ensure that the CSWs have the necessary human resources to provide social services, and fill in the vacant positions, particularly social worker positions in several municipalities (psychologists, sociologists, and pedagogical staff members).

Recommendations to Centres for Social Work		
Funding	Funding innovation	Identify mechanisms to generate funds from CSW or enable CSWs to receive funding from other alternative sources (i.e. enabling joint applications with NGOs to public funding grants).
	Budget planning	Consult with municipalities regarding budget planning and financial needs.
	Emergency funding	Ensure funding for cases in need of immediate assistance, specifically for victims of domestic violence.
	Prevention funding	Budget for preventive services and require follow-up actions.
Staffing	Staff recruitment	Ensure to recruit the necessary and appropriate staff including child protection specialists to provide child-friendly quality services, in accordance with the minimum standards and child-oriented policies in place.
	Build capacity	Ensure provision of capacity building activities as foreseen by minimum standards (1–3 days of training for social issues). Organize capacity building activities for staff on budget planning, management and reporting, particularly if the responsibility of managing funds is assigned to the CSWs in the future.
	Increase capacity	Increase the capacities through involvement of student volunteers and potential cooperation with the faculties of law, education, psychology and sociology.
Operations	Prioritize services	Increase services as per identified needs for priority groups (children with disabilities, children in conflict with the law, victims of abuse and the elderly etc.).
	Implement standards	Implement standards required for providing social services, as indicated above, in terms of accessibility, transparency, accountability, protection of information and case-management.
	Website	Improve electronic communication, provide contact details on the website, and information about the mandate and types of services provided.

Recommendations to Nongovernmental Organizations		
Funding	Funding innovation	Identify mechanisms to generate funds from CSW or enable CSWs to receive funding from other alternative sources (i.e. enabling joint applications with NGOs to public funding grants).
Operacionet	Uniform system	Follow a uniform system of case management, like the system implemented by CSWs to ensure common understanding and quality services.
	Information sharing	Share information with other service providers on available services and planned activities.
	Partnering	Cooperate with municipalities, Centres for Social Work and local NGOs in planning and providing social services.

1. Introduction

The report was conducted as part of the “Support for better social services for the most vulnerable groups in Kosovo”, a project funded by the European Union and co-funded by the Swedish International Development Cooperation Agency, and implemented by Save the Children Kosovo in cooperation with the European Centre for Social Welfare Policy and Research. The aim of the project is to contribute to an effective transformation of the social service system in Kosovo for improved quality, availability, and sustainability of the local social and community-based services for children and vulnerable people living at social risk.

Kosovo’s prospects for integration into the European Union has improved since 2003¹. The Stabilization and Association Agreement (SAA) signed/ratified in 2015 between the European Union and Kosovo obliges Kosovo to harmonize its legislation with EU standards, specifically “on labour, health, safety at work and equal opportunities for women and men, for people with disabilities and for persons who belong to minority groups and other vulnerable groups, referring to the existing level of EU protection” (Article 106)². The agreement also determines the need for decentralization and proper functioning of state institutions for the benefit of the population (Article 120).

Decentralization is also stipulated in the Comprehensive Proposal for the Kosovo Status Settlement³. The Constitution of the Republic of Kosovo includes the main international instruments on the protection of human rights, which are directly applicable in the Republic of Kosovo and, in case of conflict, have priority over provisions of laws and other acts of public institutions (Article 22).⁴

The European Union Parliament Resolution B7-0004/2014 on the integration process of Kosovo into the EU restated the concern about “...high rates of child poverty and mortality, the low level of cover afforded by Kosovo’s social protection system and the high amount of out-of-pocket expenditure on healthcare, exposing vulnerable families to chronic poverty.”⁵ They recommend the reassessment of child poverty policies, including the modification of the social assistance scheme and the introduction of child benefit schemes.

The Law on Social and Family Services defines a list of persons in need of social protection (see box on the right). This includes children without parental care, children with asocial behaviour, juvenile delinquency, disordered family relationships, physical illness or disability, mental disability, mental illness, vulnerability to exploitation or abuse, domestic violence, human trafficking, addiction to alcohol or drugs, natural or contrived disaster or emergency, or other causes that render people in need (article 1).⁶

1 Kosovo-EU Relations: The History of Unfulfilled Aspirations? available at <http://kfos.org/wp-content/uploads/2013/04/Kosovo-EU-Relations-The-History-of-Unfulfilled-Aspirations.pdf> accessed on 6 July 2017

2 Stabilization and Association Agreement (SAA) between the European Union and Kosovo signed in Strasbourg on 27 October 2015 available at: http://www.kryeministri-ks.net/repository/docs/Kosovo-EU_SAA_Final_1.pdf accessed on 6 July 2017

3 Comprehensive Proposal For the Kosovo Status Settlement, Annex II available at: <http://www.kuvendikosoves.org/common/docs/Comprehensive%20Proposal%20.pdf> accessed on 6 July 2017

4 Constitution of the Republic of Kosovo, available at: <https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=3702> accessed on 6 July 2017

5 See European Parliament resolution of 16 January 2014 on the European integration process of Kosovo (2013/2881(RSP)) <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P7-TA-2014-0040+0+DOC+XML+V0//EN> accessed on 9 July 2017

6 Law on Social and Family Services, Law No. 02/I-17, Official Gazette of the Provisional Institutions of Self-Government in Kosovo / Prishtina: Year II / No. 12 / 01 may 2007 available at: <https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=2447> access to the web on 10 July 2017

This report is a situation analysis of the decentralization of social services in Kosovo, which started in 2009 with the signing of the Memorandum of Understanding between ministries and the individual municipalities. Decentralization generally is viewed as a key democratic governance objective needed for the efficient delivery of services to people and to foster political integration, identification, and involvement. Decentralization implies a change in institutional culture, creating a socio-political context conducive to a transfer of authority and a transfer of finance from central government to local government in ensuring qualitative and effective service delivery. It is therefore important to ensure that the beneficiaries' interests are taken into consideration during the implementation by local authorities.

Persons in need of social services:

- Children without parental care
- Children with anti-social behavior
- Juvenile delinquency
- Disordered family relationships
- Advanced age
- Physical illness or disability
- Mental disability
- Mental illness
- Vulnerability to exploitation or abuse
- Domestic violence
- Human trafficking
- Addiction to alcohol or drugs
- Natural disaster or emergency
- Other cause that renders them in need.

The report is structured in five parts. The first part informs about the methodology that was used for the data collection, analysis and drafting of the report. The second part includes an assessment of legal, institutional and fiscal setting at the central and municipal level as well as the nongovernmental organizations providing social services. The third part provides a summary of interviews from field visits to the Centres for Social Work, about their challenges and opportunities. The fourth part is concerned with the efforts of nongovernmental organizations providing social services. The fifth provides key conclusions and recommendations based on the findings of this report. Lastly, the appendices include the questionnaires, list of interviewees and references.

This report would not have been possible without the cooperation of institutions and organizations that expressed readiness to meet and contribute to the findings of this report. Acknowledgements must be passed to all the representatives of institutions, municipal directors of social welfare, directors and social workers of Centres for Social Work, and representatives of organizations who were available to meet and provide important insights in a timely manner. Annexed to this report is the list of persons who were interviewed for this situation analysis.

2. Methodology

The situation analysis is based on a large sample from all seven regions of Kosovo and draws from several primary and secondary data sources.

1. Sample

The project team approached all Centres for Social Work in the 38 municipalities and all 22 licensed NGOs in the study, therefore no sampling was necessary. Non-licensed service provider organizations were also invited to participate. 30 CSWs, which means 80% of CSWs, responded to the request and participated in the study with representatives of municipal directorates for social welfare, and directors and social workers of Centres for Social Work. 14 licensed NGOs responded, which means 64 percent of all licensed social service providers provided information about capacities. Furthermore, beneficiaries at six different CSWs responded were asked about their overall satisfaction with the services obtained in Centres for Social Work. In addition, three non-licensed social service providers, 4 local social welfare experts and 6 representatives from the central level were interviewed.

Although when selecting NGOs for the study we gave priority to those NGOs that are licensed by MLSW, we also contacted non-licensed social service providers who are part of the Coalition of NGOs for Child protection, but only a few agreed to be included.

For additional questions regarding social mapping, 10 municipalities, namely Ferizaj/Uroševac, Fushë Kosovë, Gračanica/Gračanicë, Klinë/Klina, Malishevë/Mališevo, Mitrovicë e Jugut/Južna Mitrovica, Severna Mitrovica/Mitrovicë e Veriut, Novo Brdo/Novobrdë, Prishtinë/Priština and Prizren, were selected based on the following intersecting criteria:

- Municipalities representing each of the seven geographical regions of Kosovo;
- Municipalities with diverse ethnic makeup;
- Municipalities with a high proportion of families receiving social and/or disability benefits;
- Municipalities of various sizes: small, medium and large.

2. Data sources

Interviews and questionnaires: Interview templates and questionnaires were tailored towards each of the relevant stakeholders. Representatives from CSWs were either interviewed or completed questionnaires. Survey questionnaires were designed to elicit information of both quantitative as well as qualitative nature, including questions on the types of services provided, the number of beneficiaries

served, number of social workers employed in each NGO or public institutions, cooperation with other providers, and the nature of issues and challenges faced by providers of social services.

During interviews and face-to-face meetings, CSW officials were also asked to provide an opinion in the form of a self-evaluation/self-assessment-based on their experience and first-hand knowledge—on the capacity of CSWs to cover the needs of beneficiaries that apply for services in their respective Centres.

Interviews and questionnaires were compiled, analyzed and interpreted to be presented in the findings of this report.

Statistical data: To the extent that empirical data were available, key indicators of social service delivery are presented for each of the 10 sample municipalities including data such as size of population and number of people who benefit from social assistance, pensions, and disability schemes. The project submitted a request for data to the Agency of Statistics of Kosovo, which responded in a timely manner and made available its data broken down by municipality. The empirical data that are presented in the tables for each municipality were collected from two publications of the Agency of Statistics of Kosovo: (1) Registration of Population, Households and Apartments in Kosovo (2011), and; (2) Social Welfare Statistics 2016.

Secondary sources: A desk review of secondary sources took place for capturing the legal and fiscal context. This included a review of national and local policies and legal and fiscal documents addressing the issues of social services and the competencies of central and local level institutions, as well as an analysis of the various reports and research studies available. Although not interviewed, information from some social service providers was made available from themselves in their yearly reports, official documents of public record, as well as analytical reports from other sources i.e. reports of the MLSW and CSWs. The process comprised the following steps:

- Review of the National Policies in order to define the strategic approach of the Government towards decentralization of social services to the municipalities.
- Analysis of the different laws and by-laws, which regulate issues regarding the responsibilities of the public bodies dealing with social services, the decentralization process, the procedures for the transfer of competencies to the municipalities, the regulatory framework of finances, etc. The analysis consisted of identifying the competencies of the institutions of Kosovo and their legal obligation for the provision of social services.
- Implementation of legislation and other key information were reviewed and discussed in the meetings organized with the representative of the Ministry of Finance, and other representatives of NGOs between May and July 2017 (see Annex 2 for the list of stakeholders consulted). The performance, planning, and budgeting at the local level were analysed by holding visits and meetings with representatives of the CSWs in the municipalities.

- The regulations of the municipalities on Allocation of Subsidies and the statutes of the CSWs were reviewed in order to understand their competencies and the structure within which they are functioning, as well as the procedures for the allocation of the subsidies. Furthermore, access to the subsidies and availability of funds to provide social services were discussed in meetings with nongovernmental social service providers (e.g. CLARD, HADIKOS, SOS Children's villages, and Down Syndrome Kosovo). Additional sources for the review were the European Commission Progress Report for 2016, the Reports of the Government on the Work of the Government in 2015 and 2016, Statistical Reports from the Kosovo Agency of Statistics, reports of the EC supporting the MLSW, UNDP and World Bank reports (see Annex I or the List of References).

The report was planned and implemented as a series of activities, taking place in three main stages:

- preparatory stage (preparation of instruments and review of secondary data);
- data collection stage (collection of data from the surveys and interviews); and
- final stage (analysis and summary of results).

3. Limitations

There are a few important limitations to consider for this report. Firstly, the research team focused on those services and target groups that were relevant to the implementation of the Project; namely, a) community based residential and day-care services b) day-care providers for vulnerable and excluded children and adults, c) home and home-based services for children and adults in need, and d) providers of services for victims of domestic violence and trafficking. For those institutions and organizations that were interviewed, the report does not include the entire mandate or portfolio of services they provided over the years, but it covers the main areas of their involvement based on the information provided in the interviews and questionnaires. The information about the mandate of the Ministry of Labour and Social Welfare and the General Social and Family Services Council is based on the legal framework.

Secondly, there was no data available on household budget surveys or labour force surveys broken down by municipality. The empirical data on the number of beneficiaries of CSWs are often misleading or inconsistent across municipalities, as the municipalities do not have clearly defined rules on which groups they consider beneficiaries, as some groups receive only administrative support. There was no data on social service indicators for North Mitrovica.

Thirdly, several NGOs that were not licensed by the state for providing social services did not agree to be part of the study, and stated that the reason for this is specifically because they lack a license for this work. In some of the Centres for Social Work, there was a noticeable hesitation to share the exact number of beneficiaries and services provided, and there was a tendency to focus on some of the negative aspects of their work.

In terms of timeframe, the report contains data from 2016, and in some cases from 2015. 2017 data was not available to the authors. Therefore, unless otherwise noted, the data refer to 2016.

4. Ethical Considerations

In order to ensure confidentiality, names of respondents are not featured in the report. Permission was requested from all respondents to use the information provided in the data, and they were assured that there will be no direct quotations. Data received from the respondents are secured in password protected files.

3. Legal, Institutional, and Fiscal Setting

Social services for people at risk fall within the competence of various institutions and organizations at the central and municipal level that are either mandated by law to provide social services, or implement programs and activities aimed at improving access to such services.

Social services in Kosovo are designed to serve adults and children with disabilities; families with marital difficulties; reduce impediments to the labour market; the elderly; people with long-term and chronic illness; children and adults at risk of physical or sexual abuse; youth and adults with drugs and substance abuse problems; children deprived of parental care, mistreated by their families, or in conflict with the law.⁷

1. Legal Setting

Decentralization

Until the end of 2009, DSPF and MLSW managed and provided all social services through Centres for Social Work, who reported directly to the Ministerial Department. The growing need to bring services closer to the beneficiaries, to increase the quality of services through increasing financing and monitoring of these services, as well as the Government's decentralization policy initiated in 2008, led to a **Memorandum of Understanding (MoU)** signed between three Ministries (Ministry of Labour and Social Welfare, Ministry of Local Government Administration and Ministry of Finance) and the respective municipalities. The MoU transferred the responsibility for the provision of social services from the MLSW to Municipalities of Kosovo, respectively to the Municipality Directorates of Health and Social Welfare—as the assigned local structures responsible for providing social and family services to persons and families in need in Kosovo through Centres for Social Work.

The MoU specifies that: “social services will be administered as a transferred competence to the municipalities, based on the budget transferred from MLSW. Municipalities will be fully responsible for providing social services in the municipality and the budget transferred from MLSW cannot be used for other purposes”.⁸ Furthermore, the MoU determines that “MoF in cooperation with MLSW shall ensure the transfer of the finances from central level to the local level for each municipality, according to certain parameters set by the respective ministries in each category of the economic expenditures”. On the other hand, under the basic Law on Family and Social Services “the Ministry however reserves the right to determine where, how and by whom these services will be delivered” (article 2.3).⁹ The Government Administrative Instruction No. 01/2010 was issued on the procedures for delegating responsibilities of the social assistance scheme to the local level. I.¹⁰

⁷ Strategy for Decentralization of Social Services (2012-2017), September 2012: http://www.kryeministri-ks.net/repository/docs/Strategjia_per_Decentralizimin_e_Sherbimeve_Sociale_ne_Kosove_2013-2017.pdf accessed 10 July 2017

⁸ The MoU is available only in physical copy.

⁹ Law on Social and Family Services, Law No. 02/I-17 Official Gazette of the Provisional Institutions of Self-government in Kosovo / Prishtina: Year II / No. 12 / 01 May 2007: <https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=2447> accessed 10 July 2017

¹⁰ AI no. 01/2010 (MLSW) on the procedures for delegating responsibilities of social assistance scheme at local level of the Government of Kosovo, 23 March 2010, http://www.kryeministri-ks.net/repository/docs/UA_nr.012010_per_procedurat_per_delegimin_e_pergjegjesive_per_skemen_e_ndihmes_sociale.pdf accessed July 2017

Legally, MLSW still distributes the budget as per municipal planning, and it remains the competent authority to develop work and social welfare policies, draft and implement legislation in these areas, monitor employment and social welfare and propose active and appropriate measures, support action policies and work practices of social welfare, protect families and minors, manage and supervise public administrative institutions of labour and social welfare, as well as cooperate with municipalities, social welfare offices and other institutions involved in the implementation of work and social welfare policies.¹¹ In addition, the amended Law on Family and Social Services further reaffirms that “with the aim to enable municipalities and organizations providing social and family services and execute such functions on its behalf, the Ministry will allocate annual funds for such purpose through a public announcement of the purchase of services” (article 2.4).¹²

The “Strategy for the Decentralization of Social Services 2013–2017” determines the roles and responsibilities of different stakeholders dealing with social services and the process of decentralizing these services. The Strategy defines social services as interventions supplied to individuals, families and communities to help reduce poverty, mitigate risks, improve inclusion and integration, and to live full and satisfying lives.

Licensing

The MLSW has the final authority to oversee the licensing and professional performance of locally based NGOs that provide services to vulnerable groups including victims of gender-based violence. To ensure the quality of social service provision, the MLSW set quality standards for organizations providing family and social services as well as for staff.

1. **Standards for organizations:** The licensing process started with the issuance of the MLSW’s Administrative Instruction 17/2013 for the Licensing of the Legal Entities/Organizations that Provide Social and Family Services. MLSW set 22 Minimum Quality Standards (MQS), to which state and non-state social service providers are expected to adhere. Three additional MQSs are expected to be drafted, although there is no specific plan in place currently for this to proceed. Each of these sets of standards is specific to one category of people in need, including children (i.e. MQS for working with children without parental care, MQS for working with children with asocial behaviour, MQS for working with people with disabilities, etc.) Each standard is accompanied by a guide that provides instruction and information concerning how to complete the documents and processes needed to support the monitoring of compliance with the agreed standards. Each standard is divided into structural standards (agreed statements that identify the structural requirement of the service) and functional standards (statements that define the criteria for measuring service processes and activities in the achievement of the purpose of the service). Structural standards are defined for the organization, the facilities and staff development, whereas functional services are set for admission and assessment, planning, review, monitoring, etc. Wherever possible, performance indicators are defined for the standards.

11 Appendix 10, Government Regulation no. 02/2011 on the areas of administrative responsibility of the office of the prime minister and ministries: http://www.kryeministri-ks.net/repository/docs/Rregullorja_02-2011-e_miratuar_nga_Qeveria-finale.pdf accessed 10 July 2017

12 Law no. 04/l-081 on Amending and Supplementing the Law no. 02/l-17 on Social and Family Services Official Gazette of the Republic of Kosovo / No. 5 / 05 April 2012, Pristina: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2447> accessed 11 July 2017

2. **Standards for staff.** MLSW has set 12 standards for the licensing of staff providing family and social services. There are three levels of staff to be licensed and relicensed every three years:
- a. **basic, i.e.** who provide care for hygiene, health organization of the activities for the vital needs of vulnerable persons and transportation services;
 - b. **secondary, i.e.** who identify, assess, and provide temporary financial assistance to poor families; and
 - c. **superior, i.e.** who provide counseling and professional services ¹³. During 2016, 145 staff providing social services were licensed, 87 of which were at the superior level and 58 at basic level. ¹⁴

2. Institutional Setting

Because decentralization takes place from the central-level to municipal-level institutions, the institutions at both levels are briefly discussed.

