

2009 Project Fiche 2 Kosovo – IPA centralised programmes

1. Basic information

- 1.1 CRIS Number:** 2009/021-145
1.2 Title: Strengthening the human resources and the institutional capacity of the Kosovo Local Public Administration
1.3 ELARG Statistical code: 01.34
1.4 Location: Kosovo (UNSCR 1244)

Implementing arrangements:

- 1.5 Contracting Authority (EC):** European Commission Liaison Office in Kosovo
1.6 Implementing Agency: N/A

1.7 Beneficiary (including details of project manager):

Beneficiary institution	Contact person
Agency for Coordination of Development and European Integration (ACDEI) and line ministries	Director of ACDEI
10 selected municipalities and the Ministry of Local Government Administration (MLGA)	Permanent Secretary of MLGA

Financing:

- 1.8 Overall cost (VAT excluded)¹:** EUR 6.5 million
1.9 EU contribution: EUR 6.5 million
1.10 Final date for contracting: Three years after the signature of the financing agreement between the European Commission and the Kosovo Authorities.
1.11 Final date for execution of contracts: Two years after the final date for contracting.
1.12 Final date for disbursements: One year after the final date for the execution of contracts.

2. Overall Objective and Project Purpose

2.1 Overall Objective:

The overall objective of this intervention is to contribute to the development of public administration that can better meet the demands of a functioning society in a transparent and accountable manner.

2.2 Project purposes:

Support in developing a professional administrative capacity for implementation of the European Partnership Action Plan towards a more effective and efficient service delivery and dialogue with citizens.

¹ The total cost of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated (see Section 7.6).

2.3 Link with AP/NPAA / EP/ SAA:

This project responds to the **Mid-Term Priority of the European Partnership** by addressing EU sectoral policies and standards, including: *“Strengthen public administration reform: implement a Public Administration Reform in order to streamline public administration and build a professional and accountable civil service able to attract and retain qualified staff...”*

The **European Partnership Action Plan** (EPAP – July 2007) underlines the need for enhancement of civil service capacities with the aim to effectively lead the Kosovo’s process of European Integration.

With the aim of providing quality services, municipalities shall prepare the following plans regulating municipal territories, pursuant to the Law on Spatial Planning: Municipal Development Plan, Urban Development Plan and Urban Regulatory Plan.

The **European Commission’s 2008 Progress Report on Kosovo**, published in November 2008, points out that *“Overall, despite some progress related to the adoption of an action plan and some legislation, public administration reform still needs to be implemented...Ensuring the delivery of public services to all people in Kosovo and establishing a professional, accountable, accessible and representative public administration is a key priority in the European Partnership for Kosovo”*.

The report also points out that only five municipalities have signed local environmental action plans and concludes that overall, there is limited progress to report in the field of environment.

Local self-government and decentralisation in Kosovo is based upon the principles of good governance, efficiency and effectiveness in public service and in particular the principle of subsidiarity, as foreseen in the **Comprehensive Proposal for the Status Settlement of Kosovo**. This project intends to support the implementation of the status settlement through supporting delegated competencies and the development of urgently needed development plans in municipalities.

2.4 Link with the Multi-Annual Indicative Planning Document (2009-2011) for Kosovo (MIPD)

The project fully reflects the **MIPD’s Main priorities and objectives** for the period 2009–2011, which stresses that EC assistance should be drawing on Kosovo's strengths: its young population, with its motivation linked to Kosovo's integration into the region.

Among the Strategic Objectives for IPA assistance over the period 2009-2011, MIPD under Axis 2 Economic Criteria and Axis 3 European Standards includes capacity building and the approximation of legislation as identified in the European Partnership. These include: internal market issues, freedom, security and justice, food safety, veterinary and phytosanitary, statistics, public procurement, data protection and protection of intellectual property rights, fiscal and financial management, auditing and accounting procedures, improvement of the investment climate, trade opportunities, and development of the energy, environment, transport, agriculture and rural development, media and electronic communication etc.

