



BASHKIA
KORÇË

ROMACTED

*Promoting good governance
and Roma empowerment
at local level*

OPERATIONAL PLAN KORÇA COMMUNITY CENTRE (KCC) 2020-2021



Funded
by the European Union
and the Council of Europe



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by the Council of Europe





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ROMACTED Programme

Promoting good governance and Roma empowerment at local level

Joint Programme of the European Union and the Council of Europe

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I. Context

The Community Centre in Korça (KCC) was inaugurated in January of 2015 as an Inter-Cultural Community Centre. From its establishment, it was expected to address several problems faced by minorities in the municipality, as well as “problems of economic conditions, inadequate living conditions, problems with health care, public education, finding a job market, civil registration and other relevant social issues.”¹

Evidence shows that various minorities are hindered in their integration process as a result of a lack of limited access to goods and services. This is intricately linked to challenges such as poverty, difficult living conditions, truncated education and health care, and low access to the labour market, among others. In this context, community centres and the KCC need to take up a multi-dimensional and cross-sectoral approach, enabling marginalized groups to have access and cooperation with various state and private agencies, and better access to quality and accessible services for these communities.

Roughly more than 4 years from its opening, and after a series of initial experiences, the Korça municipality with the support of the joint European Union and Council of Europe ROMACTED Programme “Promoting good governance and Roma empowerment at local level” aims to re-dimension the work of the KCC through this 2-year operational plan (2020-2021), which will serve as a guide for the Centre’s administration and activities, and will integrate into its profile the role of a facilitation mechanism for the implementation of the Social Plan and the Plan for Integration of Roma and Egyptian Minorities 2019-2022 drafted recently by the Korça municipality.

1 Source:<http://bashkiakorce.gov.al/site/article.php?aid=973&t=Inagurohet-n%C3%AB-Kor%C3%A7%C3%AB->



II. KCC vision

Through its Social Plan, the Korça municipality has the mission "to place the focus on providing standardized and quality social care services, in order to cover the growing social needs of groups in need and minorities." In addition, the Korça municipality is committed to work over the period of 2019-2022 "to promote inclusiveness, multiculturalism, and integration with full and equal rights of members of Roma and Egyptian minorities ..." as articulated in the vision of the Local Plan for the Integration of Roma and Egyptian Minorities 2019-2022. In this context, the KCC is expected to be re-dimensioned and to be an important structure within the local government structures, which will work to fulfil its vision as:

Community Centre with and for communities in need, for their benefit and the benefit of the entire community of Korça municipality, in which exclusion is discouraged, and the inclusion of all vulnerable groups and their members is encouraged and facilitated.



III. KCC goal and objectives

In line with its vision, the KCC aims to:

1. Be open and inclusive in its activity for all communities in need and their members, in line with what the national political and legal framework specifies, especially the Municipality local plans (Roma and Egyptian integration and social framework);
2. Facilitate and enable access to social services for all minorities in need (services provided by State and private operators);
3. Inform and raise awareness of communities in need, in cooperation with various service providers at the local level (such as non-governmental organisations, social businesses, institutions providing micro-credit, social centres, etc.) regarding projects, activities and services, which promote and enable social inclusion in this municipality;
4. Develop comprehensive processes with the participation of communities to assess needs and to draft action plans addressing them, and to monitor the implementation of these plans in cooperation with other local actors;
5. Promote policies and assist in institutional capacity strengthening of interventions for the social inclusion of communities in need through capacity building and assistance to local and central government institutions;
6. Take special care of the implementation of strategic policy documents for equal opportunities and social inclusion in the country (both at the national level such as the National Strategy for Social Protection; the National Plan for the Integration of Roma and Egyptians; the National Plan for the Integration of Persons with Disabilities and others, and at the local level - the Social Plan and the Plan for Integration of Roma and Egyptian Minorities).