Central level

The Ministry of Labour and Social Welfare (MLSW) is the principal institution responsible for the overall organization and quality of social and family services in Kosovo. According to the Law on Social and Family Services, the MLSW is responsible, among other things, for:

- developing policies and strategic plans for the provision of social and family services;
- ensuring that the policies and strategic plans are implemented;
- coordinating the activities of international and nongovernmental organizations to promote the development and implementation of social welfare policies;
- encouraging community participation on social welfare issues.¹⁵

The Department of Social Policy and Family (DSPF) functions within the Ministry with a mandate to develop new policies and legislative acts, set standards for social services and social protection, financially support targeted groups and monitor the quality of social service provision in Kosovo, provided both by state and non-state bodies.

¹³ Administrative Instruction (MLSW) No.13/2013 on Licensing of Family and Social Services Providers, <http://www.kpshsf-rks.net/sites/default/files/Udh%C3%ABzimi%20administrativ%2013%202013%20p%C3%ABr%20licencimin%20e%20OSHSF-%20niveli%20bazik%20dhe%20i%20mes%C3%ABm.pdf> accessed 11 July 2017.

¹⁴ The annual report of the work of the Government for 2016: <http://www.kryeministri-ks.net/> accessed 11 July 2017

¹⁵ Articles 2.1 and 2.2 of the Law on Social and Family Services, adopted in 2005 by the Assembly of Kosovo, amended and supplemented in 2012.

According to MLSW, the DSPF employs forty-five (45) staff members. In a summary sheet of its annual achievements of 2016 the MLSW states that during 2016 it has enabled over 26,000 families in Kosovo to benefit from social assistance, which includes over 107,000 family members. The MLSW also reports that it financed 6 regional shelter centres for protection against domestic violence, where social services in 420 cases of domestic violence were provided, in which the number of victims was 237 women and 186 children.¹⁶

The General Social and Family Services Council (GSFSC) is by law a central body relevant to the social service sector in Kosovo. The GSFSC is independent in the exercise of its functions, but MLSW provides administrative support and facilities for its operation. The GSFSC is composed of twenty-one members, of which: eleven members elected by the Social and Family Services professionals on the Council's register; two members nominated by the Association of Joint Municipalities, two members nominated by the University of Prishtina; one member nominated by the General Health Council; one from nongovernmental organizations, and four nominated by MLSW.¹⁷ The Council is responsible, among other things, for:

- holding the register of social and family service providers who are licensed to practice in Kosovo;
- deciding who may hold a license and become a provider of social services, and what continuous professional development is required for such professionals;
- investigating complaints against service providers, and decide disciplinary measures including the removal of service providers from the register..¹⁸

Despite the decentralization of social services in Kosovo, a number of social services providers remain under the administration and supervision of the MLSW,¹⁹ namely the **House of Elderly Persons in Pristina** and the **Special Institute of Shtime/Štimlje** that care for the elderly, including services such as health care, mental care and dental care. According to the MLSW annual report 2016, in December 2016, 69 beneficiaries were placed in the House of Elderly Persons in Prishtinë/Priština, whereas 60 beneficiaries were placed in the Special Institute of Shtime/Štimlje. Twenty-four-hour services were provided to the beneficiaries and their families, including both medical and social services.

Besides these two Institutions managed by MLSW, all services provided to the elderly and people with disabilities have been decentralized in the beginning of 2016. These include three community houses for the elderly in Istog/Istok, Skënderaj/Srbica and Gračanica/Graçanicë, and seven community houses for people with mental disabilities in Shtime/Štimlje, Ferizaj/Uroševac, Vushtrri/Vučitrn, Deçan/Deçani, Lipjan/Lipljan, Kamenicë/Kamenica, and Gračanica/Graçanicë. The first two community houses that were decentralized as a pilot project in 2014 were in **Skënderaj/Srbica and Gračanica/**

¹⁶ Ministry of Labour and Social Welfare (MLSW) The achievements of MLSW during 2016. <http://mpms.rks-gov.net/Portals/0/Librat/Te%20arriturat%20e%20MPMS%20per%202016.pdf>, accessed 10 July 2017

¹⁷ Article 5.9 of the Law on Social and Family Services, adopted in 2005 by the Assembly of Kosovo, amended and supplemented in 2012.

¹⁸ Article 5.3 of the Law on Family and Social Services

¹⁹ Save the Children (no year), Needs Assessment for Centre for Social Work in three municipalities of Kosovo, in Prishtina, Ferizaj and Klina.

Gračanicë. It is worth noting that there is a distinct lack of information and data about community houses in Kosovo; as a result, any assessment of the quality of services provided in those community houses is naturally limited in scope and nature.

The residential institution (community house) for elderly people without family care in Skënderaj/Srbica houses up to 20 residents, with a total of 13 employees. The beneficiaries placed at the community house are persons of either sex of 65 years or older, with different levels of physical and mental disability, caused by ageing.

The residential institution (community house) for people with mental disability in Gračanica/Gračanicë has 7 employees and is able to accommodate up to 10 residents. The residents placed here are aged from 20 to 50 years and have different psychiatric diagnoses.

The institutions (community houses) provide basic care services—such as accommodation, food and health care, as well as some recreational activities such as watching TV, playing card games or chess. However, no proper educational activities or professional intervention (stimulation and rehabilitation) activities are provided.

The number of the personell in these institutions is appropriate, and most have secondary education and several years of experience in the relevant fields of care and social services.

Key challenges, however, remain the insufficient training for staff on methodological and psycho-social work, lack of professional expertise, inadequate networking and partnerships with the community, insufficient integration of beneficiaries into the community, as well as underinvestment in the facilities.

Both these institutions were financed by MLSW and managed by the Unit for Residential Care of the DSPF until July 2014. In July 2014, two MoUs were signed between MLSW and the municipalities of **Skënderaj/Srbica and Gračanica/Gračanicë** according to which the responsibility to provide the residential care services and manage the institutions were transferred to the municipalities. According to MLSW, initially the decentralization of these services brought some difficulties in terms of managing the institutions and supplying them with needed goods (food) and materials (educational, office, etc.); however, currently the houses function in accordance with the MoU signed between the MLSW and the municipalities.

Municipal level

The municipalities of Kosovo are governed based on the Law on Local Self-Government that determines the status of the municipalities and the competencies of the municipal bodies.²⁰ The legislative framework mandates state Centres for Social Work as the primary bodies of municipal authorities to ensure provision of social care, social protection and counselling in circumstances where a child/adult is in need of Social and Family Services.

²⁰ Law on Local Self Government, Law nr. 03/l-040 Official Gazette of the Republic of Kosovo / Pristina: year III / No. 28 / 04 June 2008: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2530> , accessed 10 July 2017.

Typically, the CSWs fulfil two main tasks: (1) the assignment of monthly benefits according to the existing social assistance schemes and (2) the provision of services to vulnerable groups. First, Centres for Social Work are the competent authorities to administer the Social Assistance Scheme.²¹ The Government Administrative Instruction on No. 01/2010 on the procedures for delegating responsibilities of the social assistance scheme at the local level determines that municipalities are responsible for developing the procedures for provision of social assistance with regard to criteria for the application of social assistance, verification and re-verification of families, proceedings of the cases in the Medical Commission, etc.²²

Furthermore, Centres for Social Work are also the primary bodies of municipal authorities mandated to deliver social services like family counselling, consultation on social protection issues, and referral to other relevant services (if they exist locally). The LSFS provides that each municipality establishes and maintains a Centre for Social Work staffed by appropriately trained and qualified professionals and social service officers.²³ References to competencies of Centres for Social Work are found in multiple laws including the Law on Social and Family Services, Law on Family, Law on Protection of Domestic Violence, and Juvenile Justice Code.

3. Fiscal Setting

Central level

The Budget of Kosovo is approved at the end of each year by the Parliament of Kosovo through the Law on Budget, which determines expenditures of each budgetary organization financed by the national public budget. The annual budget of Kosovo for 2017 is 2,001 million Euro, of which 376 million Euro (18.8 percent) are allocated to the MLSW, making it the Ministry with the largest budget. MLSW's annual budget for 2017 was 367 million Euro, of which 7.40 percent is allocated to social assistance and 1.28 percent to social services.²⁴ Furthermore, financing of social services as a competence transferred from MLSW to the municipalities is included within the general grant of each municipality.

Municipal level

Regarding the budget to be provided for the implementation of their competencies, "Kosovo municipalities shall be entitled, within the national economic policy and having due regard for the municipalities and the central government fiscal sustainability, to adequate financial resources of their own that they may dispose of freely in the discharge of their municipal competencies in accordance with the applicable laws of Kosovo" (article 2.1).²⁵

21 Ligji për skemën e ndihmës sociale në Kosovë Ligji nr. 2003/15, në dispozicion në: <https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=2460> qasur më 11 korrik 2017

22 UA nr. 01/2010 (MPMS) për procedurat për delegimin e përgjegjësiave për skemën e ndihmës sociale në nivel lokal të Qeverisë së Kosovës, 23 mars 2010, http://www.kryeministri-ks.net/repository/docs/UA_nr.01-2010_per_procedurat_per_delegimin_e_pergjegjesive_per_skemen_e_ndihmes_sociale.pdf qasur më 11 korrik 2017

23 Article 7.1 of Law on Social and Family Services

24 Law on the Budget of the Republic of Kosovo for Year 2017, Law no. 05/I -125 Official Gazette of the Republic of Kosovo / No. 1 / 06 January 2017, Pristina available at: <http://mf.rks-gov.net/desk/inc/media/319C5CEF-38CF-4E34-A1F3-A581FC1DE627.pdf> accessed 6 October 2017

25 Law on Local Government Finance Law No. 03/ L- 049 Official Gazette of the Republic of Kosovo / Pristina: Year III/ No. 27 / 03 June 2008: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2525> , accessed 11 July 2017.

The provision of social services transferred from the central level to local governments is considered to fall under municipal competence, and the Law of Local Self-Government foresees that municipalities fund these services.²⁶ Amongst others, the provision of services with regard to education, health and social welfare are in the interest of the municipal population and are also considered as municipal competencies (article 17.k).

In implementing their mandate, municipalities are provided not only with their own revenue sources, but may also be financed by grants from the Government, donations and/or other revenues (article 24.2). The legislation related to Local Government Finances foresees that operational grants may be provided, divided into general and specific grants under the Kosovo budget. Specific grants are divided for health and education based on a formula.²⁷ The formula is usually calculated based on different health and education criteria, including but not limited to the size of the population, age and gender distribution, primary and secondary public responsibilities in health and education, number of staff, number of care centres, etc.²⁸ While CSW staff review documents for social assistance and other forms of benefits, the budget line for paying them comes from the MLSW. The calculation by similar criteria is not foreseen for the provision of social services, as currently there are no specific grants under the Law on Local Government Finances. The calculation is static as it does not take into account different risk factors and has a tendency of decreasing due to leaving out emerging annual risk factors, or the fact that every municipality has its own needs based on the social issues identified locally²⁹. In addition, the “Strategy for the Decentralization of Social Services 2013-2017” requires decentralization of social services based on a similar formula for allocation of the budget for health and education³⁰. However, the criteria and parameters for designing such a formula are not determined yet.

The municipalities are required to provide the services under a delegated competency on an open and equal basis. Therefore, the Law on Local Government Finances foresees that the MoF, the Government of Kosovo and the Kosovo Assembly should ensure that municipalities through the Kosovo annual budget are offered the necessary financial means and funds to ensure the fulfilment of the delegated competencies to the municipalities. These funds should be sufficient at the level of fulfilling the expenses that are reasonably calculated by the municipalities, including delegated competencies and responsibilities.³¹

26 Article 17 of the Law on Local Self-Government of Kosovo, http://www.assembly-kosova.org/common/docs/lig-jet/2008_03-L040_en.pdf accessed 6 October 2017: “provision of family and other social welfare services, such as care for the vulnerable, foster care, child care, elderly care, including registration and licensing of these care centres, recruitment, payment of salaries and training of social welfare professionals.”

27 Article 23, 24 and 25 of the Law on Local Government Finances, available at <https://mapl.rks-gov.net/getattachment/e2cb7a11-53d8-44e7-8b72-19dafa170bf6/Ligji-per-financat-e-Pushtetit-Lokal.aspx>. Accessed 13 July 2017

28 Article 24 and 25 of the Law on Local Government Finances stipulates that additional, specific grants are calculated by a pre-set formula set by the Grants Commission based on number of education and health staff, special needs for education and health of the respective municipalities, non-wage operating expenses, needs of students and health clients including minority communities. The age and gender distribution of the population registered with primary health care providers including needs of elderly and persons with special health care, are also to be considered.

29 Report on Model of Further Decentralization and Development of Social Services, James O'Brien, July 2015 EU Support to the Ministry of Labour and Social Welfare (MLSW) in Strengthening the Mechanisms for Implementation of Social Services Decentralization, available only as physical copy

30 Strategy for Decentralization of Social Services (2012-2017), September 2012: http://www.kryeministri-ks.net/repository/docs/Strategjia_per_Decentralizimin_e_Sherbimeve_Sociale_ne_Kosove_2013-2017.pdf accessed 13 July 2017

31 See Article 2 on Financial Independence of Municipalities, of the Kosovo Law on Local Government Finances available at <https://mapl.rks-gov.net/getattachment/e2cb7a11-53d8-44e7-8b72-19dafa170bf6/Ligji-per-financat-e-Pushtetit-Lokal.aspx> accessed 12 July 2017

No grant allocation for social services supplements exists at the moment, although there are recommendations from central government. The CSWs do not manage a budget; the budget is centralized at local government and there are specific budget lines for personnel, equipment and goods/services, not professional social services. Personnel salaries are administered from the local government.

CSWs are not eligible to create their own sources of revenue. In 2016 the CSW of Fushë Kosovë/ Kosovo Polje has started to issue some administrative documents for its citizens (e.g. declaration on the ability to work, certification for obtaining or losing the right of citizenship, statement for employment status, etc.) and the administrative fee would be transferred to the budget of the municipality. According to interviewees, the income from administrative fees was supposed to be used for social services, but this process was stopped by the recommendation of the General Audit justifying that such actions are not legally supported. On the other hand, municipalities of Kosovo have the authority to establish cooperation with local businesses for improving the life of vulnerable groups in the municipality. An example is the municipality of Prishtinë/Priština, which in cooperation with the public transport providers has exempted old people (over 65 years) and people with disabilities from paying travel tickets within the municipality when using public transportation.

4. Public and Non-Governmental Service Providers

With the decentralization of social services in Kosovo, the Municipal Directorates for Health and Social Welfare became the main authority responsible for ensuring social protection and welfare of their fellow citizens to standards specified by the Ministry. Directorates deliver Social and Family Services in their territory through the activities of Centres for Social Work or by providing financial or other assistance to nongovernment organizations to enable them to do so.

1. Municipalities and Centres for Social Work

There are 40 Centres for Social Work, one in each of the 38 municipalities plus two additional branches in Prishtina. The local government is the only source of funding for CSWs. According to the Municipal Regulations on the allocation of subventions, mayors have the right to allocate subventions to individuals and families, as well as to support the activities of NGOs that provide social services.³²

CSW responsibilities

The Law on Local Self Government (LLSG) determines social services as a municipal competence with regard to “Provision of family and other social welfare services, such as care for the vulnerable, foster care, child care, elderly care, including registration and licensing of these care centres, recruitment, payment of salaries and training of social welfare professionals”.³³ The LLSG also provides that the central authorities in Kosovo shall delegate responsibility to municipal authorities for the distribution of social assistance payments (excluding pensions).³⁴ The Law on Social and Family Services (LSFS) mandates municipal authorities with responsibilities to:

- provide through Centres for Social Work or other mechanisms, assistance and day care for individuals who because of age or disability are unable to perform these functions for themselves and who have no family or assistance available to them [Article 6.7 (a) (b)];
- deliver social and family services within their territory through the activities of Centres for Social Work or by providing financial or other assistance to nongovernmental organizations [Article 6.3];
- prepare annual plans for developing and maintaining social and family services, maintain databases and statistics [Article 6.4];
- ensure that Centres for Social Work are resourced to the standards required by the MLSW [Article 6.6].

³² Regulation on Municipal Subvention, No. 11/2013, available at: [https://kk.rks-gov.net/mitrovica/getattachment/Municipality/Assembly/Regulations/Regulloret-Komunale-2013/Rregullorja-Nr--11-2013-per-ndarjen-e-subvencioneve-\(1\).pdf.aspx](https://kk.rks-gov.net/mitrovica/getattachment/Municipality/Assembly/Regulations/Regulloret-Komunale-2013/Rregullorja-Nr--11-2013-per-ndarjen-e-subvencioneve-(1).pdf.aspx) accessed on 14 July 2017

³³ Ibid.

³⁴ Article 18.1 (e) of Law on Local Self Governance

Among others the CSWs are responsible for engaging in the following activities:

- provide social care and counselling to children who are without parental care, children with disabilities, children who are suffering as a consequence of family conflicts, or other social problems that render them in need;
- maintain a register of children in need, and arranging regular visits to the families;³⁵
- protect the rights of minors in conflict with the law through the CSW's department of Guardianship Authority in accordance with the provisions of the Juvenile Justice Code;³⁶
- protect the rights of family members and children through the CSW's Custodian Body in accordance with the provision of the Family Law;³⁷
- receive reports from law enforcement authorities³⁸, and participating in court hearings in review of petitions for protection orders for victims of domestic violence;³⁹
- conduct a professional assessment of any individual or family who refer themselves for assistance or who by other means come to the attention as needing social or family services.⁴⁰

Most Centres for Social Work provide services to nearly 50 categories of persons in need of social services. Each Centre for Social Work maintains a register of families and the children in need who are resident in their territory and who lack family or other community support, as well as those who face various difficulties (e.g. with caring for their children, or where a child is at risk of neglect, exploitation or abuse or of any other form of harm). The CSWs conduct a professional assessment in respect of any individual or family who are referred by partners (including police and hospital referrals, school referrals, NGOs, etc.) or refer themselves for assistance or who by other means come to their attention as needing social or family services.

Some services are provided directly to the beneficiary (counselling, family visits, guardianship, etc.), some are community-based services, day care centres or residential care. In some municipalities, like Ferizaj, Gjilan or Skenderaj, some services are provided in partnership with NGOs. In terms of social service standards and social service provision by CSW officials, each CSW official (case manager) can provide services for a maximum of 2 abused children at a time. In addition, each CSW official (case manager) can provide services for a maximum of 10 children without care, while each CSW official (case manager) can provide services for a maximum of 6 children in conflict with the law.

35 Article 9.4 of the Law on Social and Family Services.

36 Juvenile Justice Code – there are many provisions providing competencies to the CSWs.

37 Law on Family – there are many provisions providing competencies to the CSWs.

38 Article 24 (5) of the Law on protection against domestic violence.

39 Article 15 (2) 2.4 of the Law on protection against domestic violence.

40 Article 7.6 of the Law on Social and Family Services.

2. Nongovernmental Service Providers

Currently, 22 NGOs are licensed for providing social and family services at the central and local level (e.g. shelters for victims of domestic violence and human trafficking, day care and support centres for children with disabilities, family-based care services for children without parental care, etc.). In 2016, MLSW supported projects of twenty NGOs.⁴¹

Over 7000 local NGOs are registered in the registry of NGOs in Kosovo, whereas around 300 are NGOs with a social welfare mission. Although this number seems considerable, most of these NGOs are not active in their operations due to the lack of sustainable funding and remain only as registered entities. There is no exact estimate of the number of NGOs that are currently active. The objective of the MLSW is to provide around 50 NGOs with licenses for social service provision, as they estimate that these NGOs fulfill the quality standards and also would cover the current needs. There is also a small number of active NGOs (less than 10) focusing more on advocacy for social services beneficiaries, rather than direct provision of services.

Furthermore, international organizations provide social support to the most vulnerable groups both through direct services as well as financial support. International organizations finance also several local service providers.