MIPD further on stipulates that *“key challenges such as...failure to prepare and enforce environmental and local development plans...need to be tackled”*.

2.5 Link with National Development Plan:

The Mid Term Expenditure Framework (MTEF) 2009-2011 provides that Kosovo’s ultimate destination is Europe and that the MTEF exercise can be interpreted as an important component of the Government’s effort to establish the crucial first steps towards achieving this primary objective. Four over-arching priorities have been identified and agreed by the Government: Economic growth,

successful implementation of the Status Settlement, Good Governance, and Social Stability including Poverty Alleviation. Each of these is composed of specific policy priority areas corresponding to the European Standards as outlined in MIPD and judged necessary for Kosovo to move in the direction of an EU compliant growth path.

Implementation of delegated competencies, which includes *inter alia* preparation of municipal development/urban plans is also strongly pointed out throughout the MTEF.

2.6 Link with national/ sectoral investment plans:

The **Plan on EU Integration 2008-2010** was adopted by the Government in April 2008 and aims to bring Kosovo institutions, management capacity and administrative and judicial systems up to Union standards with a view to implement the *acquis* effectively or, as the case may be, to be able to implement it effectively in a timely fashion before accession.

The **Public Administration Reform Strategy (PARS) 2007-2012** and its **Action Plan** were approved by the Government in March 2007. The Strategy has identified eight strategic policy areas in which public administration reform should be focused. This project aims to assist the Kosovo institutions in implementing the reform strategy specifically in the field of advancing the development, approximation and implementation of policies and legislation in line with EU standards, as one of the main objectives of the PARS.

The **Strategy for the environment sector (2007 -2013)** has as one of its main objectives prevention, reduction and as much as possible elimination of environmental pollution.

3. Description of project

3.1 Background and justification:

The Agency for European Integration (AEI) and Donor Coordination centre (DCC) have recently been merged into the Agency for Coordination of Development and European Integration (ACDEI) within the Office of the Prime Minister to coordinate donor assistance and European integration processes in Kosovo.

The Government has adopted the Plan on EU Integration 2008-2010 in April 2008. The objectives of the Plan are to strengthen capacities of the administration for fulfilment of requirements from the Kosovo's EU integration process.

Building on and consolidating previous phases of EC assistance, this project aims at civil servants and graduated students to obtain relevant Masters Degrees in EU universities who are then contractually obliged to return to the civil service for at least two years. The first round of master's degree scholarship scheme for talented individuals to study EU affairs at top European universities was launched in 2004 in order to address the deficit of EU related knowledge.

The EU scholarship schemes has been rolled out into next programming years and the last round of 35 students has left for studies in October 2008. Gradually the scheme has developed from general EU affairs studies into more technical sectoral areas so that specific expertise is made available to the Government for successfully managing implementation of the EPAP. There is further need to develop civil service expertise in specific EU sectoral topics/chapters. Sending of young professionals to MA programmes should be primarily needs-driven, stemming from actual needs of the Government in particular areas of skill deficiency (e.g. legal approximation, legal linguists, environment, energy, competition issues, e-government, statistics, etc.) rather than have only generalist MA degrees in EU integration. The scholarship scheme should not relate only to strengthening of the ACDEI itself, but rather be extended throughout the civil service to address various needs across the administration. However, the government's ability to retain qualified and trained civil servants will be critical to the sustainability of the project.

The Law on Spatial Planning regulates spatial planning over the entire territory of Kosovo and requires that there shall be the Spatial Plan of Kosovo and Spatial Plan for Special Areas. The law delegates to municipalities preparation and adoption of Municipal Development plans (MDP), Urban Development plans (UDP) and Urban Regulatory plans (URP). The Law on Local Self Government adopted in 2008, obliges municipalities to regulate urban and rural planning and utilization of land in their respective territory.