In order to achieve these goals, the KCC needs to work in the next two years to meet these objectives:

1. Create a clear and solid profile of local leadership on issues of social inclusion and equal opportunities;
2. Create the necessary nucleus with human resources to enable the implementation of the operational plan and to enable the further capacity building of the Centre;
3. Build and strengthen a wide network of collaborations with local and wider actors (such as non-governmental organisations, businesses, central and local institutions, and others) and establish partnerships with them;
4. Follow/work on the implementation of the Social Plan and the Plan for the Integration of Roma and Egyptian Minorities;
5. Create opportunities for projects and other activities through project writing and fundraising.



IV. KCC premises and staff

The Centre is a local structure under the Directorate of Social Services at the Korça municipality. As such, it is supported by the municipality with premises and core staff. KCC premises have been operational since 2015 but they need repair. The Centre's staff set-up is proposed as shown in Figure 4.1.

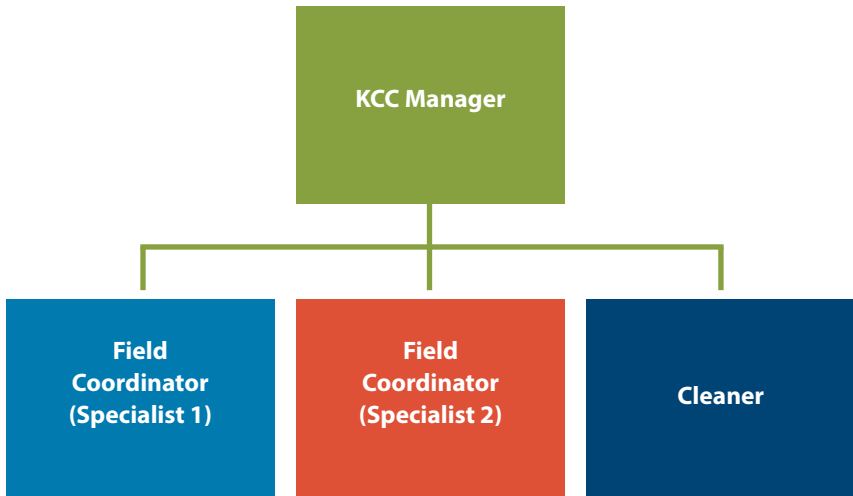


Figure 4.1. Staff set-up of Korça Community Centre



IV.1. KCC staff

The organization of the Centre's staff described in this section is a basic initial model that can be adapted to the needs and opportunities arising during the Centre's activity. Ideally, it is suggested that the Centre has a manager, (at least) a field coordinator, a cleaner and a security guard. However, depending on the available financial resources and the work intensity of the Centre, staff may be reduced (e.g. cleaning may be covered part-time by municipal employees who dedicate certain working days to the Centre; the manager, in times of financial constraints, may also cover the roles of field coordinator, etc.).

4.1.1 KCC manager

The KCC manager is a permanent staff member responsible for ensuring the full functionality of the Centre and the smooth running of its activities.

Main duties and responsibilities of the KCC manager include:

- Ensure the KCC operation in line with the Centre's management plan and regulation and relevant effective legislation;
- Manage and coordinate the KCC activities with the municipality and any collaborators and partners, as needed;
- Report to the municipality on the progress and implementation of the KCC plan;
- Supervise the KCC staff;
- Responsible for the preservation of the physical and financial assets of the centre;
- Build and maintain professional and proper relations with local communities, their representatives, and local and foreign partners, according to the needs and opportunities created;
- Draft action plans (medium-term and short-term) for the centre's activity and follow their implementation, after receiving the approval of municipal authorities;
- Engage in monitoring social services provided by various partners to target groups under the focus of KCC activities.



The KCC manager shall have these qualifications and basic skills:

- University diploma in Social Sciences; post-university studies are an advantage;
- At least 3 years of experience as manager/director in the public administration and/or civil society sector;
- Very good knowledge of the English language;
- Good skills in project writing and fundraising.