The Law on Social and Family Services in Kosovo recognizes the role of NGOs in the provision of social and family services, outlining that NGOs are encouraged to provide Social and Family Services, either on their own initiative or, under contract, on behalf of the municipal Directorate or the MLSW. The MLSW has the final authority to oversee the licensing and professional performance of locally based NGOs that provide services to vulnerable groups including victims of gender-based violence. NGOs providing Social and Family Services must register with the appropriate authority and be licensed by the Department of Social Welfare and must adhere to the regulations, directives and procedures relating to their activities. In 2014, MLSW initiated the licensing process for NGOs, according to Administrative Instruction (No. 17/2013) for the Licensing of the Legal Entities/Organizations that Provide Social and Family Services. The AI specifically regulates issues with regard to the documents required to issue the license by the Ministry, and defines the responsible authority to license, inspect, monitor and renew the license. Furthermore, the MLSW is responsible for the announcement of the public advertisement in outsourcing services and decides the funding of NGOs. It also executes and oversees the reporting of licensed NGOs selected by the Ministry as social service providers in the respective municipalities.⁴²

The current rules and regulations defined under the AI show a need to further improve the current procedures, including the competencies of the Licensing Commission, and the standards and requirements for the licensing of legal persons providing social services assistance. Also, the AI does not specify provisions related to hygiene and safety requirements, monitoring and quality control procedures, and

⁴¹ The annual report of the work of the Government for 2016, available at: <http://www.kryeministri-ks.net/> access to the web on 11 July 2017

⁴² Article 3, paragraph 3.3, sub-paragraph (b.a) and Article 2.10 of the Kosovo Law on amending and supplementing the Law No. 02/L-17 on Social and Family Services, <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2447> accessed 11 July 2017

the clarity of procedures for the renewal of the license.⁴³ These procedures and rules should be harmonized in order to properly implement the AI and harmonize it with EU standards.

The MLSW initiated several actions to promote the participation of NGOs in the social service provision through different programmes at the local and central level. For example, the local NGO “PEMA” in Ferizaj has a Memorandum of Understanding with the Municipality on the provision of social services for children with disabilities.

The Law on Social Enterprises that was approved by the Parliament in November 2017 is expected to improve the delivery of social services. Social Enterprises are expected to serve general social interests, in the form of delivery of goods and social services that enhance the quality of life, strengthen social cooperation and encourage integration of vulnerable groups.⁴⁴ The law is expected to create the necessary conditions to encourage initiatives to develop manufacturing activities in order to generate revenue to support their services.

⁴³ Report: Review of previously approved procedures for licensing service providers (organisations/ institutions), prepared by Alfredas Zabieta, November 2014, Project EU support to the Ministry of Labour and Social Welfare (MLSW) in strengthening mechanisms for the implementation of social services decentralization, available only as physical copy

⁴⁴ Draft Law on Social Enterprises: <http://www.kuvendikosoves.org/common/docs/ligjet/05-L-148.pdf> accessed 15 July 2017.

5. Sample Municipalities

1. Ferizaj/Uroševac

The Centre for Social Work of Ferizaj/Uroševac was established in 1973. The CSW employs sixteen full-time staff, twelve of whom are licensed by the state and four are interns. The annual budget of the CSW for 2016 was 111,937 Euro. The CSW does not receive direct funding from other sources. The municipality of Ferizaj/Uroševac allocated 16,000 Euro of subventions to nongovernmental social service providers of Ferizaj during 2016. The CSW of Ferizaj/Uroševac allocates its resources based on the statistics that it maintains in its database. The CSW of Ferizaj/Uroševac operates in accordance with the established rules of procedures, minimum standards for providing social services to various groups, and the guidelines for the protection of children. The CSW is responsible for both the procedure for granting social assistance benefits as well as providing social services according to needs.

Table 1: CSW Ferizaj/Uroševac: Key indicators of social services in 2016

Municipality population in the 2011 census	108,610
No. of people 60 years and older in the 2011 census	9,845
No. of people receiving basic pension for the elderly	5,865
No. of persons whose primary source of living is social assistance	3,716
No. of families benefiting from social assistance in the first quarter of 2016	969
No. of family members benefiting from social assistance in the first quarter of 2016	4,114
No. of persons who receive disability pension in the first quarter of 2016	934
No. of families on assistance scheme for children with disabilities in the first quarter of 2016	130
Annual budget of the Centre for Social Work	111,937 €
Number of staff employed in the Centre for Social Work	16
Year of establishment of the Centre for Social Work	1973

The groups which benefited mostly from the services of the CSW of Ferizaj/Uroševac in 2016 include people who live in extreme poverty, children with disabilities, children without parental care (including orphans and abandoned children), children in conflict with the law, and children with deviant behaviour (i.e. being out of school, involved in petty theft, street fights). The CSW also provides services for other groups including victims of domestic violence, children exposed to violence (physical, emotional or sexual), elderly persons, people with disabilities and people with long-term illness.

The CSW of Ferizaj/Uroševac recorded 1,028 cases of people living in poverty in 2016. A case manager is assigned to follow the process of social assistance, which includes the completion of application forms and site visits to the residence of each applicant to verify their economic situation. The CSW staff then determines whether the applicant meets the eligibility criteria for social assistance. Once the decision is made, the social assistance payment is executed by the MLSW. This procedure is the same across all municipalities.

The total number of beneficiaries was 823 during 2016, and 698 during 2015. The types of services provided by the CSW are tailored to the needs of the group or individuals in need of such services. The CSW recorded 80 cases of children with disabilities, for each of whom a case manager was assigned to identify the needs of support for the child, and conducts family visits to counsel as needed. Children with disabilities are also referred and assisted to enrol in public education. In 2016, Ferizaj/Uroševac also recorded 148 cases of children without parental care, including orphans and abandoned children. For these cases, the CSW case manager prepares a plan to provide social services, including custody and health and medical treatments, psycho-social counselling, security measures including custody, family reconciliation, facilitation of adoption, placing in a foster family or with relatives. The CSW also cooperates with the local police to initiate the procedure for investigation to identify the child's biological parents.

In terms of human resource capacity to provide services, the staff is well prepared, trained and the majority have over ten years of work experience in the field. Most are licensed and able to provide good quality services to their clients. According to a rough estimation of CSW representatives interviewed, the CSW is able to cover most of the overall needs for social services in Ferizaj/Uroševac, with the support of various NGOs with whom they have a solid partnership.

In particular, the CSW of Ferizaj/Uroševac maintains cooperations with nongovernmental social service providers such as the NGO "Pema" for children with disabilities, the shelter home "Shtepia Ime" for victims of domestic violence, HandiKOS and Handifer for people with disabilities, UNICEF and Save the Children for children in need, Elderly House for the elderly, Caritas and Terre des Hommes. In terms of partnerships, CSW Ferizaj/Uroševac representatives report well-functioning partnerships with SOS Children's Villages, OFAP, Pema Organization, HandiKOS and HandiFER, shelter for victims of domestic violence, etc.

The CSW of Ferizaj/Uroševac faces a number of challenges in providing social services. Firstly, it is the lack of appropriate and diversified financial resources, in particular a specific budget within the General Municipal Grant for services and lack of other sources of income. Secondly, it is the lack of human resources and lack of professional trainings for the staff. And thirdly, it is the lack of means of transportation to conduct family visits.

2. Fushë Kosovë/Kosovo Polje

The CSW of Fushe Kosova was established in 2000. The CSW employs ten full-time staff, of whom four are licensed employees working on the provision of social and family services. The 2016 budget of the CSW is around 80,000 Euro. The CSW does not receive any direct funding from other sources. The budget and resources of the CSW of Fushe Kosova are allocated based on the needs of the local community. There is no specific funding available in Fushe Kosova for social services and the outsourcing of social services. The CSW assigns each case to a case manager who conducts site visits and assists in the application process for the client's entitlement to social assistance. They recorded 809 cases of social assistance for people living in poverty in 2016.

Table 2: CSW Fushë Kosovë/Kosovo Polje: Key indicators of social services in 2016

Municipality population in the 2011 census	34,827
No. of people 60 years and older in the 2011 census	3,202
No. of people receiving basic pension for the elderly in the first quarter of 2016	1,765
No. of persons whose primary source of living is social assistance	2,873
No. of families benefiting from social assistance in the first quarter of 2016	738
No. of family members benefiting from social assistance in the first quarter of 2016	3,197
No. of persons who receive disability pension in the first quarter of 2016	177
No. of families on assistance scheme for child with disability in the first quarter of 2016	58
No. of persons who receive visually impaired pension in the first quarter of 2016	64
Annual budget of the Centre for Social Work	80,000 €
Number of staff employed in the Centre for Social Work	10
Year of establishment of the Centre for Social Work	2000

In 2016, the CSW of Fushë Kosovë/Kosovo Polje provided services for 235 beneficiaries. The most common beneficiaries are people who live in poverty, children with disabilities, children in conflict with the law, victims of domestic violence, children without parental care, and children begging in the streets. The CSW of Fushe Kosova maintains a database of all their beneficiaries. They recorded 73 cases of children with disabilities in 2016. The types of services provided include counselling for families, referrals to health and medical services, and referrals to the services provided by other governmental and nongovernmental providers. The CSW also facilitates the application process of financial benefits for families of children with disabilities.

Furthermore, there were 34 cases of children without parental care in 2016, for whom the CSW has assigned a case manager who identifies the needs of the child for support and assistance, provides counselling for the family that takes care and ensures that the child has access to health services. The CSW also initiates procedures in cooperation with the police to identify biological parents. There is one family providing foster care to children without parental care, to which the CSW allocates 150 Euro per month to provide custody.

In terms of human resource capacity to provide services, the staff is well prepared, trained and the majority have over ten years of work experience in the field.

The CSW of Fushë Kosovë/Kosovo Polje maintains partnerships with national and local NGOs. In particular, they cooperate with SOS Children's Villages, which implemented a family-strengthening programme to support families and parents in need of social services providing support to more than 30 families and 130 children in the area of health, education and psychosocial support in 2016. The CSW informs SOS Children's Villages of the families which require such assistance.

The key challenges raised by the CSW of Fushë Kosovë/Kosovo Polje include a lack of adequate financial resources, lack of human resources, and difficulties in the process of decentralization of social services. The number of licensed employees in proportion to the number of population in need is very

low and certain professional profiles, in particular psychologists, are missing, which means that social workers need to cover all aspects of work. Another difficulty is the lack of a specific budget for services. In Fushe Kosova there is a limited number of licensed NGOs that provide social services, and most of them operate on a project-basis, which do not sufficiently alleviate the workload of the CSW.

3. Gračanica/Graçanicë

The CSW of Gračanica/Graçanicë employs only four full-time staff, comprised of the director of the CSW, a psychologist, a legal advisor/lawyer/legal representative and one pedagogical staff member. None of them are licensed for the provision of social and family services. Therefore, the municipal department for social services in Gračanica/Graçanicë is generally understaffed and with limited capacities to provide social services at the required standards. The municipality cooperates with the Centre for Family Health to provide healthcare services, particularly to the elderly, and other people in need of these services. The municipality also maintains regular coordination with the MLSW to implement the legal framework.

Table 3: CSW Gračanica/Graçanicë: Key indicators of social services in 2016

Municipality population in the 2011 census	10,675
No. of people 60 years and older in the 2011 census	1,479
No. of people receiving basic pension for the elderly in the first quarter of 2016	160
No. of persons whose primary source of living is social assistance	433
No. of families benefiting from social assistance in the first quarter of 2016	121
No. of family members benefiting from social assistance in the first quarter of 2016	450
No. of persons who receive disability pension in the first quarter of 2016	0
No. of families on assistance scheme for children with disabilities in the first quarter of 2016	22
No. of persons who receive visually impaired pension in the first quarter of 2016	0
Annual budget of the Centre for Social Work	No data
Number of staff employed in the Centre for Social Work	4
Year of establishment of the Centre for Social Work	No data

CSW Gračanica/Graçanicë did not have specific data to provide on the number of beneficiaries they support and the number of services they provide. In 2016, the primary beneficiaries of social services in the municipality of Gračanica/Graçanicë were the elderly, the homeless, victims of domestic violence and sexual violence, children without parental care and people with disabilities and children/youth in conflict with the law.

In terms of the capacity to provide services, the human resources are not sufficient. Nevertheless, the CSW representatives claim that they are able to provide services for all beneficiaries who seek the support of CSW. Although the number of staff is low, the Centre has managed to hire a psychologist and a pedagogical staff member, which the CSW employees consider very positive for the provision of quality services.

The municipality of Gračanica/Graçanicë provides material assistance to families in need, including food packages, clothes, and heating materials during winter. The municipality also manages one of the decentralized institutions for the elderly and persons with disabilities, which can accommodate up to fifteen persons. As of June 2017, this centre is housing eleven persons in need of shelter.

In terms of partnerships, there is little to no cooperation between the municipality of Gračanica/Graçanicë and nongovernmental organizations because the municipality does not have funding to contract social services. There are several NGOs working in the region, mostly on alleviating poverty and less on providing direct counseling and social services.

The key challenges raised by the municipality of Gračanica/Graçanicë relate to the lack of funding for social services and lack of social services staff. Other challenges include inadequate infrastructural conditions in the CSW facilities, and difficulties in coordinating with other institutions to the benefit of more qualitative services. Furthermore, in order to provide adequate sheltering facilities for the elderly and persons with disabilities, more financial resources are required.

4. Klinë/Klina

The CSW of Klinë/Klina was established in 1979. It currently employs eleven full-time staff. The social workers of the CSW of Klinë/Klina are licensed by MLSW based on their qualifications, participation in training and other relevant criteria.

Table 4: CSW Klinë/Klina: Key indicators of social services in 2016

Municipality population in the 2011 census	38,496
No. of people 60 years and older in the 2011 census	3,707
No. of people receiving basic pension for the elderly in the first quarter of 2016	3,375
No. of persons whose primary source of living is social assistance	2,972
No. of families benefiting from social assistance in the first quarter of 2016	802
No. of family members benefiting from social assistance in the first quarter of 2016	3,432
No. of persons who receive disability pension in the first quarter of 2016	353
No. of families on assistance scheme for children with disabilities in the first quarter of 2016	64
No. of persons who receive visually impaired pension in the first quarter of 2016	59
Annual budget of the Centre for Social Work	No data
Number of staff employed in the Centre for Social Work	11
Year of establishment of the Centre for Social Work	1979

The CSW of Klinë/Klina maintains a database of all its beneficiaries. The total number of beneficiaries in 2016 was 417 people. The primary beneficiaries were persons living in poverty, children with disabilities, children with behavioural problems, victims of domestic violence, and children without parental care.

In 2016, the CSW of Klinë/Klina reported 80 cases of children with disabilities, for whom they were able to ensure access to pensions. They have conducted visits at least twice per year to provide guidance, psychosocial support and educational advice. For children without parental care, the CSW has been typically facilitating the transfer of children without parental care to family relatives. In the cases when the CSW has not been able to find a caring family for the child without parental care, it has designated one of the CSW employees to take on temporary custody of the child.

The CSW Klinë/Klina maintains regular coordination with other public institutions such as the police, prosecutors and courts. Regarding the elderly, the municipality of Klinë/Klina cooperates with the Elderly House located in the municipality of Skenderaj/Srbica, which has the capacity to accommodate up to twenty elderly persons.

In terms of human resource capacity to provide services, the staff is well prepared, trained and the majority have over five years of work experience in the field. They are licensed and able to provide good quality services to their clients and based on a self-evaluation, they are able to cover almost all of the primary needs for social services in Klina.

The primary challenges in the work of the CSW of Klinë/Klina are lack of adequate funding and limited human resources and professional trainings for staff. The lack of a specific budget for services and lack of other sources of income limit their ability to provide services. The CSW does not have sufficient funding to react to emergency situations, in case a person in need requires immediate assistance. At the same time, there is a low number of staff in proportion to the number of population. The CSW is also lacking a psychologist and a sociologist, though a request has been submitted to the municipal authorities to fill in these vacancies. The existing staff often performs overtime work and sometimes takes on temporary custody of children or people in need but does not receive benefits or compensation in return. Other difficulties include lack of vehicles necessary to carry out tasks in field and social service workers are required to carry transportation costs on their own in order to assist persons in need.

The CSW Klinë/Klina has benefited from the assistance provided by nongovernmental organizations such as Save the Children and Caritas, particularly as regards shelter and residential services for families in need.

5. Malishevë/Mališevo

The CSW of Malishevë/Mališevo was established in 1999 to provide social services and custody to various groups of persons in need and employs eleven persons as of June 2017. All four employees working in the provision of social and family services are licensed by the state.

Table 5: CSW Malishevë/Mališevo: Key indicators of social services in 2016

Municipality population in the 2011 census	54,613
No. of people 60 years and older in the 2011 census	4,233
No. of people receiving basic pension for the elderly in the first quarter of 2016	3,294
No. of persons whose primary source of living is social assistance	3,186
No. of families benefiting from social assistance in the first quarter of 2016	765
No. of family members benefiting from social assistance in the first quarter of 2016	3,764
No. of persons who receive disability pension in the first quarter of 2016	531
No. of families on assistance scheme for children with disabilities in the first quarter of 2016	80
No. of persons who receive visually impaired pension in the first quarter of 2016	147
Annual budget of the Centre for Social Work	No data
Number of staff employed in the Centre for Social Work	11
Year of establishment of the Centre for Social Work	1999

The primary beneficiaries of the CSW of Malishevë/Mališevo are persons living in poverty, adults and children with disabilities. In 2016, the CSW recorded 743 families who live in poverty, and around 600 persons with disabilities, and 85 children with disabilities. The services of the CSW of Malisheva for these groups are limited to facilitating the application process for financial assistance and pensions. According to the representatives of CSW most of the difficulties beneficiaries face, come from the poverty of the population itself, including social and family problems, disability, delinquency, domestic violence, and so on.

The CSW of Malishevë/Mališevo has also recorded 7 cases of children in conflict with the law and showing anti-social behaviour. They have been cooperating with the police, prosecutors and courts to oversee the measures determined by the court. The CSW has provided supervision in schools, assessed behaviour and academic performance, and provided guidance.

The CSW reported that it received six cases of domestic violence in 2016, for which it cooperated with the police to provide shelter in the Shelter House in Gjakovë/Đakovica, and coordinated with CLARD to provide legal assistance to the victims. The CSW of Malishevë/Mališevo reported only one case of a child with substance abuse, which was referred to the NGO Labyrinth in Prishtinë/Priština. Other beneficiaries of CSW of Malishevë/Mališevo of unspecified numbers included victims of human trafficking and cases of early marriages.

In terms of human resource capacity to provide services, the staff is well prepared, trained and the majority have over ten years of work experience in the field. They are licensed and able to provide good quality services to their clients. According to a rough estimation of CSW representatives, they

agree that they are able to somehow cover most of the overall needs for social services in Malishevë/Mališevo, in partnership with the shelters for victims of violence, HandiKOS for children/adults with disabilities and other state institutions for children in conflict with the law.

The main challenges of the CSW of Malishevë/Mališevo are a lack of funding and human resources. It was recommended that the municipal authorities consult with the CSW regarding the budgetary needs and priorities. The staff of CSW reported not receiving adequate benefits and compensation for their work. The CSW staff are often engaged in work that potentially can expose them to personal risks in an attempt to help people in need, and do not receive adequate compensation. Furthermore, because of the large rate of poverty and social problems in the Malisheva region, the ratio of cases per employee by far exceeds the minimum standards, for which the representatives of CSW state that they lack minimum conditions to fulfill the quality standards as set by the Ministry. The infrastructure is insufficient to provide quality services and there is a lack of a specific budget for services in CSWs budget, lack of other sources of income; lack of professional trainings for staff; and lack of vehicles for field work.

In terms of partnerships, CSW Malishevë/Mališevo has well-functioning cooperation with several national level NGOs (HandiKOS, OFAP, Shelter House in Gjakovë/Đakovica, and others) although no official MoUs have been signed for partnership in service delivery.

6. Mitrovicë e Jugut/Južna Mitrovica

The CSW of Mitrovicë e Jugut/Južna Mitrovica employs twenty-five full-time staff in three departments (1) Professional social services; (2) Social Assistance Scheme; (3) Administration and Finance. There are nine employees working in the provision of social and family services, seven of whom are licensed by the state.