Official data from the Ministry of Environment and Spatial Planning (MESP) in October 2008 provide a different picture regarding MDPs and UDPs:

- Two municipalities have **MDPs** in force (Peja/Peć and Gjakove/Đakovica)
- Three municipalities have **MDPs** in force, but adopted without the consent of Ministry of Environment and Spatial Planning (Lipjan/Lipljan, Shterpce /Štrpce and Gjilan/Gnjilane)
- Eight municipalities are preparing **MDPs** (Mitrovicë/Mitrovica, Vushtrri/Vučitrn, Obiliq/Obilić, Glogovc/Glogovac, Istog/Istok, Deqan/Dečan, and Ferizaj/Uroševac and Suhareke/Suvareka)
- Seventeen municipalities have no **MDPs** (Zveqan/Zvečan, Zubin Potok/Zubin Potok, Leposaviq/Leposavič, Podujevë/Podujevo, Skenderaj/Srbica, Klinë/Klina, Malisheve/Mališevo, Shtime/Štimlje, Fushë Kosovë/Kosovo Polje, Prishtinë/Priština, Novobërde/Novo Brdo, Kamenicë/Kamenica, Viti/Vitina, Kacanik//Kačanik, Dragash/Dragaš, Rahovec/Orahovac and Prizren/Prizren)
- Twelve municipalities have prepared **UDPs** (Prishtinë/Priština, Fushë Kosovë/Kosovo Polje, Lipjan/Lipljan, Zvecan/Zveç, Zubin Potok, Peja/Peć, Gjilan/Gnjilane, Shterpçë/Štrpce, Prizren/Prizren, Malishevë/Mališevo, Klinë/Klina, Gjakove/Đakovica, and Malishevë/Mališevo) but not all of them are necessarily in consent with MESP
- Eight municipalities are preparing **UDPs** (Obiliq/Obilic, Glogovc/Glogovac, Mitrovica, Vushtrri/Vučitrn, Istog/k, Deqan/Dečan, Ferizaj/Uroševac and Suhareke/Suvareka)
- Ten municipalities have no **UDPs** (Podujevë/Podujevo, Shtime/Stimlje, Leposaviq/c, Skenderaj/Srbica, Rahovec/Orahovac, Kamenicë/Kamenica, Viti/Vitina, Novobërde/Novo Brdo, Kacanik/Kačanik and Dragash/Dragaš)

MESP has provided considerable training on Law on Spatial Planning, however many municipalities still lack capacities to implement the law. Consequently, many municipalities use outdated urban plans which require thorough update.

USAID provides assistance to MLGA in developing indicators in the area of Solid Waste, Water, Public Transport and Administrative procedures which are closely related to the activities of this project. IPA 2007 projects shall provide assistance to local government in setting up a benchmarking system with performance indicators in a number of other areas enabling institutions to (self)assess municipal effectiveness. The projects will therefore help firstly to map out the exact situation in selected municipalities and then on assist municipalities in drafting the relevant plan and implement the benchmarking system through capacity building activities in order to reach the set performance benchmarks. Indicators shall be developed by using the same methodology, well coordinated and their implementation be divided functionally by different projects.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact: (where applicable)

The project will have a positive impact through strengthening capacity of Kosovo's institutions, particularly at the ACDEI, line ministries and municipalities in improving performance and reaching the benchmarks related to priorities deriving from European Partnership. The project will build the capacity by enabling civil servants and/or recent graduates to complete relevant post-graduate degrees in EU Universities who would afterwards work for the administration at least two years. The project will also deliver a positive impact through the particular focus of the project on environment,

water and waste management that will demonstrate to citizens strong regulation at the local level leading to a stabilised market environment, higher safety standards in urban areas and environmental improvements. Strengthening of this sector acts as a catalyst for further sector specific initiative that accelerates the implementation of European standards and improves the quality of life for all citizens.

3.3 Results and measurable indicators:

Result 1 (EU Scholarship Scheme): Civil servants and/or other graduates completed post-graduate degrees in EU universities and are employed by the Government. The recipients of the scholarship will specialise in specific acquis areas contributing to the implementation of the EPAP.