Annex 1 contains more elaborate job descriptions about recruitment of KCC key staff.

4.1.2 Field coordinator / specialist (1)

The centre has at least one permanent field coordinator and employs other coordinators (full-time or part-time) according to the number of new projects won and implemented by it.

The permanent field coordinator shall have these duties and responsibilities:

- Work under the supervision of the centre's manager;
- Ensure mapping of local stakeholders relevant to the KCC mission and activities;
- Establish and maintain relations with a network of stakeholders (NGOs, institutions, businesses, etc.) who facilitates the process of creating new partnerships to the benefit of the KCC action plan;
- Perform on-site work for data collection, needs assessment, mapping of communities in need and their resources/assets, etc.;
- Coordinate and monitor activities within the KCC;
- Inform and raise awareness among communities in need concerning opportunities for their empowerment and integration;
- Perform other tasks as assigned by the KCC manager.



The field coordinator shall have these qualifications and basic skills:

- University diploma;
- Belong to/represent one of the communities in need (e.g., Roma or Egyptian communities, disabled people, etc.);
- Have experience in working with communities in need;
- Very good communication skills;
- Basic knowledge of the English language.

4.1.3 Cleaner

The cleaning service is provided by the Municipality's permanent staff in charge of this task. The Municipality sends staff according to the KCC plan and needs, which is mainly responsible for the buffet and cleaning services, in particular:

- Responsible for buffet service in case of special visitors at the centre;
- Responsible for order and cleanliness in all internal and outdoor premises of the centre.

Depending on the workload and the number of projects that the KCC wins and implements, the KCC may also hire a part-time or full-time buffet worker or cleaner, covering the centre's premises exclusively.



V. Action Plan 2020-2021

Objective	Strategy to achieve it	Activities	Timeline
1. Create a clear and solid profile of local leadership on issues of social inclusion and equal opportunities.	<p>Centre's staff (i.e. manager and field coordinator) must promptly and intensively engage in the re-dimensioning, recognition and consolidation of the KCC profile as a leader local entity to advance policies and processes that promote and guarantee social inclusion and equal opportunities.</p> <p>They – and KCC through them – must become visible to the Korça municipality community and local actors and beyond. In particular, they must become known, create and consolidate relations with communities in need.</p>	1.1 Draft a strategy to introduce KCC and its staff, make them known to local stakeholders and beyond, and acquaint them to/by the communities in need.	First half of 2020
		1.2 Draft a Work Plan on Field Meetings – with the right stakeholders and communities in need.	First half of 2020
		1.3 Establish a network of institutions, organizations, and other important stakeholders, as collaborators or partners in the centre's activity.	First half of 2020
		1.4 Develop a PR/Outreach / Communication Strategy for the centre and its activity.	First half of 2020
		1.5 Ensure media visibility (mainly local media and beyond) through social programmes, news bulletins, articles, etc.	Constantly 2020-2021
		1.6 Use local media (TV and radio operators, etc.) and social media to make the centre visible and to be closer (even virtually) and interactive with important players and targeted communities.	Constantly 2020-2021