Table 6: CSW Mitrovicë e Jugut/Južna Mitrovica: Key indicators of social services in 2016

Municipality population in the 2011 census	71,909
No. of people 60 years and older in the 2011 census	7,461
No. of people receiving basic pension for the elderly in the first quarter of 2016	6,587
No. of persons whose primary source for living is social assistance	5,842
No. of families benefiting from social assistance in the first quarter of 2016	1,997
No. of family members benefiting from social assistance in the first quarter of 2016	8,373
No. of persons who receive disability pension in the first quarter of 2016	1,296
No. of families on assistance scheme for children with disabilities in the first quarter of 2016	146
No. of persons who receive visually impaired pension in the first quarter of 2016	172
Annual budget of the Centre for Social Work	No data
Number of staff employed in the Centre for Social Work	25
Year of establishment of the Centre for Social Work	No data

CSW Mitrovicë e Jugut/Južna Mitrovica did not provide specific figures on the number of beneficiaries served; however, throughout 2016, the employees of the Centre have provided services for all categories of people in need (elderly, people with disabilities, including children, children without parental care, children in conflict with the law, survivors of domestic violence, and others). The types of services provided by the CSW of Mitrovicë e Jugut/Južna Mitrovica include custody, family shelter, adoption, family reconciliation, foster care, shelter in community housing, institutional shelter, shelter for victims of domestic violence, human trafficking and sexual crimes. They also provide counselling, protection, and re-socialization for children in conflict with the law.

In terms of human resource capacity to provide services, the staff is well prepared, trained and the majority have over ten years of work experience in the field. They are licensed and able to provide good quality services to their clients. However, due to the large rate of poverty and social problems in the Mitrovica region, the ratio of cases per employee by far exceeds the minimum standards. According to a rough self-estimation of CSW representatives, they are able to cover around 40% of the overall needs for social services in Mitrovicë e Jugut/Južna Mitrovica. Depending on the category of children/people in need, the CSW is able to cover counseling sessions, family visits, referrals, and similar services but they are unable to provide regular longer-term services such as rehabilitation services, day care centers for people with disabilities, and emergency placement for maltreated children.

The main challenges for the CSW of Mitrovicë e Jugut/Južna Mitrovica are lack of funding, lack of subventions for service providers, and lack of human resources. Financially, the lack of a specific budget for services and the lack of other sources of income limit the CSW capacities to provide services. In terms of human resources, the CSW of Mitrovicë e Jugut/Južna Mitrovica does not have a sufficient number of social service providers and is also in need of a psychologist and a pedagogical staff member. The biggest difficulties are encountered in the provision of services for the elderly, victims of domestic violence, and children in conflict with the law. The shelter for victims of domestic violence in Mitrovicë e Jugut/Južna Mitrovica is not sufficient to cover the needs of the community. For the elderly, the CSW usually sends a request to the Municipality of Prishtinë/Priština or Skenderaj/Srbica to accommodate the elderly in their institutions, but these two municipalities can rarely accommodate such a request due to their own limited capacities. Even infrastructural capacities are insufficient. Several people share the same office, which makes counseling sessions difficult to implement, and there is a lack of vehicles for field work. Furthermore, the facility is not easily accessible for people with disabilities.

In terms of partnerships, CSW Mitrovicë e Jugut/Južna Mitrovica has well-functioning cooperation with several national level NGOs (SOS Children's Villages, Hope and Homes for Children, Terre des Homes, OFAP, etc.) although no official MoUs were signed for partnership in service delivery. The existing partnerships lie more in terms of providing support to the beneficiaries, rather than in terms of joint planning for delivery of services.

7. Severna Mitrovica/Mitrovica e Veriut

The CSW of Severna Mitrovica/Mitrovica e Veriut works under the social service system of Kosovo, while it has been identified to be collaborating in parallel with the social system of the state of Serbia. Therefore, the Centre is coordinated and receives funding from both governments. Under the Kosovo system, the CSW is separate from the CSW of Mitrovicë e Jugut/Južna Mitrovica and covers solely Severna Mitrovica/Mitrovica e Veriut. It employs twelve full-time staff and has an annual budget of around 70,000 Euro, which is used to cover staff salaries. The total number of beneficiaries for this section of the CSW is around 800 persons per year.

Under the parallel Serbian system, the CSW employs thirty full-time staff and although it is located in Severna Mitrovica/Mitrovica e Veriut, it provides services for the Kosovo Serb population residing in six municipalities including Istog/Istok, Klinë/Klina, Severna Mitrovica/Mitrovica e Veriut, Pejë/Peć, Rahovec/Orahovac, and Zvečan/Zvečan. The total number of beneficiaries under the Serbian system is reported to be around 3,000 persons per year.

The main beneficiaries of the CSW of Severna Mitrovica/Mitrovica e Veriut include people with disabilities, the elderly, children with disabilities, children in conflict with the law, and victims of domestic violence. For children and adults with disabilities, the CSW processes the necessary documentation for social assistance, refers them to the specialized health and medical institutions, and provides psychosocial support. For children in conflict with the law and victims of domestic violence, the CSW provides 24/7 custodian services, and, if necessary, coordinates with the police and courts to supervise the implementation of alternative measures or address legal issues. The CSW cooperates with the Shelter for victims of domestic violence in Severna Mitrovica/Mitrovica e Veriut, which can accommodate up to five families. The CSW also provides administrative support for pensions to the elderly. The CSW maintains contact and provides support to elderly persons who do not have care, and coordinates visits of health and medical services to their residence. Other services include assistance for professional development, assistance with burials, adoption of children, family supervision and parental rights.

One key challenge the municipality of Severna Mitrovica/Mitrovica e Veriut is facing in the delivery of social services is the lack of financial means. The municipality does not have funding to react to emergency situations. In some cases, when families request immediate assistance from the CSW, the staff does not have the resources to assist without following the required application procedures. Other challenges include a lack of human resources and of a specific budget for services to support victims, families living in poverty, and beneficiaries who need longer-term services.

No specific partnerships with service providers were mentioned.

8. Novobrdë/Novo Brdo

The CSW of Novobrdë/Novo Brdo was established in 2000. The CSW employs four full-time staff, comprised of the Director, the Chief of Assistance, the Officer for Service and Assistance, and the Database Officer. They are all licensed by the state. The annual budget of the CSW of Novobrdë/Novo Brdo is 29,970 Euro, including costs of salaries, goods and services. The CSW does not receive any direct funding from other sources.

Table 7: CSW Novobrdë/Novo Brdo: Key indicators of social services in 2016 16

Municipality population in the 2011 census	6,729
No. of people 60 years and older in the 2011 census	1,002
No. of people receiving basic pension for the elderly in the first quarter of 2016	677
No. of persons whose primary source of living is social assistance	501
No. of families benefiting from social assistance in the first quarter of 2016	388
No. of family members benefiting from social assistance in the first quarter of 2016	1,357
No. of persons who receive disability pension in the first quarter of 2016	36
No. of families on assistance scheme for children with disabilities in the first quarter of 2016	19
No. of persons who receive visually impaired pension in the first quarter of 2016	29
Annual budget of the Centre for Social Work	29,970 €
Number of staff employed in the Centre for Social Work	4
Year of establishment of the Centre for Social Work	2000

The employees of the CSW of Novobrdë/Novo Brdo did not report exact figures of the number of beneficiaries they have supported. However, the primary beneficiaries of the CSW of Novobrdë/Novo Brdo are children and adults with disabilities and children in conflict with the law. The services of the CSW of Novobrdë/Novo Brdo are limited to providing administrative support and process applications for financial assistance. They also conduct periodic family visits and provide counseling services. A rough self-estimation of the CSW representatives indicates that around 70% of the overall needs are covered through CSWs work.

The CSW of Novo Brdo has developed a number of project ideas to provide social and family services, including programs that provide shelter and counselling services, though they have had difficulty in receiving funding and attract potential donors.

The challenges faced by the CSW of Novobrdë/Novo Brdo include the lack of an adequate budget, lack of human resources, lack of equipment and tools (work stations, computers, printers), and lack of adequate facilities to provide services to beneficiaries. There are no psychologists, sociologists or social workers in the CSW of Novobrdë/Novo Brdo. Infrastructural conditions are not adequate to provide services and generally the budgetary constraints are considered major obstacles in service delivery. They also reported the lack of services or personnel for security or cleaning.

In terms of partnerships, the CSW of Novobrdë/Novo Brdo maintains a cooperation with the Red Cross to provide aid to families in need including food and commodities. The CSW also received clothing aid for 100 families from the Mother Theresa Association, which were distributed proportionally among the various ethnic communities in need in Novo Brdo.

9. Prishtinë/Priština

The CSW of Prishtinë/Priština was established in 1965 and is the biggest public social provider in Kosovo, serving the population of the capital Prishtinë/Priština and its surrounding, with the two other branches - CSW Kodra e Diellit and CSW Kodra e Trimave. The CSW employs forty full-time staff, although forty-nine are foreseen in the municipal budget for the CSW. Fifteen of the employees work in the provision of social and family services, fourteen of whom are licensed by the state. The CSW also involves ten volunteers on a regular basis. The annual budget of the CSW is around 240,000 Euro covering costs of salaries, goods, and services. The CSW does not receive any direct funding from other sources.

Table 8: CSW Prishtinë/Priština: Key indicators of social services in 2016

Municipality population in the 2011 census	198,897
No. of people 60 years and older in the 2011 census	20,175
No. of people receiving basic pension for the elderly in the first quarter of 2016	9,536
No. of persons whose primary source of living is social assistance	5,090
No. of families benefiting from social assistance in the first quarter of 2016	1,590
No. of family members benefiting from social assistance in the first quarter of 2016	6,238
No. of persons who receive disability pension in the first quarter of 2016	1,702
No. of families on assistance scheme for children with disabilities in the first quarter of 2016	266
No. of persons who receive visually impaired pension in the first quarter of 2016	341
Annual budget of the Centre for Social Work	240,000€
Number of staff employed in the Centre for Social Work	40
Year of establishment of the Centre for Social Work	1965

The total number of beneficiaries was above 200 in 2015 as well as 2016. The key beneficiaries of the services of the CSW of Prishtinë/Priština are people who live in poverty, children in conflict with the law, and children with disabilities. The CSW reported 1,684 families who requested social assistance, with more than 6,500 family members. The CSW processed the applications for social assistance and provided assistance for the families in need. The CSW reported 550 cases of children in conflict with the law, for which the CSW provided regular supervision through the custodian body, prepared a social analysis report for each case, and cooperated with the probation centres for re-socialization. They reported 200 cases of children with disabilities, for whom it facilitated the application for pensions. In terms of children without parental care, the CSW reported 100 cases, for whom it provided shelter, family re-conciliation, adoption, and counselling services, as well as visits to the families. They reported 72 cases of children living on the street, for whom it provides counselling and family reconciliation services. However, the CSW reports that it lacks sheltering facilities for this group. Children on the street

are more likely to avoid Centres for Social Work as the CSW is not in a position to assist children on the street who by going to the CSW run the risk of being taken in custody. The CSW also reported 120 cases of victims of domestic violence. The CSW provides a 24/7 helpline to report domestic violence, and is available to facilitate support for victims at all times. The services include transporting the victims to the shelter house, addressing marriage issues, maintaining contact with children, and participating in court sessions.

The challenges faced by this CSW of Prishtinë/Priština include the lack of an adequate budget, lack of human resources, lack of adequate facilities and space to provide social services, and lack of equipment and tools (computers and printers). Lack of a specific budget for services and lack of other sources of income limit the capacities of the Centre to provide services.

In terms of human resource capacity to provide services, the staff is well prepared, trained and the majority have over eight years of work experience in the field. They are licensed and able to provide good quality services to their clients. However, a calculation based on the provided data shows that the ratio of cases per employee by far exceeds the minimum standards, for which the representatives of CSW state that they lack minimum conditions to fulfil the quality standards as set by the Ministry. Furthermore, cases are assigned to employees according to the geographical region, not professional profile, which means that although employees are trained and experienced, they do not necessarily have the specific professional backgrounds necessary for particular social services and needs. In other words, employees act as “jacks of all trades”, serving as psychologists, counselors, social workers, and so on. In the absence of psychologists at the CSW, the licensed employees cover all counseling needs for all types of beneficiaries that seek the support of the CSW.

Services are provided to active/emergent cases with priority, follow-up of inactive cases is improving with the persistence of the Director of the Centre, but they are unable to engage in prevention work. According to a rough self-estimation of CSW representatives, they are able to cover somewhat more than half of the overall needs for social services in Prishtinë/Priština. Depending on the category of children/people in need, the CSW is able to cover all services for children without parental care, for the elderly, for victims of trafficking, etc. Difficulties are encountered with the provision of services to victims of domestic violence, children with asocial behavior and in conflict with the law, and children with disabilities, which are also the most frequent cases presented to the CSW Prishtinë/Priština.

The shelter for victims of domestic violence in Prishtinë/Priština has not been functional as of September 2016, which presents huge difficulties for the CSW to achieve its mission of protecting victims of violence. This is particularly difficult in the cases of children who are removed from their families on the ground of maltreatment as there are no options for emergency placement. Similarly, for children in a street situation, there are no services for placement and sheltering, and the CSW can only provide counseling and family services. There is also a lack of day services for children with disabilities. Other difficulties include the inadequate infrastructural conditions of the CSW facilities (facilitating better access for people with disabilities, improving child-family contact rooms, renewing IT equipment, purchasing vehicles for field work).

In terms of partnerships, the CSW of Prishtinë/Priština maintains contact with several institutions at central level, i.e. with the (1) Ministry of Labour and Social Welfare regarding training, licensing, and monitoring; (2) the Ministry of Internal Affairs regarding repatriation, trafficking, violence, and; (3) the Ministry of Justice on issues pertaining to international human trafficking of children. They also have good cooperation with several national level NGOs (SOS Children's Villages, Hope and Homes for Children, Terre des Homes, OFAP, etc.) although no official MoUs have been signed for partnership in service delivery.

10. Prizren/Prizren

The CSW of Prizren/Prizren was established in 1974. The CSW falls under the responsibility of the municipal Department for Labour and Social Welfare. The 2016 annual budget of the department was 1,027,000 Euro. There is no breakdown of the amount or proportion of funding that was allocated to the CSW. The department employs twenty-seven full-time staff, twelve of whom are involved in social services and nine are licensed.

Table 9: CSW Prizren/Prizren: Key indicators of social services in 2016

Municipality population in the 2011 census	177,781
No. of people 60 years and older in the 2011 census	16,215
No. of people receiving basic pension for the elderly in the first quarter of 2016	10,007
No. of persons whose primary source of living is social assistance	4,980
No. of families benefiting from social assistance in the first quarter of 2016	1,095
No. of family members benefiting from social assistance in the first quarter of 2016	4,262
No. of persons who receive disability pension in the first quarter of 2016	1,741
No. of families on assistance scheme for children with disabilities in the first quarter of 2016	220
No. of persons who receive visually impaired pension in the first quarter of 2016	249
Annual budget of the Centre for Social Work	No data
Number of staff employed in the Centre for Social Work	12
Year of establishment of the Centre for Social Work	1974

Representatives of CSW Prizren/Prizren make no distinction between the priority groups in need of services in their municipality. Throughout 2016, the employees of the Centre provided services for all people in need for social services and protection. The primary beneficiaries have been people living in poverty and children/adults with disabilities (particularly people with mental disabilities). The municipality of Prizren/Prizren has been involved in capital investments in the area of social welfare. The municipality has provided 182 apartments to families of martyrs, war invalids and veterans, and to families living in poverty. Given that the municipality of Prizren/Prizren did not have a home for elderly persons, the municipality is investing in a three-year ongoing project to build a House for Elderly Persons, which is expected to house up to 50 persons. Until now the municipality of Prizren/Prizren has cooperated with the Elderly House in Prishtinë/Priština to address the accommodation needs of elderly persons.

In terms of human resource capacity to provide services, the staff is well prepared, trained and the majority have over eight years of work experience in the field. They are licensed and able to provide good quality services to their clients. Although the number of staff is not sufficient, the needs of the population are covered. According to a rough self-estimation of CSW representatives, they are able to cover around half of the overall needs for social services in Prizren, in partnership with other licensed service providers.

There are several challenges faced by the CSW of Prizren/Prizren. Currently there are no facilities for providing services to elderly persons and there are no recreational services or 24/7 services for people in need. Due to the lack of adequate facilities, most of the municipal budget is exhausted by the capital investments, leaving little funding for the provision of social services. The lack of a specific budget for services, the lack of other sources of income, lack of human resources and professional trainings for staff all increase the challenge of providing services.

There are also challenges in providing services to people with mental disabilities. There are no rehabilitation centres to accommodate persons with mental disabilities. The municipality does not have facilities to shelter people with mental disabilities that are over 65 years old. The House of Integration in Prizren/Prizren, which is a public institution under the MLSW, provides services only to people with mental disabilities between 18 to 65 years old. The essential list of medications, which is provided by the Ministry of Health, does not cover the medication required for people with mental disabilities.

The Centre has a partnership with the shelter for victims of domestic violence and a state institution for people with mental disabilities, which support the Centre in adhering to the needs of the beneficiaries. The Centre also has a partnership with an NGO providing day care services for children with disabilities. In 2016, the municipal directorate allocated 16,000 Euro for subcontracts to local organizations that provide social services. The municipality has provided the facility in which the shelter house for victims of domestic violence in Prizren is located.

6. **Summary Table of all Interviewed Centres for Social Work**

CSW	Social Services Staff	No. beneficiaries in 2016	Most frequent beneficiaries	Main challenges	Partnerships
CSW Degan	2	Around 740	Victims of family violence	Lack of a specific budget for services in CSWs budget Lack of NGOs in the region Infrastructure conditions do not fulfill minimum standards	Partnerships with shelters for victims of violence in Peja and Gjakova
CSW Drenas	5	Around 500, with 100 new cases every year	Children with disabilities Elderly without care Children with asocial behaviour Victims of domestic violence	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure (lack of interviews/counselling rooms, lack of specific rooms for family contacts, lack of phones, vehicles) Inability to engage in prevention work	Well-functioning cooperation with several local and national NGOs in the delivery of services for beneficiaries.
CSW Ferizaj	16	Around 820	People in poverty Children with disabilities Children without parental care Children with asocial behaviour Victims of domestic violence	Lack of a specific budget for services in CSWs budget Lack of other sources of income Lack of professional trainings for staff Lack of transportation for conducting family visits No fund for emergencies	Well-functioning partnership with SOS Children's Villages, OFAP, Pema Organization, HandIKOS and HandIFER, shelter for victims of domestic violence, etc.
CSW F.Kosove	4	Around 250	People in poverty Children with disabilities Children without parental care Children begging in the streets Victims of domestic violence	Lack of a specific budget for services in CSW's budget Lack of human resources (both in number and profile of the staff, i.e. psychologist) Lack of professional trainings for staff Decentralization challenges Limited number of licensed NGOs to provide services	Several partnerships with national and local NGOs
CSW Gjakova	7	Around 1400	Children without parental care Children who have faced abuse	Lack of profiled professional services for less ad-hoc needs The number of staff is not sufficient The facility (the second floor) is not easily accessible for people with disabilities Lack of technical equipment needed for daily operation	Several well-functioning partnerships with different NGOs operating in the region, with which they cover sheltering needs and services for children/people with disabilities.
CSW Gjilan	6	Around 850	Children with disabilities Children without parental care Children victims of domestic violence	Lack of a specific budget for services in CSWs budget, Lack of other sources of income Lack of professional trainings for staff Lack of transportation for conducting family visits Lack of IT equipment	Well-functioning partnership with NGO Pema for services for children with disabilities, with SOS Children's Villages for children without parental care, and the Liria Centre for victims of domestic abuse
CSW Gracanica	4	No data	Elderly persons Homeless people People with disabilities Children without parental care Victims of domestic violence Children/youth in conflict with the law Victims of sexual abuse	Lack of financial resources Lack of staff Infrastructure conditions in CSW facilities Difficulties coordinating work with other institutions	Partnership with several NGOs working in the region, mostly alleviating poverty issues, but less working on direct counseling and social services.
CSW Hani	2	No data	All categories of people in social need	Lack of shelters for victims of domestic violence Lack of services for children with disabilities Lack of psychologist in the centre	No partnership with NGOs is reported, only with state institutions (health centres, schools, etc.)

CSW Istog	4	99 children	Children without parental care Children with asocial behaviour Victims of domestic abuse	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure (lack of rooms, for family contacts, equipment) Lack of alternative sheltering for children without parental care, the elderly and victims of abuse Inability to engage in prevention work	Well-functioning cooperation with other state institutions, however no NGOs present that could support the work of the CSW.
CSW Junik	2	Around 300	Victims of domestic violence Children without care Children with disabilities Families living in poverty	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Insufficient infrastructure	CSW Junik doesn't report about any official partnership with NGOs
CSW Kacanik	5	Around 130 new cases of children	Children with disabilities Children without care Children with asocial behaviour Victims of domestic violence	Lack of a specific budget for services in CSWs budget Inter-institutional cooperation	Partnerships are dependent on individual cases and needs of individual beneficiaries.
CSW Kamenica	6	Around 320 new cases	Children with disabilities Elderly without care Children with asocial behaviour Victims of domestic violence	Difficulty finding services for the elderly, children with disabilities and emergency placement for abused children Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure (lack of interviews/counseling rooms, lack of specific rooms for family contacts) Lack of policies to work with people with mental disabilities	CSW representatives report no specific partnership with any NGO.
CSW Klina	4	No data	People in poverty Children with disabilities Children without parental care Children with asocial behaviour Victims of domestic violence	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure (lack of vehicles) No culture of sharing experiences and meeting together with other services providers No fund for emergencies No benefits for staff	No specific partnership with NGOs and a general lack of NGOs in the municipality
CSW Lipjan	5	Around 330 active cases	Children without parental care The elderly without care Children with asocial behaviour Children with disabilities	Lack of a specific budget for services in CSWs budget Lack of staff (both in number and profile of the staff i.e. psychologist) Lack of professional trainings Infrastructure insufficient for provision of quality services Lack of day care centres for children with disabilities and shelters for victims of abuse	well-functioning cooperation with several partners (state and non-state) although no official MoUs have been signed for partnership in service delivery.
CSW Malisheva	4	600 children with disabilities	People living in poverty People with disabilities, including children Victims of domestic violence Children in conflict with the law Children with asocial behavior	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure insufficient to cover the needs (including lack of vehicles) Lack of alternative sheltering for the elderly and victims of abuse Lack of conditions to meet minimum standards	CSW Malisheva has well-functioning cooperation with several national level NGOs (HandiKOS, OFAP, Shelter House in Giakova, etc.) although no official MoUs have been signed for partnership in service delivery

CSW Mitrovica	9	No data	Children without parental care Children with asocial behaviour Victims of domestic abuse Children with disabilities The elderly	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure (lack of rooms, for family contacts, equipment) Lack of alternative sheltering for the elderly and victims of abuse Lack of conditions to meet minimum standards Lack of subventions for NGOs	Well-functioning cooperation with several national level NGOs (SOS Children's Villages, Hope and Homes for Children, Terre des Homes, OFAP, etc.) although no official MoUs have been signed for partnership in service delivery.
CSW North Mitrovica	12	Around 800	People with disabilities, particularly children Children in conflict with the law Victims of domestic abuse The elderly	Lack of human resources Lack of a specific budget for services in CSW's budget to support victims, families living in poverty, and beneficiaries who need longer-term services Bureaucratic procedures to assist people in need	No specific partnerships with service providers are mentioned.
CSW Novo Brdo	4	No data	People with disabilities, including children Children in conflict with the law	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure insufficient to cover the needs	CSW Novo Brdo has a partnership with Mother Teresa NGO, Red Cross to financially support the beneficiaries; otherwise, there is a general lack of NGO activity in the municipality.
CSW Obiliq	4	61 new cases	Victims of domestic violence Children in conflict with the law	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure insufficient to cover the needs (lack of counseling rooms and rooms for family contacts) Lack of partnerships	NGO presence in the municipality is low and level of partnership with other service providers is not at a desired level
CSW Peja	5	138 children	Victims of domestic violence Children in conflict with the law Children without parental care	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings	No specific partnership with NGOs, besides the shelter for victims of domestic violence,
CSW Podujeva	4	No data	Children without parental care People with disabilities, including children Victims of domestic violence The elderly	Lack of a specific budget for services in CSWs budget Lack of staff Lack of professional trainings Infrastructure insufficient to cover the needs (including IT equipment)	No partnership with any NGOs is specified
CSW Prishtina	15	2574 cases	People in poverty Victims of domestic violence Children in conflict with the law Children with disabilities Children without parental care	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Lack of shelters for victims of abuse No emergency placement services Lack of services for children with disabilities Infrastructure insufficient to cover the needs (including lack of vehicles) Lack of conditions to meet minimum standards	CSW Prishtina has a good cooperation with several national level NGOs (SOS Children's Villages, Hope and Homes for Children, Terre des Homes, OFAP, etc.) although no official MoUs have been signed for partnership in service delivery
CSW Prizren	9	No data	People living in poverty People with disabilities, including children All people in need of social services	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Lack of services for the elderly No shelter for the elderly, people with mental disabilities No 24/7 support services	The Centre has a partnership with the shelter for victims of domestic violence and a state institution for people with mental disabilities, which support the Centre in adhering to the needs of the beneficiaries. The Centre also has a partnership with an NGO providing day care services for children with disabilities

CSW Rahovec	7	Around 380	People with disabilities, including children Victims of domestic violence Children in conflict with the law Elderly without care	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure insufficient to cover the needs (including lack of vehicles) Lack of alternative sheltering for elderly and victims of abuse Lack of conditions to meet minimum standards	Partnerships are project-based and not permanent, therefore not reliable.
CSW Shterpe	1	11 new cases of children	Elderly without care Children with disabilities	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure insufficient to cover the needs Lack of conditions to meet minimum standards Lack of NGOs in the region	Due to lack of NGOs in region, no partnerships are specified. CSW Shterpe is largely supported by CSW Ferizaj
CSW Shtime	4	Snapshot- 36 active cases	Children without parental care Victims of domestic violence Elderly without care	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure insufficient to cover the needs (including lack of vehicles) Lack of alternative sheltering Lack of conditions to meet minimum standards Lack of institutional cooperation	Well-functioning cooperation with several partners (state and non-state) although no official MoUs have been signed for partnership in service delivery
CSW Skenderaj	4	Around 120 children	Children without parental care Children with disabilities Victims of domestic violence Children with asocial behavior Elderly without care	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Lack of sheltering for victims of abuse Lack of services for children with disabilities	CSW Skenderaj employees do not report about any official partnership with NGOs.
CSW Suhareke	5	No data	All people in need of social services	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure insufficient to cover the needs (including lack of vehicles)	CSW Suhareke reports a strong partnership with HandiKOS NGO for provision of services for children/adults with disabilities. The partnership is more in the level of supporting the beneficiaries, rather than in terms of joint planning for delivery of services.
CSW Viti	5	Around 680	Children in need Marital disputes Children with asocial behaviour Elderly without care	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Infrastructure insufficient to cover the needs (including lack of vehicles) Lack of alternative sheltering for the elderly and victims of abuse Lack of conditions to meet minimum standards	CSW Viti has a partnership with Mother Teresa NGO, Red Cross and services for protection of victims, which all support the CSW with additional services for beneficiaries.
CSW Vushtrri	4	Around 120 children	Children without parental care Victims of domestic abuse	Lack of a specific budget for services in CSWs budget Lack of staff and lack of professional trainings Lack of necessary rooms and equipment to provide quality services Lack of possibilities to work on prevention of certain social problems Lack of shelters for children without parental care and victims of domestic abuse	CSW Vushtrri reports having well-functioning cooperation with other state institutions; however no NGOs present that could support the work of the CSW.

7. Key Challenges of Centres for Social Work

The fieldwork revealed a number of challenges Centres for Social Work face while trying to provide social services for the people in need in Kosovo. Currently, the CSWs serve more as bodies that provide administrative support to people who apply for social assistance schemes, compensations for children with disabilities and payments for foster families, rather than as bodies that provide psychological, social, or re-integration support. Under such circumstances, the CSWs often refer persons in need of social services to a service provider, which is usually an underfunded nongovernmental organization.

The main challenges for providing social services include different but interconnected aspects such as decentralization, finances, human resources, quality of services, facilities and infrastructure, and cooperation with other stakeholders and nongovernmental service providers. Each of these challenges is discussed in more detail below.

1. Decentralization

Until 2009, the CSWs were operating under the direct management of the central level, i.e. the Ministry of Labour and Social Welfare. The delivery of social services was decentralized from the central government to the municipalities in 2009, giving them full and exclusive powers in the provision of family and other social welfare services, such as care for the vulnerable, foster care, child care, elderly care, registration and licensing of the care centres, as well as recruitment, payment of salaries and training of social welfare professionals.⁴⁵

Although decentralization aimed to bring services closer to the citizens by transferring them to the purview of the municipalities where they could be better prioritized and monitored, the findings of this study suggest that the decentralization process has not yet been finalized and it has not been well planned or executed. Although the responsibilities were transferred from central to municipal authorities in 2009, the CSWs have not been fully incorporated into the municipal structures. The municipalities do not yet consider CSWs as institutions of their own, which is reflected in a lack of adequate funding, staffing, and facilities. Municipal and CSW representatives also reported that decentralization has created administrative burdens for the coordination with the Ministry of Labour and Social Welfare regarding the social assistance. Most of the respondents identified decentralization as a necessary process; however, it needs specific bylaws and budgeting in order to meet the intended objectives.

⁴⁵ The Law on Local Self-government No. 03/L-040, Article 17

2. Financial Challenges

One of the biggest challenges identified by social service providers is the lack of a sufficient budget to cover the services needed for the beneficiaries and for their general operation as social service providers. As reported elsewhere and as this study further suggests, CSWs specifically lack the finances to provide quality services to potential beneficiaries. There are no legal or regulatory requirements in place for the allocation of a proportion of the municipal budget to social services, and there is no specific formula that would allocate a separate budget for social services. The proportion of the municipal budget allocated for social and family services is at the discretion of the municipal authorities. So far, social services have in general been among the last of the priorities of municipal authorities during the budget planning process.

CSWs do not manage any funding from public sources and do not receive any direct funding from other sources, individual, private or nongovernmental donors. They assist the potential beneficiaries within their municipality to apply for social assistance but the funding for social assistance schemes is not managed by the municipalities or CSWs. The budget of each CSW for staff salaries, goods and services, equipment and transport, is administered by the municipality. In some municipalities, the CSWs participate in the decision-making processes regarding the budget planning, whereas in others the CSW staff is not consulted about the budget. With the growing social vulnerability factors in Kosovo, it is evident that the capacities of CSWs for services provision are at risk of decreasing if no efforts are made to guarantee sustainable funding within and across municipalities based on targeted needs.

Lack of adequate funds for the CSW staff and social workers influence the quantity and quality of services they are able to provide. In some instances, CSW staff incur expenses they do not receive compensation for such as over-time work, expenses covered personally while assisting people in need (e.g. food or hygiene products), costs of transportation during house visits to the families and people in need, or hazard payments for risking their wellbeing in several situations during their working hours, such as cases of visiting homes where violence or substance-abuse has been reported, or where children need to be removed from their families. Furthermore, there is a lack of financial means to hire new staff, as well as invest in ongoing professional development and specialized training.

CSWs do not have any funding for outsourcing social services to nongovernmental organizations or private service providers, and do not have funding to respond to emergency situations such as providing shelter to victims of domestic violence, children on the street, or children without parental care. In some municipalities, the municipal authorities dedicate a symbolic amount of funding to such services, which is not sufficient to meet the demand. For such services, the CSWs rely mainly on services provided by nongovernmental organizations, which are also reportedly under-funded.

3. Human Resource Challenges

Another challenge raised in this study was related to human resources within the CSWs. Firstly, the CSWs often lack the adequate number of personnel necessary to provide services. We found that among municipalities of similar size, the number of licensed social service providers is markedly different and the number of beneficiaries per social workers is higher than what the minimum standards prescribe. Secondly, CSWs, in particular those operating in medium-/small-size municipalities, often lack specialized personnel, such as psychologists, legal officers, sociologists, pedagogical staff members, drivers, and even social workers, needed for the provision of tailored services. Psychological or social support to people in need is then provided by administrators or other unspecialized personnel, which influences the quality of services.

In some municipalities, the heads of CSWs submitted formal requests to the municipal authorities to fill vacant positions but have not received any response. In other municipalities, there is shortage of human resources even when the budget proposal allows for the hiring of more people. The process is considered to be difficult because CSW staff are civil servants and the procedures can be lengthy. Similarly, the social workers' licensing and relicensing process, which is due every three years, has not been continuously implemented, posing difficulties for those employees whose license has expired.

Furthermore, lack of specific budgeting for CSWs influences negatively on the ability of the staff to receive ongoing professional development and specialized training. To-date, social workers receive training either during the licensing process, or when an externally funded project offers a training package. People in the field consider these alternatives as insufficient.

4. Quality of Services Delivered

The provision of quality services is another challenge CSWs face. Insufficient funding and personnel, including specialized personnel, have direct implications on the ability of the CSWs to provide services to all as well as to provide services in accordance with the standards set by the MLSW. Under these circumstances, the CSWs are committed to provide services to the best of their abilities. There is a clear mandate specified for Centres of Social Work and the study recognizes that the CSWs operate in compliance with national legislation and policies. The case management process is well structured and defined. Based on answers provided about the implementation of minimum standards, it is found that CSW employees have a common understanding of their meaning and relevance and how they are applied. CSW employees are generally well-experienced and have participated in a number of trainings to increase their professionalism and awareness of social work and protection. Roles and responsibilities are clearly defined in all levels and cases are distributed evenly between employees. Principles of child protection and safeguarding are ensured in each CSW, as are beneficiary participation in decision-making, best interest of the client, principles of non-discrimination and equity in obtaining services. Finally, confidentiality is ensured as best as possible, although that in many CSWs offices are shared between employees. In all occasions, case files are kept safe and confidential.

Although minimum quality standards are being implemented, it is still the perception of the majority of respondents and also DSPF officials that conditions for the successful implementation of standards and proper indicators for monitoring their implementation are missing, in particular in the case of state social service providers. The small number of employee staff in proportion to the number of people in need for services makes the service delivery difficult to comply with the standards set by the MLSW. The lack of specialized personnel, particularly in terms of the number of professionals required for efficient and timely provision of services, and additional compensations also directly affect the performance of the staff.

In terms of services provided, the need for services for victims of domestic violence, children with disabilities, the elderly, and children in conflict with the law is high in almost every municipality. Despite the financial and human resource constraints, the CSWs are able to provide services such as identification, assessment, and counselling of beneficiaries presented at the centre, in cooperation with institutional partners and NGOs (where present). Challenges are faced in cases when the beneficiaries need additional services to immediate intervention, i.e. emergency placement/shelter, long-term rehabilitation services (therapy, day care services) or extended support (psychological, social or reintegration support). The CSWs or the municipalities cannot provide or financially cover such services. They can only facilitate the process between the clients who need such services and the organizations and institutions that provide them. The lack of the legal and financial infrastructure to contract such services as well as the limited number of NGOs providing such services long-term and the lack of their financial sustainability leaves the CSWs unable to adequately fulfil their mission. Hence the need to plan for long-term sheltering, rehabilitation, stimulation and reintegration services is imminent.

The findings of this study also indicate the lack of prevention services and interventions as a major missing component in the work of the CSWs. CSW employees are overburdened with handling cases in need of immediate assistance, such as cases of domestic violence, children left without parental care, abused/neglected children, children in conflict with the law, etc., thus limiting their availability to provide prevention measures.

5. Infrastructure Challenges

CSWs are facing a lot of infrastructural difficulties varying among lack of facilities, rooms, and vehicles, out-dated or missing IT equipment. In several municipalities, the municipal authorities and heads of CSWs complained about the lack of facilities to provide shelter for people in need. The CSWs do not provide services such as drop-in centres, day care services, or shelter facilities. The CSWs only facilitate the administrative process between the persons who need such services and the organizations and institutions that provide them. The lack of facilities constrains the CSWs from providing services, and the CSW staff often find themselves in no position to provide assistance to persons in need, such as children in street situation, children without parental care and abandoned children. In some cases, CSW staff have taken these children under temporary custody themselves as no alternative was found, for which they do not receive any compensation.

It is also a challenge to provide intake and shelter services victims of domestic violence, particularly if the violence happens outside working hours. If the Shelter Home in the respective municipality is not reachable or does not have the capacity to complete the intake process of the client, then CSWs reach out to other municipalities that have shelter houses. The lack of adequate shelter facilities makes it difficult for CSWs to also find solutions for other categories of people in need.

In several municipalities, there are issues with transportation, either due to the lack of vehicles at the CSWs or the lack of drivers. This impedes the CSW staff from providing services such as site visits to families or elderly persons without care, especially those in geographically remote areas. The staff is often required to travel to the sites at their own expense, and there is no indication as to whether this influences the quality of visits.

When it comes to the offices, accessing the buildings where the CSWs are located can also be a challenge. Although people with disabilities and the elderly are among the primary beneficiaries of CSWs, not all facilities have a physically accessible infrastructure. They either do not have accessible walkways for people with disabilities, or are located in the second or third floor of buildings without an elevator, or are situated in remote areas away from the centre. According to the interviewees, the municipalities have generally not been willing to provide adequate facilities to CSWs, which negatively influences their work and provision of social services.

There are also challenges in establishing contact with the Centres for Social Work. Formally, there is not too little information on CSWs location online or in any easily accessible source for the general population, although informally people know the whereabouts of the CSWs, especially in medium and small-size municipalities. The CSWs do not maintain a website, therefore there is little to no publicly available information on their mandate, the types of services that they provide, and the groups that may benefit from the CSW. Although information is not readily available in the internet on CSWs, once one enters the CSW there are information sheets, posters, and brochures with information on specific services and also, in the majority of CSWs' offices and halls there are clear signs that help direct people towards social assistance or social services section.

6. Cooperation Challenges

In order for the CSWs to assist beneficiaries properly, they need to cooperate with nongovernmental social service providers. However, the social mapping and the needs assessment conducted in thirty municipalities indicate an uneven distribution of NGOs in the whole Republic of Kosovo. There are more NGOs with specialized profiles in some municipalities than in others.

Furthermore, there is a general lack of coordination in service delivery between CSWs and NGOs. There is no database for services provided by NGOs; therefore, it is uncertain as to where and how the NGOs operate and also as to what services a beneficiary obtains from whom.

In the municipalities where cooperation with NGOs is established, the CSW personnel cooperates

with them by referring cases on an individual basis as Memorandums of Understanding or other contractual arrangements are often missing. As a result, the cooperation is predominantly based on personal contacts and informal exchange, rather than institutional channels. While these measures seem to work to a certain extent, the informal arrangements based on personalities are very unsustainable, in particular if personnel are removed or changed and relationships need to be reestablished. As already mentioned above and in the section on nongovernmental service providers, NGOs operate on project bases, therefore their presence in the field is constrained by their project objectives and available budget.

8. Examples of Non-governmental Service Providers

Findings from 6 NGOs are presented below, which were derived from interviews, questionnaires and from documents made available. The concluding table summarizes findings across all interviewed NGOs, of which 14 were registered and 3 were non-registered.

1. Centre for Sheltering Women and Children in Prizren/Prizren

The Centre for Sheltering Women and Children (House of Shelter) in Prizren/Prizren is a licensed service provider and was established in 2002 to provide shelter, protection and rehabilitation to victims of domestic violence. The services of the organization are provided for the municipality of Prizren/Prizren and its surrounding, although depending on the needs they admit victims from other regions as well, as the shelter is part of a network of eight other shelters for victims of domestic violence in Kosovo, and they support one another on a regular basis.

Throughout 2016, they provided their services to 51 victims of domestic violence (this is the average almost every year), although the full capacity at a time is 13 victims. Most commonly, victims of domestic violence reach the Shelter House through the police, Centres for Social Work, and victims' defenders of the State Prosecutor. It is not common for the Shelter House to receive direct reports from the victims, though it maintains an open line of communication.

The Shelter House in Prizren/Prizren employs five to seven staff members. This number is considered insufficient to cover the need for services to victims, given the night shifts as well, and the fact that they are not paid regularly. Similarly, in terms of financial resources, the organization is supported with a small sum by MLSW grant and municipal subsidies, however sustainability is at risk- the shelter is often unable to cover utility costs and services to beneficiaries. The municipality of Prizren/Prizren provided the housing facility and occasionally assists with commodities and heating materials. The functioning of the House of Shelter relies on financial support by international donors.