Objective	Strategy to achieve it	Activities	Timeline
<p>2. Create the necessary nucleus with human resources to enable the implementation of the operational plan and to enable the further capacity building of the centre.</p>	<p>Promptly upon recruitment of KCC staff by the municipality, the relevant directorate and newly hired staff engage intensively to draft plans and strategies, develop duties and events to build and consolidate staff capacity tailored to the centre's mission. Centre staff and Social Care Directorate at municipality are in constant communication and coordination of efforts to implement the <u>Social Plan</u> and the <u>Plan for the Integration of Roma and Egyptian Minorities</u>, and in general to promote and enable social inclusion and equal opportunities in this municipality.</p>	<p>2.1 Recruit staff 2.2 Elaborate and agree on job descriptions of staff members 2.3 Develop the Centre's Rules of Procedure. 2.4 Assess needs and develop individual and general staff capacity building plans. 2.5 Introduce nucleus staff to policy and legislative framework on social protection and inclusion. 2.6 Ensure detailed knowledge and break-down of the <u>Social Plan</u> and <u>Plan for the Integration of R&E Minorities</u> of Korça municipality. 2.7 Assign duties, take on responsibilities, and coordinate them well within the Centre and with the parent unit (Social Directorate) at the municipality, particularly for the implementation of the <u>Social Plan</u> and <u>Plan for the Integration of Roma and Egyptian minorities</u> of Korça municipality. 2.8 Identify opportunities and ensure staff participation in capacity building & consolidation events (under development plans – Social Plan, point 2.3).</p>	<p>Early 2020 Early 2020 Early 2020 First half of 2020 Early 2020 Early 2020 Early 2020 Early 2020 First half of 2020 and onwards</p>



Objective	Strategy to achieve it	Activities	Timeline
<p>3. Build and strengthen a wide network of collaborations with local and wider actors (such as NGOs, businesses, central and local institutions, etc.) and establish partnerships with them.</p>	<p>For the purpose of visibility and consolidation of the centre and its profile as a primary local unit in social inclusion issues, the KCC staff develops and implements a strategy to establish contacts and collaboration/partnership relations with local actors and beyond, as well as with key persons in targeted communities.</p>	<p>3.1 Assess needs and map stakeholders and resources in targeted communities (starting point is the list of actors and collaborators identified in the Social Plan of Korça municipality – Annex 2)</p> <p>3.2 Deliver activities to promote the Centre with participation of various stakeholders (e.g. round tables, workshops, etc.)</p> <p>3.3 Hold meetings with key stakeholders and persons (esp. NGOs active and focused on targeted groups).</p> <p>3.4 Identify donors and opportunities to foster the support and activity of the Centre.</p> <p>3.5 Establish and institutionalize (as applicable) cooperation and partnerships.</p>	<p>First half of 2020 and onwards</p> <p>First half of 2020 and onwards</p> <p>First half of 2020 and onwards</p> <p>First half of 2020 and onwards</p> <p>Second half of 2020 and onwards</p>



Objective	Strategy to achieve it	Activities	Timeline
<p>4. Follow up/ work on the implementation of the Social Plan and the Plan for the Integration of R&E minorities.</p>	<p>The Centre as a municipal structure focused on social inclusion and equal opportunities works to achieve the objectives of the <u>Social Plan</u> and <u>Plan for the Integration for Roma and Egyptian minorities</u>. For this, it takes on duties and specific responsibilities and coordinates with other structures and mechanisms within the municipality.</p>	<p>4.1 Explain details and coordinate work with other structures within the municipality such as CPU, gender equality worker, etc. to ensure efficient implementation of plans.</p> <p>4.2 Engage and contribute to social needs assessment processes and to reach the objectives of plans (collaborate closely with monitoring and evaluation units/mechanisms at the municipality).</p> <p>4.3 Participate in municipal staff capacity building events in providing social care services (Social Plan: Objective 2).</p> <p>4.4 Implement and monitor implementation of all activities included in the action plan dedicated to integration of R&E minorities.</p> <p>4.5 Follow up and collect data and prepare initial monitoring reports for social services contracted by the Korça municipality to the benefit of KCC target groups.</p>	<p>Second half of 2020 and onwards</p> <p>Second half of 2020 and onwards</p> <p>Constantly</p> <p>Constantly</p> <p>Second half of 2020 and onwards</p>



Objective	Strategy to achieve it	Activities	Timeline
<p>5. Create opportunities for projects and other activities through project writing and fundraising.</p>	<p>Centre staff (mainly its manager) have the required qualifications and experience to also enable the project writing and fundraising through various collaborations. For this, he shall seek to identify these opportunities and constantly prepares (project</p>	<p>5.1 Establish relations and/or follow up on activities and notices of institutions and active donors in the field.</p> <p>5.2 Write and apply for at least two projects per year.</p> <p>5.3 Participate in capacity building events on project writing & fundraising.</p>	<p>Constantly</p> <p>Constantly</p> <p>Constantly</p>