One of the key challenges that the House of Shelter of Prizren/Prizren faces is the lack of long-term financial sustainability, as there is no funding available to cover the salaries of the staff. It is becoming increasingly difficult for the House of Shelter to cover the utilities and provide services to the beneficiaries. The number of staff is not sufficient to provide services to the victims of domestic violence particularly if 13 persons are accommodated. The staff works in multiple shifts to provide 24/7 support to the victims in cases of sickness or psychological crisis.

2. Down Syndrome Kosova

Down Syndrome Kosova (DSK) is a non-licensed service provider established in 2007 by parents of children and people affected by the Down syndrome. The overall mission of DSK is to protect and respect the human rights and dignity of people with Down syndrome, provide information and communication to the community and relevant field professionals, and ensure the development of independent living and empowerment of parents and family members.

Down Syndrome Kosovo is based in Prishtinë/Priština and maintains local offices in five other municipalities. Its services are only provided in Prishtina, Ferizaj/Uroševac and Prizren/Prizren. DSK employs around ten persons in Prishtina, and one or two staff members in other municipalities.

DSK estimates that there are around 900 persons with Down syndrome in Kosovo, more than half of them have received some type of service from DSK. DSK collaborates with several health and medical service providers who provide free services for people with Down syndrome.

On a project basis, DSK implements programs to enhance the capacities of teachers and parents to deal with children with Down syndrome in schools. DSK organizes support activities to involve people with Down syndrome in activities such as design and sale of postcards and honey production. The NGO "Pema" is the only other service provider for people with Down syndrome in Kosovo.

MLSW supported this organization in opening a cafeteria in Prishtinë/Priština in order to employ young people with Down syndrome. Two local business companies supply the organization with coffee and bottled water for free. Moreover, the organization has an agreement with some supermarkets to sell postcards designed by children with Down syndrome, which generates income for the organization⁴⁶. This is a small contribution from the community, but such a program may have an impact on the socialization of vulnerable people.

DSK is facing challenges with the lack of sustainable financial support. Due to the lack of funding, DSK is constrained from providing logopedic services and ergotherapy, though it expressed that these services are needed for people affected by Down Syndrome.

3. HandiKOS

HandiKOS is a licensed service provider established in 1983. The organization provides social and family services for people with disabilities and the elderly, namely psycho-physical rehabilitation therapy and advocacy for the rights of people with disabilities. HandiKOS has consistently advocated and lobbied for improved monitoring and implementation of the legal framework pertaining to people with disabilities.⁴⁷

HandiKOS maintains 13 local offices and 14 community-based rehabilitation centres throughout 26 municipalities of Kosovo. In 2016, 2,000 to 3,000 persons in Kosovo benefited from the services provided by HandiKOS. In comparison, HandiKOS estimates around 200,000 persons with disabilities in

⁴⁶ Marigona Sadiku, Psychologist at Down Syndrome Kosovo, Prishtinë/Priština meeting on 14 June 2017

⁴⁷ HandiKOS (2013) Strategy and Work Plan HandiKOS, Association of paraplegics and paralyzed children of Kosovo 2014-2016, page 6 and 7 (English version), accessed in July 2017 at <http://handi-kos.org/repository/docs/Binder1.pdf>.

Kosovo, 170,000 of which were registered during the population census in 2011.

These services are provided to people and children with disabilities, or people with combined disabilities (physical and mental, physical and hearing). In some municipalities HandiKOS also provides services for children with Down syndrome and autism.

The municipalities generally provide little funding to HandiKOS with the exception of Suhareka which allocates nearly 120,000 Euro per year to support HandiKOS. The Ministry of Labour and Social Welfare has been offering subsidies for project financing of up to 50% of expenses since 2016. HandiKOS is primarily supported by international organizations, including the European Commission, Save the Children, and UNICEF. HandiKOS and the CSW of Ferizaj/Uroševac are in the process of developing a project financed by the Swiss Caritas regarding the registration of disabled people in the municipality.⁴⁸ HandiKOS also maintains cooperation with the Ministry of Health on issues pertaining to delivery of health and medical services for people with disabilities, and with the Ministry of Education, Science and Technology regarding the inclusion of children and people with disabilities in the public education system.

The organization has a 5-year action plan and they undergo internal and external audits. The last external audit was conducted in 2014.

The key challenge HandiKOS faces is the lack of financial sustainability. HandiKOS operates on a project-to-project basis, typically lasting between 6 to 12 months, and when the projects are completed, the types of services that were provided cease to be delivered. This is also affecting human resource management issues, as HandiKOS is facing the challenge of maintaining staff, health and medical experts, who had to look for other work because HandiKOS was not in a position to provide salaries in a sustained manner.

4. SOS Children's Villages

SOS Children's Villages is a licensed service provider and was established in Kosovo in 1999, providing protection, care and education for children without parental care and children at risk of losing parental care, and advocating for their rights. The services of the Organization are located in Prishtinë/Priština, Fushë Kosovë/Kosovo Polje and Gračanica/Gračanicë—although they provide services for children from all over Kosovo. In 2016, they supported around 700 children and 200 parents. As of January 2017, SOS Children's Villages employed 74 persons, of whom 71 are working full-time and 3 part-time. There are 16 volunteers involved in the program activities.

The main donors are the SOS Children's Villages of Norway and Sweden, though SOS receives funding from private donors and companies in Kosovo. SOS Children's Villages received a donation of 25,000 Euro from MLSW.

According to staff, SOS Children's Villages in Fushë Kosovë/Kosovo Polje, in coordination with the Municipality of Fushë Kosovë/Kosovo Polje, develops programs for women of Roma, Egyptian and Ashkali

⁴⁸ Hamdie Selmani, Social Worker CSW Ferizaj, meeting on 30 May 2017

communities about increasing awareness with regard to early marriages and illiteracy. Nevertheless, support from the Ministry of Education, Science and Technology and/or the Ministry of Health is very necessary. There are cases when medical or educational staff need capacity building in terms of working with people with disabilities.

The organization possesses a mid-term and long-term (15 years) strategic plan and their activities are regularly monitored by SOS Kinderdorf International as well as they undergo inspection from MLSW. Regular internal and external auditing is carried out.

According to SOS Children's Villages, the key challenges in providing social services are: lack of long-term financial support from public institutions on social services; lack of legislation for the protection of children; low number of organizations in the community to provide direct assistance to families; low number of foster families in Kosovo; lack of services for abandoned children and youth without care; and lack of prevention services.

5. AKTI Youth NGO

AKTI is a non-licensed service provider in Kosovo, established in 2001, focused on providing direct assistance- counselling and professional support to children and youngsters in need.

The services of the Organization are provided for beneficiaries from Fushë Kosovë/Kosovo Poljere-gion. Overall, they supported 125 children and youngsters throughout 2016. Given the general number of children at risk in Kosovo, the organization estimates that their services cover around 2% of the general target group.

The overall capacity of the organization in terms of human resources is 8 employees, who work in direct service provision. The number is considered sufficient to cover the need for services.

In terms of financial resources, the organization is project-based and operates only with donor projects. The financial sustainability is not ensured.

The organization has a network of partners with whom they liaise in the provision of services. They cooperate with all CSWs to accommodate children referred by CSWs.

6. Terre des Hommes Kosovo (TDH)

TDH Kosovo is a service provider focused on child protection, maltreated and neglected children, socially outcast children, child trafficking and child welfare. TDH Kosovo provides services to families in difficult social conditions, as well as to professionals working with children. Overall, with their work they cover 21 municipalities and they provided services to 3622 beneficiaries during 2016. However, TDH Kosovo is not licensed by the state.

Their primary role is also supporting CSWs with capacity building and mentoring, which result in increased quality of social services provided.

The organization possesses a mid-term 3 years' action plan and their activities are regularly monitored and audited.

Key challenges in providing social services include the lack of long-term financial support from public institutions on social services; lack of the law of child protection; lack of an employee for child protection in each CSW, and an overload of CSW employees with cases.

The organization has a network of partners with whom they liaise in provision of services.

7. Autism Association

The Autism Association is a licensed service provider in Kosovo, established in 2011, providing daily services for children with autism (ABA Therapy, therapeutic services, etc.) and their families (counseling and support), as well as advocating for the rights of children with autism.

The services of the Association are located in Prishtinë/Priština, where they supported 35 children and their families throughout 2016, as well as in other regions where they supported 25 children and their families. Given the general and the growing number of children with autism in Kosovo, the association estimates that their services cover only 3-4% of children in need.

The overall capacity of the organization in terms of human resources is 14 employees in Pristina and 7 in the regions, as well as 13 therapists providing direct therapeutic services. Still, the number is considered insufficient to cover the need for services nationally.

In terms of financial resources, the association is not supported by the state; the funding is secured from donors, parents and charity events. This results in a lack of sustainability of the actions and regular challenges to meet the needs.

The association reports that around 65% of their budget is allocated for direct services to beneficiaries. This calculation includes costs incurred for activities such as counselling sessions, education activities, materials procured for beneficiaries, and excludes indirect costs such as operational costs, administration etc. Still this is insufficient to cover the needs.

Another challenge faced is that the therapeutic work provided by the Autism Association is just one part of the service that children with autism need. The other part—which currently is covered fully by parents—is assistance in schools and in society in general.

The association possesses a mid-term and long-term strategic plan and their activities are regularly monitored by Beyond Autism Organization in the UK. No monitoring from the Government of Kosovo

has been mentioned by the association. The association has a network of partners with whom they liaise in the provision of services.

8. Organization Duart Plot Meshire DPM – Pejë/Peć

The Duart Plot Meshirë is a licensed service provider in Kosovo, established in 2011, providing daily services for children with disabilities and family visits for chronically ill persons in the Municipalities of Pejë/Peć, Istog/Istok, Klinë/Klina and Deçan/Dečani.

The services of the organization in 2016 were provided to 75 children and 307 families in the above-mentioned regions, and additionally advocacy actions are initiated. The overall capacity of the organization in terms of human resources is 17 employees, an insufficient number to cover the need for services.

Despite the limited human resources, given the lack of such services in Kosovo, the organization estimates that they exceed their expectations as to the coverage of the target group with the services they provide. They often move beyond their initial plans of action and provide services for more children and families than initially anticipated in their yearly action plans.

In terms of financial resources, the association is not supported by regular donors, hence long-term sustainability is not ensured. The organization reports that around 65% of their budget is allocated for the direct service to the beneficiaries. Still this is insufficient to cover the needs.

The organization possesses action plans, and their activities are regularly monitored by different donors. No monitoring from Kosovo Government has been mentioned.

The organization has a network of partners with whom they liaise in the provision of services. However, one of the challenges reported in this aspect is the fact that many NGOs are closing their operations due to a lack of financial sustainability.

9. NGO Humaniteti - Rahovec/Orahovac

NGO Humaniteti is a licensed service provider in Kosovo, established in 2003, providing social services for children with asocial behaviour and people with disabilities, as well as advocacy for their rights in the region of Rahovec.

The services of the organization were provided to 140 children and their families throughout 2016, covering around 50% of the need for services in the region.

In terms of human resources, they employ only part-time staff as and when needed, with whom they cover the need for service provision. In terms of financial resources, the association is not supported regularly by national and local donors, and allocates around 50% of the budget to direct services to the

beneficiaries. The budget covers the needs of the current beneficiaries, but an increased budget would allow to serve more beneficiaries.

The association possesses a strategic plan and their activities are regularly monitored by donors. The MLSW has been monitoring the implementation of the projects based on the Memorandum of Understanding signed between the Ministry and the NGO.

The association has a large network of partners with whom they liaise in provision of services, mainly organizations working with the issues of disability.

10. Centre for Daily Care PEMA

PEMA is a licensed service provider in Kosovo, established in 2013, providing all types of support to children with disabilities to ensure their integration into society and advocating for their rights. Services include daily educational and recreational activities, psycho-social support, professional therapy, home visits, family counselling, etc.

The services of the organization are located in Prishtinë/Priština, Pejë/Peć, Prizren, Ferizaj/Uroševac and Gjilan/Gnjilane. In general, the organization supported 448 children and their families throughout 2016. As there is no exact number of children with disabilities in Kosovo, it is difficult to estimate the coverage by the percentage that PEMA covers out of the general target group.

The overall capacity of the organization in terms of human resources is 31 employees, 30 of whom work in direct service provision. The organization considers this number sufficient to cover the need for services to children and their families, as well as for advocacy activities.

In terms of financial resources, the organization is supported by a MLSW grant (received yearly) and additional funding is secured from donors like the EU Office in Kosovo and UK funds. Nonetheless, sustainability by the central government or municipalities is not ensured and this poses a risk to the future of the centres.

The organization reports that around 59% of the budget is allocated for the direct services to the beneficiaries. Still this is insufficient to cover the needs of the target group. Having in mind the need for such services in Kosovo, and Pema being active only in 5 municipalities, is indicative of the need for a higher budget in this aspect.

The organization possesses a mid-term strategic plan and their activities are regularly monitored by donors. Regular yearly internal and external auditing is carried out.

Key challenges in providing social services include the lack of long-term financial support from public institutions on social services and the lack of financial sustainability. The organization has a network of partners with whom they liaise in the provision of services, in all locations.

11. Organization for Children without parental care - OFAP

OFAP is a licensed service provider in Kosovo, established in 2015, providing support for foster care families and family-based care for abandoned children and children without parental care, as well as capacity building and advocacy work in promoting foster care in Kosovo.

The services of OFAP are Kosovo-wide. Through 2016, they supported 800 children in need and their families. OFAP estimates that their services cover around 60% of the needs of the target group.

The overall capacity of the organization in terms of human resources is 8 full-time and 18 part-time employees. According to the assessment of the needs of children and foster families, the number of staff is considered insufficient but the needs are currently covered.

In terms of financial resources, the organization is supported by the MLSW, the Italian NGO Amici dei Bambini, UNICEF, and Save the Children. The organization reports that around 70% of the budget is allocated for the direct service to the beneficiaries. The budget is considered insufficient, as is the number of staff, but the needs are somehow covered because staff members work overtime and beyond their regular hours. They provide services for a larger number of individuals and families than is recommended by minimum standards. While the organization was established in 2015, it has been operating in Kosovo far longer as the Italian NGO "Amici dei Bambini". As a result, the organization has extensive experience working in the field and with foster families and children without parental care. The organization refers to its experience and expertise when stating that the needs are somehow met while stressing that additional staff and a larger budget would ensure that more services would be provided to families.

The organization has a 3-year strategic plan and initiates regular monitoring, both internal and external, to assess the quality of their work.

The biggest challenges encountered in their work include the lack of municipal grants and the lack of inter-institutional cooperation to benefit the target group.

The organization has a network of partners with whom they liaise in the provision of services. They have a partnership agreement with several municipalities for offering foster care and consequently supporting CSWs in recruiting and supporting foster families.

12. Shpresa dhe Shtëpitë e Fëmijeve (SDFS)

SDSF is a licensed service provider in Kosovo, established in 2002, providing protection, care and education for children without parental care, child victims of domestic violence, victims of trafficking (low-risk) and child victims of maltreatment.

The Organization is located in Prishtinë/Priština although providing services for children from all over

Kosovo. In general, they supported 22 children throughout 2016.

The overall capacity of the organization in terms of human resources is 12 employees, 9 of which work in direct service provision. The number is considered insufficient to cover the need for services to children and their families.

In terms of financial resources, the organization faces a high risk of sustainability due to the lack of alternative sources of funding, however they are supported by a MLSW grant (received yearly) and several donors. The sustainability of the actions is at risk each year.

A calculation of the budget indicates that around 50% of the budget is allocated for the direct service to the beneficiaries, an amount insufficient to cover the needs. In comparison to other NGOs, SDSF provides 24-hour care and the needs are much bigger than in day activities.

The NGO possesses a project plan drafted jointly with MLSW, and their activities are regularly monitored by the MLSW.

Key challenges in providing social services include the lack of long-term financial support from public institutions on social services, the lack of a specific grant for social services, and due to budgetary constraints, the lack of after-care follow-up and monitoring and support services for children leaving care.

The organization has a network of partners with whom they liaise in the provision of services. They cooperate with all CSWs to accommodate children referred by CSWs.

9. **Summary Table of all Interviewed Nongovernmental Service Providers**

Certified nongovernmental service providers						
	Staff	Beneficiaries (No. in 2016)	Services provided	Main challenges	Partnerships	
Autism Association	34 (21 regular staff and 13 therapists)	35 children and their families	Daily services for children with autism (ABA Therapy, therapeutic services, etc.) and their families (counseling and support), as well as advocating for the rights of children with autism.	<ul style="list-style-type: none"> Lack of financial sustainability Lack of staff Need for additional assistance in school and in society as such) 	<p>NGO has partnerships with others on the level of provision of services for individual or group beneficiaries. No partnerships on the level of joint project implementation is reported.</p>	
Duart Plot Meshire Peja	17	75 children 307 families	Daily services for children with disabilities and family visits for chronically ill persons in the Municipality of Peja, Istog, Klina and Decan.	<ul style="list-style-type: none"> Lack of financial sustainability Lack of staff 	<p>NGO has partnerships with others on the level of service provision for individual or group beneficiaries. No partnerships on the level of joint project implementation is reported.</p>	
HANDIKOS (Peja)	6	120 beneficiaries	Social and family services for people with disabilities and the elderly, namely psycho-physical rehabilitation therapy and advocacy for the rights of people with disabilities	<ul style="list-style-type: none"> Long term sustainability of the organization and a lack of properly qualified staff to provide designated services 	<p>NGO has partnerships with others on the level of provision of services for individual beneficiaries or a group of beneficiaries. No partnerships on the level of joint project implementation is reported.</p>	
NGO Humaniteti	Only part-time staff as and when needed	140 children and their families	Social services for children with asocial behaviour and people with disabilities, as well as advocacy for their rights in the region of Rahovec.	<ul style="list-style-type: none"> Lack of financial sustainability Lack of staff 	<p>NGO has partnerships with others in service provision for beneficiaries. No partnerships in joint project implementation is reported.</p>	
Organization for Children without Parental Care (OFAP)	8 full time	800 children and their families	Support for foster care families and family-based care for abandoned children and children without parental care; as well as capacity building and advocacy work in promoting foster care in Kosovo.	<ul style="list-style-type: none"> Lack of financial sustainability Lack of staff Lack of municipal grant and Lack of inter-institutional cooperation to benefit the target group 	<p>NGO has partnerships with others on the level of provision of services for individual beneficiaries or a group of beneficiaries. No partnerships on the level of joint project implementation is reported.</p>	

<p>SOS Children's Villages</p>	<p>931 children and their families</p>	<p>931 fëmijë dhe familjet e tyre</p>	<p>Protection, care and education for children without parental care and children at risk of losing the care of their parents, and advocating for their rights in Pristina, Fushe Kosove and Gracanica</p>	<ul style="list-style-type: none"> ● Lack of long-term financial support from public institutions; ● Low number of organizations in the community to provide direct assistance to families; ● Low number of foster families in Kosovo; ● Lack of services for abandoned babies and youth without care; ● Lack of prevention services. 	<p>A network of partners with whom they liaise in the provision of services, in all three locations. They cooperate with all CSWs to accommodate children referred by CSWs.</p>
<p>Shpresa dhe Shtepite e Femijeve</p>	<p>12</p>	<p>22 children</p>	<p>Providing protection, care and education for children without parental care, child victims of domestic violence, victims of trafficking (low-risk) and child victims of maltreatment.</p>	<ul style="list-style-type: none"> ● Lack of long-term financial support from public institutions on social services. No specific grant for social services ● Lack of after-care follow-up, monitoring and support services for children leaving care. 	<p>The organization has a network of partners with whom they liaise in the provision of services. They cooperate with all CSWs to accommodate children referred by CSWs.</p>
<p>Centre for Sheltering Women and Children Prizren</p>	<p>8</p>	<p>51 victims of domestic violence</p>	<p>Shelter, protection and rehabilitation to victims of domestic violence. The services of the organization are provided for the municipality of Prizren and its surrounding</p>	<ul style="list-style-type: none"> ● Lack of long-term financial sustainability from public institutions on social services- available funding doesn't cover the salaries of the staff. 	<p>The organization has a network of partners/ other shelters with whom they liaise in provision of services. They cooperate with all CSWs to accommodate victims referred by CSWs</p>
<p>Women's Centre Liria Gjilan</p>	<p>10</p>	<p>98 victims of domestic abuse</p>	<p>Shelter, protection and rehabilitation to victims of domestic violence and potential victims of trafficking in the municipality of Gjilan and its surrounding</p>	<ul style="list-style-type: none"> ● Lack of long-term financial sustainability from public institutions on social services. ● Lack of sufficient staff 	<p>The organization has a network of partners/ other shelters with whom they liaise in provision of services. They cooperate with all CSWs to accommodate victims referred by CSWs</p>

<p>Centre for Independent Life Peja</p>	<p>8</p>	<p>33 beneficiaries and their families</p>	<p>Psycho-social, health and educational support to people with mental disabilities as well as advocating for their rights</p>	<ul style="list-style-type: none"> ● Lack of long-term financial sustainability from public institutions on social services. ● Lack of expertise to work with people with mental disabilities. 	<p>The organization has a network of partners working with issues of disability with whom they liaise in the provision of services.</p>
<p>Centre for Protection of Women Peja</p>	<p>9</p>	<p>97 victims of domestic abuse</p>	<p>Shelter, protection and rehabilitation to victims of domestic violence (women and children). The services of the organization are provided for the municipality of Peja and its surroundings</p>	<ul style="list-style-type: none"> ● Lack of long-term financial sustainability from public institutions on social services 	<p>The organization has a network of partners/ other shelters with whom they liaise in the provision of services. They cooperate with all CSWs to accommodate victims referred by CSWs.</p>
<p>Safe House Gjakova</p>	<p>8</p>	<p>37 victims of domestic abuse</p>	<p>Shelter; protection and rehabilitation to victims of domestic violence (women and children) in the municipality of Gjakova and its surroundings</p>	<ul style="list-style-type: none"> ● Lack of long-term financial sustainability from public institutions on social services. 	<p>The organization has a network of partners/ other shelters with whom they liaise in the provision of services. They cooperate with all CSWs to accommodate victims referred by CSWs.</p>
<p>Centre for Daily Care PEMA</p>	<p>31</p>	<p>448 children and their families</p>	<p>All types of support to children with disabilities to ensure their integration into society and advocating for their rights. Services include educational and recreational activities, psycho-social support, professional therapy, home visits, family counselling, etc. in Pristina, Peja, Prizren, Ferizaj/Uroševac and Gjilan</p>	<ul style="list-style-type: none"> ● Lack of long-term financial support from public institutions on social services, financial sustainability 	<p>NGO has partnerships with others on the level of provision of services for individual beneficiaries or a group of beneficiaries. No partnerships on the level of joint project implementation is reported.</p>
<p>Centre for protection of victims of trafficking and prevention of trafficking of human beings</p>	<p>9</p>	<p>36 victims</p>	<p>Providing direct assistance- rehabilitation and reintegration- to victims of trafficking, as well as working in the prevention of trafficking of human beings.</p>	<ul style="list-style-type: none"> ● Lack of long-term financial support from public institutions on social services; ● Lack of a facility for the shelter (currently they pay rent). 	<p>The organization has a network of partners with whom they liaise in the provision of services. They cooperate with all CSWs to accommodate children referred by CSWs.</p>

Non-certified nongovernmental service providers					
	Staff	Beneficiaries (No. in 2016)	Services provided	Main challenges	Partnerships
AKTI Youth	8	125 children and youngsters	Providing direct assistance- counselling and professional support to children and youngsters in need in Fushe Kosove	<ul style="list-style-type: none"> Activities are project-based (lack of sustainability) 	The organization has a network of partners with whom they liaise in the provision of services
Centre for Legal Aid and Regional Development	3 plus 12 legal interns	Around 2000 per year	Free legal aid and counselling to vulnerable groups (elderly persons, persons who were denied social assistance, divorced women, victims of domestic and sexual violence), representing them in court, filing complaints, advocacy	<ul style="list-style-type: none"> Lack of sustainable financing 	Receives some funding from U.S. State Department and European Commission, partners with CSWs
Down Syndrome Kosova	20	about 250	Advocacy for the protection and respect of human rights and dignity of people with Down syndrome, provide information and communication to the community and relevant professionals, and ensure the development of independent living and empowerment of parents and family members.	<ul style="list-style-type: none"> lack of sustainable financial support cannot cover need for logopedic services and ergotherapy 	Not provided
Terre des Hommes Kosovo	Not provided	3622 beneficiaries	Child protection, maltreated and neglected children, socially outcast children, phenomenon of trafficking and child welfare in 21 municipalities.	<ul style="list-style-type: none"> Lack of long-term financial support from public institutions;0 Lack of the law of child protection; Lack of an employee for child protection in each CSW, Overload of CSW employees with cases. 	The organization has a network of partners with whom they liaise in provision of services

10. Key challenges of Non-Governmental Service Providers

Similar to CSWs, non-governmental organizations face several challenges in providing quality social services in terms of insufficient human resources and lack of financial sustainability.

1. Financial Challenges

The Law on Social and Family Services recognizes the role of NGOs in provision of social and family services, outlining that NGOs are encouraged to provide Social and Family Services, either on their own initiative or, under contract, on behalf of the municipal Directorate or the MLSW. There are currently 22 licensed NGOs providing specialized social services in different locations in Kosovo.

However, as this study suggests, they are financially not sustainable and this puts their operation at risk. Respondents of the study report there is still the lack of awareness on the local level on the importance of investing in social services and the lack of proper planning for the cost of service delivery, hence the municipal budget still does not prioritize service delivery. The current finances are not sufficient to maintain any quality of the services provided in the state sector or support NGO sustainability. Therefore, the need to invest in social services and dedicate a specific budget for social services is of utmost importance to ensure that qualitative services are delivered accordingly.

Most NGOs present in Kosovo provide project-based services and activities that are mainly complementary services to support beneficiaries with education activities, health support, alleviation of poverty, psycho-social activities and other community-based services beneficial to the target group. However, there is a limited number of NGOs that can actually support the CSWs and beneficiaries with sheltering, longer term support and emergency support services—which is what the CSWs need the most. Almost half of the municipalities have limited support from NGOs, particularly from licensed NGOs, in covering these needs.

Licensed NGOs that adhere to quality standards are subject to significant difficulties in finding funds for their daily operations. Although most of them have over 10 years of experience and are well established in the communities where they operate, lack of sustainable support from government subsidies is risking their operations day by day. For example, the proportion of funding of SOS Children's Villages covered by public institutions of Kosovo is around 2%. Down Syndrome Kosova started to generate funding through sales of postcards and honey.

As stated previously, NGOs frequently mention the lack of government and municipal funding for social services which they see as a solution to sustainable service delivery.

2. Human Resource Challenges

Many staff work on a voluntary basis to cover the largest needs. Numerous NGOs rely on international donors, but when their projects reach an end, the services can no longer be provided and staff cannot be continued or retained. Most of the donor funds are directed towards actions that break the cycle of poverty via empowerment, economic support of beneficiaries, and community organizing, but few funds are directed towards NGOs seeking support beyond 24 months. In order to obtain these funds, NGOs must show that the actions of their projects will be sustainable financially after those 24 months, and this is not something they are able to ensure. Furthermore, the option of partnering with other NGOs for service delivery is limited because of the competition for funds.

3. Quality of Services Delivered

In terms of quality parameters, licensed NGOs have demonstrated clear policies when it comes to adhering to quality standards.

They possess clear missions and activity plans; some of them have long-term strategies for the development of their vision.

They follow case management procedures, although not always the same procedures as in CSWs, which implies structured work and ethical considerations. Their operations are in compliance with national legislation. Social work principles are ensured, such as: best interest of the client, confidentiality, child safeguarding, inclusion, and non-discrimination.

Furthermore, most of the assessed NGOs have clear standards of operation, policies for child protection, actions for staff development and clear monitoring and evaluation procedures.

Most of the NGOs mention the need for stricter monitoring by the state, for two reasons—firstly, they want the state to get acquainted better with the capacities and their mission; secondly, they wish to know they are on the right track for the delivery of quality social services.

NGOs did not report any challenges faced in the licensing, relicensing or supervision of the services by the central authorities. These service providers maintain regular contact and cooperation with CSWs, municipal departments, and MLSW. While these organizations are operational and provide adequate services, a key challenge for the future will be to allocate public funding for such service providers, particularly in response to the diminishing funds from the international donors.

11. Conclusions

This report focused on the legal and fiscal frameworks as well as on social service providers' capacities in providing social services to the most vulnerable groups in Kosovo and identified several aspects that affect the planning, funding, quality, and delivery of social service provision to the population in need.

The report found evidence that the legal and policy frameworks provide a solid basis for development of quality services with good beneficiary coverage and a wide range of services. However, a lack of finances, which results in insufficient human resources and capacities to provide services, as well as a lack of proper coordination of services pose difficulties in fulfilling the requirements of the legislation and policy frameworks. To be more specific, the section below addressed each of these points separately.

Legal context

In terms of the legislative framework for provision of social services in Kosovo, there are several legal documents regulating social services in Kosovo. The Centres for Social Work are mandated by the Law on Social and Family Services to provide social and family services cover all the geographical regions in Kosovo and have been well-established for decades—with experienced staff and dedicated facilities for the provision of the designated services. They are located in each municipality, geographically covering the whole country. Until 2009, these Centres were operating under the direct management of the Ministry of Labour and Social Welfare. Since 2009, the delivery of these services was decentralized from the central government to the municipalities. The findings of this study suggest that although the decentralization process is not yet finalized, it was not well planned and executed in the first place. Specific additional bylaws and budgeting in order to result as successful.

Fiscal context

Social service providers identified a lack of sufficient budget as one of the biggest challenges to cover their operations and services needed for the beneficiaries. With the growing social vulnerability factors in Kosovo, it is evident that the capacities of CSWs for services provision are at risk of decreasing. NGOs are needed to provide social and family services, either on their own initiative or, under contract on behalf of the municipal Directorate or the MLSW. There are currently 22 licensed NGOs providing specialized social services in different locations in Kosovo. However, as this study suggests, they are financially not sustainable and this puts their operation at risk. Respondents of the study report that the municipal budget still does not prioritize service delivery. The current finances are insufficient to maintain any service quality sustainably. Therefore, the need to invest in social services and dedicate a specific budget for social services is of outmost importance to ensure that qualitative services are delivered accordingly.

Human resources

CSWs are hardly able to hire new staff and invest for ongoing professional development and specialized training. Furthermore, the lack of professional profiles in the CSWs (psychologists, special pedagogues, etc.) poses an additional burden to the work of social workers, who need to cover all aspects of professional work with the beneficiaries. The NGO sector encounters similar difficulties.

Coordination

Little coordination in service delivery between CSWs and NGOs exists. There is no database for services provided by NGOs. Therefore, it is uncertain as to where and how the NGOs operate and also as to what services a beneficiary obtains from whom.

Prevention

The findings of this study also indicate little focus on prevention services because CSW employees are overburdened with cases in need of immediate assistance (cases of domestic violence, children left without care, abused/neglected children, children in conflict with the law etc.), consequently leaving behind the prevention of the same problems.

Quality of Services

Although CSWs and NGOs implement minimum quality standards, the majority of respondents and also DSPF officials perceive that conditions for successfully implementing standards are missing, specifically in state social service providers. Proper indicators for monitoring their implementation need to be defined.

In terms of services provided, as reported by representatives of CSWs, the need for services for victims of domestic violence, children with disabilities, the elderly, and children in conflict with the law is large in almost every municipality. The need to plan for long-term sheltering, rehabilitation, stimulation and reintegration services is imminent.

12. Recommendations to the Stakeholders

There has been progress in the decentralization of social services. However, the process of reforming the mechanism for implementing social services and availability of the resources still remains a challenge. Furthermore, in order to properly implement the system of decentralization of social services, several steps can be taken by central and local authorities in Kosovo in improving the quality and sustainability of service delivery for the most vulnerable groups.

Based on the interviews with central-level representatives and social service providers, the analysis of the legislation and the review of the literature, we make the following recommendations with regard to advancing the delivery of social and family services in the future:

Recommendations to the Central Level (MLSW, MoF, MLGA)		
Funding	Specific financial formula	Develop the specific parameters for determining a specific financial formula on social services. This formula should be introduced in the amendments of the Law on Local Government Finances, according to which the MoF will allocate the funds to the municipalities. Prepare guidelines and instructions for the municipalities for implementing the new grant formula on social services.
	Adequate staff compensation	Initiate changes in legislation required for adequate compensation of CSW staff for over-time work and for any additional expenses that the staff undertakes dealing with persons in need, and potentially provide additional employment benefits.
	Facilities	Establish a commission of national and local level representatives to assess the conditions of CSW facilities and their compliance to structural standards. Based on the commission's assessment, implement an action plan for improving CSW facilities. Jointly with municipalities, provide adequate facilities to CSWs, meeting basic standards of accessibility, spatial planning, and hygiene. CSWs should be equipped with waiting rooms, drop-in centres, recreational facilities, and shelters for people in need.
	Equipment	Jointly with the municipalities, equip the CSWs with the necessary resources such as vehicles, work stations, computers, printers, and other necessary office supplies.
	NGO funding	Allocate adequate funding for nongovernmental and nongovernmental nongovernmental service providers to cover for the diminishing funds of the international donors.
	Budget preparation	Focus consultations on budget circulars for appropriate budget preparation and calculation in order to increase the capacities in implementing and enhancing own competencies to provide social services.

Licensing	Harmonize Licensing	Amend the AI for Licensing of the Legal Entities / Organizations that provide Social and Family Services No. 17/2013 in order to clarify service delivery, monitoring and quality control procedures, as well as procedures for the renewal of licenses. These procedures and rules shall be harmonized in order to properly implement the AI and harmonize it with EU standards.
	Increase NGO licensing	Increase number of licensed NGOs, encourage community based NGOs to apply for licenses, and ensure the availability of services in all geographical regions.
	Diversify NGO licensing	Develop additional licensing standards for NGOs that provide project-based services to the most vulnerable people (e.g. free legal aid, CLARD).
Staffing	Criteria for staff selection	Develop and formalize through an AI a set of criteria for the recruitment and selection of professional staff. This would make municipalities more alert and committed to respect procedures and plan employment of staff respectively.
	Staff monitoring	Assess the performance of the CSW staff through regular appraisals, licensing and relicensing as necessary. Operationalize professional standards for social workers and managers of social services based on which a review of social worker's competencies and skills would be conducted to identify areas for further development and capacity building needs.
	Staff training	Develop curricula and provide regular trainings for CSW staff, especially social workers (recommended topics include techniques for working with disabled people, post-surgery therapies, how to manage difficult cases, how to maintain databases etc.).
	Budget training	Train staff of municipalities, in particular of those of CSWs, in budget planning and management as well as on the application of the new grant formula on social services.

Operations	Cooperation	<p>Draft guidelines and policies that encourage partnerships between state and nongovernmental service providers in joint service delivery, not just partnership for supporting individual cases. Produce and strengthen mechanisms for inter-institutional and inter-municipal collaboration.</p> <p>Map priorities and work of local and central government (e.g., MoF), with other respective institutions to increase cooperation and exchange with mayors and respective municipal department heads.</p>
	Monitoring standards	<p>Jointly with municipalities and CSWs, re-assess and oversee the implementation of standards for providing social services. The set of standards could cover the following issues:</p> <ol style="list-style-type: none"> 1. <i>Accessibility of CSWs</i> for persons in need, regulating physical/geographical accessibility, electronic communication with CSWs etc.; 2. <i>Accountability of CSWs</i> in relation to the beneficiaries, regulating effective and timely resolution of problems of persons in need, and responsiveness of staff etc.; 3. <i>Transparency of CSWs</i> in relation to providing services for people in need, process of determining social assistance and pension schemes for people in need; 4. <i>Protection of information of persons in need</i>, including any personal information or statements provided to CSWs;
	Action plans	<p>Issue an AI to determine the criteria and standards for preparing annual action plans on social and family services with clear short-term objectives, priorities, and activities, based on accurate data on the population groups disaggregated by gender, age, ethnicity, ability or vulnerability.</p>
	Case management system	<p>Develop a uniform and consistent case management system and allocate resources based on the data and needs of the communities as well as vulnerable groups.</p>
	Database	<p>Develop a database for services provided by licensed NGOs to beneficiaries and link it to the CSW database, to be able to follow services delivered to beneficiaries.</p>
	Law on Social Enterprises	<p>Facilitate the approval of the Law on Social Enterprises, which would create a solid base for employment for the most vulnerable, decrease the number of the unemployed, and increase the standard of living for the most vulnerable groups in Kosovo. Allocate adequate funding for implementing this law and promote it to interested parties.</p>

Recommendations to Municipalities		
Funding	Separate budget line	Consider separate directorate for social welfare, and establish a separate budget line for the delivery of social services according to the needs of the CSWs.
	Increase funding	Examine municipal budget circulars issued by MoF and plan a progressive increase of expenditures for social services, including needed social services currently not provided. Allocate adequate funding to enable CSWs to exercise their mandate, provide social services, and manage operations.
	Funding NGOs	Allocate funding to NGOs as the main supporters of the municipalities in providing social services, in a context where funding from the international community decreases.
	Emergency fund	Create a separate fund for emergency situations so that the CSW staff are able to respond to difficult cases and can manage the immediate risks of people in need.
	Policies on generating income	Provide community-based policies on how to generate income for the most vulnerable groups (e.g. the Down Syndrome Kosovo).
	Provide equipment	Equip CSWs with vehicles and equipment in order to cover the necessary operational needs for providing social services to their inhabitants.
Operations	Budget planning	Consult with heads of CSWs and social workers regarding budget planning and financial needs.
	Data collection	Collect accurate data on the population groups disaggregated by gender, age, ethnicity, ability, or vulnerability, as basis for municipal budget planning.
	Inter-municipal cooperation	Strengthen inter-municipal cooperation to provide adequate services for people in need, and cooperation with nongovernmental and nongovernmental service providers of other municipalities.
	Structural review	Conduct a structural review of CSWs to identify human resource management issues, identify the needs for additional staffing, gaps in the division of staff responsibilities, and potential changes in the structure of CSWs to effectively meet the demand for social services.
	Ensure human resources	Ensure that the CSWs have the necessary human resources to provide social services, and fill in the vacant positions, particularly social worker positions in several municipalities (psychologists, sociologists, and pedagogical staff members).

Recommendations to Centres for Social Work		
Funding	Funding innovation	Identify mechanisms to generate funds from CSW or enable CSWs to receive funding from other alternative sources (i.e. enabling joint applications with NGOs to public funding grants).
	Budget planning	Consult with municipalities regarding budget planning and financial needs.
	Emergency funding	Ensure funding for cases in need of immediate assistance, specifically for victims of domestic violence.
	Prevention funding	Budget for preventive services and require follow-up actions.
Staffing	Staff recruitment	Ensure to recruit the necessary and appropriate staff including child protection specialists to provide child-friendly quality services, in accordance with the minimum standards and child-oriented policies in place.
	Build capacity	Ensure provision of capacity building activities as foreseen by minimum standards (1–3 days of training for social issues). Organize capacity building activities for staff on budget planning, management and reporting, particularly if the responsibility of managing funds is assigned to the CSWs in the future.
	Increase capacity	Increase the capacities through involvement of student volunteers and potential cooperation with the faculties of law, education, psychology and sociology.
Operations	Prioritize services	Increase services as per identified needs for priority groups (children with disabilities, children in conflict with the law, victims of abuse and the elderly etc.).
	Implement standards	Implement standards required for providing social services, as indicated above, in terms of accessibility, transparency, accountability, protection of information and case-management.
	Website	Improve electronic communication, provide contact details on the website, and information about the mandate and types of services provided.

Recommendations to Nongovernmental Organizations		
Funding	Funding innovation	Identify mechanisms to generate funds from CSW or enable CSWs to receive funding from other alternative sources (i.e. enabling joint applications with NGOs to public funding grants).
Operations	Uniform system	Follow a uniform system of case management, like the system implemented by CSWs to ensure common understanding and quality services.
	Information sharing	Share information with other service providers on available services and planned activities.
	Partnering	Cooperate with municipalities, Centres for Social Work and local NGOs in planning and providing social services.