VI. Financial Resources / Financial Plan

The Korça Community Centre is supported with financial resources for its activity primarily from the Korça municipality budget. However, the KCC is entitled to generate its own revenue, specifically:

1. Write local and regional projects (stand-alone or in partnership);
2. Leases and fees on assets/services it provides. The type and rate of fees and leases are approved by the Municipal Council based on the effective legislation.

For this, the KCC needs to develop a financial plan and expand staff based on generated revenue (including staff with financial background).

VI.1 Revenue Plan:

Revenue from:	Year 2019 ²	Year 2020	Year 2021
Korça Municipality budget	x	X	x
Applications for projects/grants	x	Y	y+10%
Centre premises use fee (where applicable)	y	y+5%	y+10%
Donations / Philanthropy	y	Y	y+5%
Total			

² KCC projected revenue before developing this operational plan.



VI.2 Expenditure Plan

Expenses:	Year 2019 ³	Year 2020	Year 2021
Salaries			
?			
?			
Total			

3 2019 expenses, if incurred.



Annex 1

Example: Job Description – KCC Manager

Title: KCC Manager

Reports to: Director, Social Care Directorate, Korça municipality

Responsible for: KCC Manager is a permanent staff responsible to ensure the complete operations of the centre, smooth implementation of its activities and fulfilment of objectives set in the context of the KCC mission. He/she is responsible for the coordination and oversight of the work of other KCC staff (engaged on part-time, full-time or voluntary [interns] basis).

Workload: 25-40 hours per week (depending on the resources available). Overtime payment is not included, except when agreed with the line manager under awarded projects and supported by grants other than the Korça municipality budget. In special cases, he/she may be required to stay beyond working hours or during weekends (as agreed in advance), depending on the centre's activity.

Main goal of this position:

The KCC manager is a key position in the KCC organisational chart. His/her role is multifunctional and includes tasks ranging from participating in and/ or managing the planning, decision-making processes, or projects/grants writing, to face-to-face working in meetings with different stakeholders, and operational and administrative activities of the centre, or ensuring the smooth running of the daily activities of the centre.

Key duties and responsibilities:

- Ensure the KCC operation in line with the Centre's management plan and regulation and relevant effective legislation;
- Manage and coordinate the KCC activities with the Municipality and any collaborators and partners, as needed;
- Report to the municipality on the progress and implementation of the KCC plan;
- Supervise the KCC staff;



- Build and maintain professional and correct relations with local communities, their representatives, and local and foreign partners, according to the needs and opportunities created;
- Draft action plans (medium-term and short-term) for the centre's activity and follow their implementation, after receiving the approval of municipal authorities;
- Engage in monitoring social services provided by various partners to target groups under the focus of KCC activities.
- Responsible for the preservation of the physical and financial assets of the centre;
- Perform other duties as outlined in the Job Description and/or assigned by superiors.

The Centre manager shall have these **qualifications and basic skills**:

- University diploma in Social Sciences; post-university studies are an advantage;
- At least 3 years' experience as manager/director in the public administration and/or civil society sector;
- Very good knowledge of the English language;
- Good skills in project writing and fundraising.

Preferable capacities, skills and qualities:

- High motivation, self-confidence and leadership in guidance, prioritization and implementation of activities;
- Commitment to building assets and community solidarity by respecting differences;
- Very good communication (verbal and written) skills;
- Very good organizational and facilitation skills;
- Good financial knowledge;
- Flexibility with working hours;
- Good computer skills (Microsoft Office including Power Point, Word, and Excel).

Note: This Job Description is neither final nor exhaustive. It is subject to modifications depending on opportunities and needs created at the period of staff recruitment.



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