Annexes

I. Lista e referencave

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II. List of interviewees

List of Central Level Stakeholders Consulted			
#	Name	Position	Organization
1	Berisha, Gani	Project Manager	Association of Kosovo Municipalities
2	Elmazi, Salvador	Director of Budget	Ministry of Finance
3	Gashi, Qazim	Head of Division	Division of Disability and Elderly Persons, Ministry of Labour and Social Welfare
4	Gjocaj, Muhamet	Head of Department	Department of Social and Family Policies, Ministry of Labour and Social Welfare
5	Kelmendi, Bajram	Head of Division	Division of Social Services, Ministry of Labour and Social Welfare
6	Morina, Mentor	Head of Division of Social Inclusion	Department of Social and Family Policies/Ministry of Labour and Social Welfare
7	Mustafa, Armen	Expert on Social Services in Kosovo	Independent
8	Shala, Ganimete	Official of Division of Social Inclusion	Department of Social and Family Policies/Ministry of Labour and Social Welfare
9	Tahiri, Besnik	Executive Director	Institute of Local Government

List of Municipal-Level Stakeholders Consulted				
#	Name	Municipality	Position	Organization
1	Abazaj, Ramiz	Klinë/Klina	Head of Social Service Sector	Centre for Social Work
2	Avdyli, Hasan	Shtime/Štimlje	Director of CSW	Centre for Social Work
3	Azemi, Naime	Prishtinë/Priština	Social Worker	Centre for Social Work
4	Balaj, Sherife	Prizren/Prizren	Head of Department for Labour and Social Welfare	Municipality of Prizren
5	Begaj, Blerim	Malishevë/Mališevo	Director of CSW	Centre for Social Work
6	Beqaj, Ilir	Klinë/Klina	Social Worker	Centre for Social Work
7	Bushi, Amir	Hani i Elezit/Elez Han	Director of CSW	Centre for Social Work
8	Cervadiku, Shaban	Drenas/Glogocac	Head of Social Services	Centre for Social Work

9	Dinovic, Dejan	Severna Mitrovica/Mitrovicë e Veriut	Director of CSW	Centre for Social Work
10	Fetaj, Behar	Junik/Junik	Director of CSW	Centre for Social Work
11	Gashi, Behije	Podujevë/Podujevo	Head of Social Service Sector	Centre for Social Work
12	Gerbeshi, Fadil	Novobrdë/Novobardo	Head of Social Services	Centre for Social Work
13	Gjigoli, Abaz	Fushë Kosovë/Kosovo Polje	Director of CSW	Centre for Social Work
14	Hoti, Elbasan	Klinë/Klina	Director of CSW	Centre for Social Work
15	Ibrahimaj, Haki	Istog/Istok	Director of CSW	Centre for Social Work
16	Ibrahimi, Fjolla	Lipjan/Lipljan	Social Service Officer	Centre for Social Work
17	Idrizi, Qefajete	Fushë Kosovë/Kosovo Polje	Head of Social Service Sector	Centre for Social Work
18	Islami, Merima	Ferizaj/Uroševac	Head of Social Service Sector	Centre for Social Work
19	Kelmendi, Drita	Pejë/P	Director of CSW	Centre for Social Work
20	Krasniqi, Kurnije	Prizren/Prizren	Head of Social Service Sector	Centre for Social Work
21	Kryeziu, Kimete	Kamenicë/Kamenica	Head of Social Services	Centre for Social Work
22	Loshaj, Hajdin	Skenderaj/Srbica	Head of Social Services	Centre for Social Work
23	Luli, Gjon	Gjakovë/Đakovica	Director of CSW	Centre for Social Work
24	Lushaj, Ibrahim	Deçan/Deçani	Head of Social Services	Centre for Social Work
25	Luzha, Ramadan	Kaçanik/Kaçanik	Director of CSW	Centre for Social Work
26	Milovanovic, Maja	Severna Mitrovica/Mitrovicë e Veriut	Psychologist	Centre for Social Work
27	Mujku, Vebi	Prishtinë/Priština	Director of CSW	Centre for Social Work
28	Mustafa, Goneteta	Rahovec/Orahovac	Social Service Officer	Centre for Social Work
29	Nacic, Dragan	Graçanica/Graçanicë	Coordinator of Social Services	Centre for Social Work
30	Pllana, Violeta	Vushtrri/Vushtrn	Head of Social Service Sector	Centre for Social Work

31	Popovic, Aleksandar	Graçanica/ Graçanicë	Head of Department of Health and Social Welfare	Municipality of Graçanica
32	Rakaqi, Sami	Suharekë/Suva Reka	Director of CSW	Centre for Social Work
33	SADIKU, Ragip	Obiliq/Obili	Social Service Officer	Centre for Social Work
34	Salihu, Miran	Mitrovicë e Jugut/Južna Mitrovica	Director of CSW	Centre for Social Work
35	Selmani, Hamdie	Ferizaj/Uroševac	Social Service Officer	Centre for Social Work
36	Shala, Muhamed	Prizren/Prizren	Social Worker	Centre for Social Work
37	Syla, Nazife	Mitrovicë e Jugut/Južna Mitrovica	Social Service Officer	Centre for Social Work
38	Ukshini, Hestet	Viti/Vitina	Social Service Officer	Centre for Social Work
39	Xhemajli, Haqif	Štrpce/Shtërpçë	Head of Social Service Sector	Centre for Social Work
40	Xhigolli, Abaz	Fushë Kosovë/ Kosovo Polje	Director of CSW	Centre for Social Work
41	Zogaj, Afrim	Malishevë/Mališevo	Pedagogical Staff Member at CSW	Centre for Social Work
42	Zymberi, Mursel	Gjilan/Gnjilane	Social Service Officer	Centre for Social Work

List of NGO Stakeholders Consulted				
#	Name	Municipality	Position	Organization
1	Bala, Ardita	Pejë/Pe	Executive Director	Women's Wellness Center
2	Behluli, Burim	Prishtinë/ Priština	National Programme Development Director	SOS Children's Village
3	Bytyci, Ora	Prishtinë/ Priština	Children's Village Program Director	SOS Children's villages
4	Citaku, Valbona	Prishtinë/ Priština	Executive Director	SDSF
5	Dedolli, Hamijet	Prishtinë/ Priština	Executive Director	MVPT
6	Deri, Donika	Fushë Kosovë/ Kosovo Polje	Social Worker	SOS Children's villages
7	Doli, Sakibe	Gjakovë/ Đakovica	Executive Director	Shtëpia e Sigurte
8	Gashi, Rinor	Prishtinë/ Priština	Program Manager	HANDIKOS
9	Gojnovci, Rexhep	Fushë Kosovë/ Kosovo Polje	Executive Director	AKTI ORA
10	Haxhihasani, Fitore	Pejë/Pe	Executive Director	Qendra per Jete te Pavarur
11	Jonuzi, Nazife	Gjilan/Gnjilane	Executive Director	Liria Gjilan
12	Kabashi, Jubilea	Prizren/ Prizren	Executive Director	QSGF Prizren
13	Krasniqi, Ibadete	Prishtinë/ Priština	Executive Director	OFAP
14	Krasniqi, Rudolf	Pejë/Pe	Manager	Duart Plot Meshire
15	Nrecaj, Anton	Prishtinë/ Priština	Senior Legal Advisor/ Project Manager	CLARD
16	Oseku, Arta	Prizren/ Prizren	Psychologist/Nurse	Shelter House Prizren
17	Radonqiq, Nexhat	Prishtinë/ Priština	Coordinator	CLARD
18	Rama, Ramadan	Rahovec/ Orahovac	Manager	Humaniteti

19	Sadiku, Marigona	Prishtinë/ Priština	Psychologist	Down Syndrome Kosova
20	Seferi, Agron	Prishtinë/ Priština	Junior Case Manager Specialist	Terre Des Hommes
21	Sherifi, Nora	Prishtinë/ Priština	Executive Director	Autism Association
22	Vaqari, Klevis	Prishtinë/ Priština	Expert on Social Services in Kosovo	KMOP
23	Zeqaj, Sabrije	Pejë/Pe	Executive Director	Handikos
24	Zogaj, Liridona	Prishtinë/ Priština	Executive Director	PEMA

III. Interview templates

SOCIAL MAPPING INTERVIEW QUESTIONS FOR CENTERS FOR SOCIAL WORK (CSW)

Explain: *This interview is being conducted as part of the inception phase of the project "Support for better social services for the most vulnerable groups in Kosovo". Here is the brochure of the project with contact information. This project is funded by the European Union and implemented by Save the Children in Kosovo. The co-partner in implementing this project and for whom I work as a consultant is the European Center for Social Welfare Policy and Research. The overall purpose of this interview is for us to learn more about the mandate of your institution, types of services that you provide, beneficiaries of your services, what are the challenges/needs/recommendations and so on. The interview should last between 30 to 45 minutes.*

Explain *The notes from this and other interviews will be compiled and analyzed in a situation analysis report that is planned to be published later. There will be no direct quoting. Your answers are anonymous. But would you agree that we can use the notes from this interview to feed into the situation analysis report?*

Yes / No [if yes, provide consent form to sign]

A. GENERAL INFORMATION

1. Name of the institution:
2. Municipality:
3. Year of establishment of CSW:

B. MANDATE, BENEFICIARIES AND SERVICES

4. What is the overall mandate of CSW with regards to provision of social and family services?
5. Do you have an annual working plan? Yes — no
6. I will go through a list of vulnerable groups. Could you inform me if these groups are beneficiaries of CSW, according to your work plan?

[Go through list, fill in the first column. Then go through the list again and ask whether any of these groups are primary beneficiaries, and whether CSW maintains a database of these beneficiaries. The last column on the number of beneficiaries will be completed after asking question 6.1]

Possible vulnerable groups	This group is a beneficiary	This group is primary beneficiary	CSW maintains a database	Number of beneficiaries	Type of services? (List)
Children with disabilities					
Children without parental care					
Children on the street					
Children in conflict with law					
Children who abuse with drugs					
People with disabilities					
Persons with long term sickness					
Persons with mental illness or addiction					
Persons living in extreme poverty					
Victims of domestic violence					
Elderly persons					
Other 1 [_____]					
Other 2 [_____]					

6.1 Do you have any estimates of how many persons, including children, benefited from your work during 2016, or 2015?

2016

2015

Write figure if provide

[If there is data broken down by vulnerable groups, complete last column of the table above for 2016]

7. How do you decide to divide resources among the various beneficiary groups?

[probe if needed: what factors do you take into account, i.e. needs of local population, database

statistics, else?]

C. INFORMATION ABOUT THE INSTITUTION

8. What is the number of staff who work for the CSW in your municipality?

Full-time: _____; *Part-time:* _____; *Volunteers:* _____;

8.1 To what extent do you consider that the number of staff that you have is sufficient for you to exercise your mandate?

(a) (a) Very sufficient

(b) (b) Somewhat sufficient

(c) (c) Not sufficient

(d) (d) Not sufficient at all

(e) (e) Don't Know / Refuse

9. What percentage or amount of the annual budget of the municipality is allocated for CSW?

Write figure if provided: _____

10. And which amount is allocated for Social Services?

Write figure if provided: _____

10.1 To what extent do you consider that the budget is sufficient for the CSW to exercise its mandate?

(a) Very sufficient

(b) Somewhat sufficient

(c) Not sufficient

(d) Not sufficient at all

(e) Don't Know / Refuse

11. Do you receive funding directly from any other sources?

[Probe as needed: donors, membership fees, what else?]

12. Does the municipality currently have a budget for subsidizing private social service providers at the local level?

(a) Yes. If yes, what percentage, or how much of the overall budget _____

(b) No

(c) Don't know

D. OTHER QUESTIONS

13. Do you have any cooperation with other institutions or service providers at local level?

[Probe as needed: If yes, with whom, how?]

a. Publicly funded institutions/service providers

b. International/national (IOs/NGOs) third sector service providers

c. Private service providers

14. Do you have any cooperation with institutions or service providers at central level?

[Probe as needed: If yes, with whom, how?]

a. Publicly funded institutions/service providers

b. International/national (IOs/NGOs) third sector service providers

c. Private service providers

15. What do you think are the key challenges in providing social services in your municipality?

[Probe only if needed: lack of funding, lack of capacity, what else?]

16. What do you think are the key challenges in your cooperation with other stakeholders/service providers?

17. What are your recommendations as to how the challenges in Q15 and Q16 could be addressed?

18. Do you have any reports, i.e. annual reports, or other materials related to your work, which can help us understand more about your institution and the services you provide?

Thank you.

Capacities Assessment Questionnaires

1. Based on the data from the MLSW, there are 22 licensed organisations to provide social services. To what extent do you think they are sufficient to fulfil the needs of the vulnerable groups and people in need in Kosovo?
2. How would you estimate in general the social service licensing process in Kosovo?
3. If you would make a rough estimation of the number of beneficiaries receiving services compared to the overall number of people in need, what is the % of the target groups you would say is covered by social services in Kosovo (CSW, NGO, etc.)?
4. How would you estimate in general the quality of social services provided by CSW in Kosovo?
5. How would you estimate in general the quality of social services provided by NGOs in Kosovo?
6. What do you think are the key challenges in providing social services in Kosovo? [i.e.: lack of funding, lack of capacity, what else?]
7. What do you think are the key challenges in cooperation between social service providers (CSWs and NGOs)?
8. What are your recommendations as to how the challenges in Q6 and Q7 could be addressed?
9. Do you think that the process of decentralization of social services in Kosovo was the right action and well-executed? Please explain why.
10. What do you think are the priority steps to improve the decentralized services and increase the quality of social services in Kosovo?
11. What are your recommendations in regards to drafting policies to overcome the challenges and increase capacities?

Questionnaire for Centres for Social Work

1. City	Click here to enter text.
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A. MANDATE, BENEFICIARIES and SERVICES

2. What is the overall mandate of your CSW with regards to provision of social and family services?	Click here to enter text.
3. What are the most priority groups (in need) or the most frequent cases requiring services in your CSW?	Click here to enter text.
4. What are the services you provide for your beneficiaries?	Click here to enter text.
5. What other services you provide that are not dedicated directly to your beneficiaries (i.e. advocacy)?	Click here to enter text.
6. Do you have any data of how many beneficiaries, including children, benefited from your work in 2015 and 2016?	2015 Click here to enter text. 2016: Click here to enter text.
7. If you would make a rough estimate of the number of beneficiaries supported by you compared to the overall number of people in need for your services, what is the % of the target group you cover as a CSW?	Click here to enter text.

B. HUMAN RESOURCES AND TECHNICAL SUPPORT

<p>8. Is the infrastructure in your CSW sufficient to provide quality services? Why?</p>	<p>Click here to enter text.</p>
<p>9. What is the number of staff working directly in providing services to the beneficiaries in your CSW?</p>	<p>Click here to enter text.</p>
<p>10. To what extent do you consider that the number of staff is sufficient for you to exercise your mandate?</p>	<p>Above the standard</p> <p>Sufficient</p> <p>Not sufficient, but the needs are covered somehow</p> <p>Not sufficient to cover the needs</p> <p>I don't know / Refuse</p>
<p>11. What is the number of staff licensed to provide social and family services?</p>	<p>Click here to enter text.</p>
<p>12. To what extent do you consider the budget is sufficient to provide for quality services?</p>	<p>Above the standard</p> <p>Sufficient</p> <p>Not sufficient, but the needs are covered somehow</p> <p>Not sufficient to cover the needs</p> <p>I don't know / Refuse</p>
<p>13. Are minimal standards fully implemented in your CSW? Please elaborate</p>	<p>Click here to enter text.</p>

C. OTHER QUESTIONS

14. Do you have any cooperation with other institutions or service providers at local level? If yes, with whom, how?	Click here to enter text.
15. Do you think that services provided by your CSW and your partners are sufficient and satisfactory to fulfil the needs of the target group? Please explain why	Click here to enter text.
16. What do you think are the key challenges in providing social services in locations where your work? [i.e.: lack of funding, lack of capacity, what else?]	Click here to enter text.
17. What do you think are the key challenges to your cooperation with partners/other social service providers (including CSWs)?	Click here to enter text.
18. What are your recommendations as to how the challenges in Q16 and Q17 could be addressed?	Click here to enter text.
19. Do you think that the process of decentralization of social services in Kosovo was the right action and well-executed? Please explain why?	Click here to enter text.
20. Do you have any report or any other material related to your work that could help us understand more about the work and services you provide?	Click here to enter text.

Questionnaire for NGOs

GENERAL INFORMATION ON ORGANIZATION FUNCTIONING

1. Name of Organisation	Click here to enter text.
2. Locations where you are active	Click here to enter text.
3. Year of establishment	Click here to enter text.
4. Is your Organisation licensed to provide social and family services?	Yes No If Yes, the licence is valid to: Click here to enter text.
5. Does your Organisation has a strategic plan?	Yes No If Yes, for how many years: Click here to enter text.
6. Does your Organisation has a regular annual plan?	Yes No If Yes, how do you insure its implementation?
What are the mechanisms of service quality assurance your Organisation applies? What are the social principles based on which you provide services?	Click here to enter text.
Do you have monitoring and assessment mechanisms?	Yes No If Yes, how do you insure their implementation?
Do you apply external assessments of your work?	Yes No If Yes, how often? Click here to enter text.

MANDATE, BENEFICIARIES and SERVICES

10. What is the overall mandate of your Organisation in regards to provision of social and family services?	Click here to enter text.
11. Who is your primary target group?	Click here to enter text.
12. What are the services you provide for your beneficiaries?	Click here to enter text.
13. What other services you provide that are not dedicated directly to your beneficiaries (i.e. advocacy)?	Click here to enter text.
14. Do you have any data of how many beneficiaries, including children, benefited from your work in 2015 and 2016?	2015: Click here to enter text. 2016: Click here to enter text.
15. If you would make a rough estimate of the number of beneficiaries supported by you compared to the overall number of people in need for your services, what is the % of the target group you cover as an Organisation?	Click here to enter text.

INFORMATION ON THE ORGANISATION

16. What is the number of staff working in your Organisation?	Full-time <input type="checkbox"/> Part-time <input type="checkbox"/>
17. What is the number of staff working directly in providing services to the beneficiaries in your Organisation?	Full-time <input type="checkbox"/> Part-time <input type="checkbox"/>
18. To what extent do you consider that the number of staff is sufficient for you to exercise your mandate?	<input type="checkbox"/> Above the standard <input type="checkbox"/> Sufficient <input type="checkbox"/> Not sufficient, but the needs are covered somehow <input type="checkbox"/> Not sufficient to cover the needs <input type="checkbox"/> I don't know / Refuse
19. What are your sources of finance?	Click here to enter text.
20. What is the percentage or the amount of your annual budget allocated to direct services?	Click here to enter text.

<p>21. To what extent do you consider the budget is sufficient to provide for quality services?</p>	<p><input type="checkbox"/> Above the standard</p> <p><input type="checkbox"/> Sufficient</p> <p><input type="checkbox"/> Not sufficient, but the needs are covered somehow</p> <p><input type="checkbox"/> Not sufficient to cover the needs</p> <p><input type="checkbox"/> I don't know / Refuse</p>
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OTHER QUESTIONS

<p>22. Do you have any cooperation with other institutions or service providers at local level? If yes, with whom, how?</p>	<p>Click here to enter text.</p>
<p>23. Do you think that the services that your Organisation and your partners provide are sufficient and satisfactory to fulfil the needs of the target group? Please explain why</p>	<p>Click here to enter text.</p>
<p>24. What do you think are the key challenges in providing social services in locations where your work? [i.e.: lack of funding, lack of capacity, what else?]</p>	<p>Click here to enter text.</p>
<p>25. What do you think are the key challenges to your cooperation with partners/other social service providers (including CSWs)?</p>	<p>Click here to enter text.</p>
<p>26. What are your recommendations as to how the challenges in Q24 and Q25 could be addressed?</p>	<p>Click here to enter text.</p>
<p>27. Do you think that the process of decentralization of social services in Kosovo was the right action and well-executed? Please explain why?</p>	<p>Click here to enter text.</p>
<p>28. Do you have any report or any other materials related to your work that could help us understand more the work and services you provide?</p>	<p>Click here to enter text.</p>



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