Result 2 (Integrated approach to decentralisation): Strengthening the institutional capacity of selected municipalities in preparation of Municipal development plans, Urban plans and implementation of environment regulations, in particular water and waste management for a more targeted services and reaching the performance benchmarks.

Measurable indicators:

1.1 At least 45 young graduates or civil servants completed their post-graduate studies at European Universities have taken up duties within public administration.

1.2 Implementation level of EU integration priorities improved.

2.1 At least 10 municipalities have prepared and adopted: i) Municipal development plans and ii) Urban development plans

2.2 Enhanced capacities of environmental units and inspection departments in the municipality to implement the environmental legislation.

2.3 Performance benchmarks reached

3.4 Activities:

Activities for achieving Result 1:

- Select, through transparent and impartial process, at least 45 candidates for post-graduate studies in priority areas of EPAP. Priority areas shall be determined at the inception phase of the project and shall be focused on specific acquis related subjects.
- Affirmative action shall be taken to ensure access of talented youth, women, persons with disabilities, rural and minority communities to the scholarship.
- Organise placement of selected candidates at European universities and possibly internships at appropriate institutions. Employment contracts are arranged before students' departure and assistance is provided for deployment at workplace upon their return.
- Students are supervised throughout the studies in order to provide guidance, assistance and troubleshoot potential problems.
- Enrich the alumni of all students and support its functionality and support further the institutionalisation of the Scholarship Scheme within the ACDEI or any other suitable institution.
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Activities for achieving Result 2:

- Selection of at least 10 beneficiary municipalities based on the following criteria, which will be further developed during the initial implementation phase of the project:
 - New Municipalities created based on the Law on Municipal Boundaries
 - Municipalities that have their boundaries changed as a result of decentralisation

- Municipalities that are identified as disadvantaged based on socio-economic criteria
- Municipalities which have demonstrated good practice and commitment to the implementation of the EPAP and decentralisation
- Map out the existing situation in beneficiary municipalities with regard to Municipal development plans and Urban development plans and conduct analysis on the quality of existing plans, including capacities concerning on water supply and treatment of waste and planning for future development.
- Transfer of experience, skills and best practice to the management and staff of the selected municipalities (with particular attention given to those municipalities with the greatest need) on strategic planning, hands on preparation of plans and their implementation, through an open consultation process with citizens.
- Assist the Directorate on Finance, Economy and Development and Assembly Committee on Policy and Finance in ensuring that sufficient budget is made available for future fiscal years for implementation of these plans.
- Assist the Municipal Directorate on Spatial Planning, Cadastre and Environment in the implementation of the environmental law, EIA law, law on water and waste management, law on constructions, etc.
- Guidelines and review of legislation in light of conduct of effective environmental inspecting-monitoring activities.
- Assist local government institutions in identifying and implementing performance benchmarks for a more targeted delivery of services to citizens.

Contracting arrangements

Activities 1: One Service Contract is envisaged

Activity 2: A twinning arrangements in envisaged

3.5 Conditionality and sequencing:

It is of paramount importance that the following activities are completed before the project(s) commence:

- Relevant institutions sign employment contracts with students before the start of the scholarship programme.
- Sufficient budget is made available by the Government to all beneficiary institutions before the start of the project.
- Beneficiaries demonstrate strong ownership attitude towards the project.
- Organisation, selection and appointment of members of working groups, steering and coordination committees, training activities, seminars and study visits by the beneficiaries as per the project work plan.
- The Government has to remain dedicated to the devolution of powers, to development of professionalism in the administration and to its commitment to the process of European Integrations.

In the event that conditionalities are not met, suspension or cancellation of the project or specific activities may be considered.

3.6 Linked activities

The project builds-on the significant EC assistance for public administration reform in Kosovo. In particular, the 2009 projects will follow-up, consolidate and draw lessons learned from the following on-going EC funded projects:

Name of project (Amount EUR million)	Start End	Activities/Results
EU Scholarships in civil service (EUR 1 million)	September 2008 September 2010	<ul style="list-style-type: none"> • Initial measures undertaken to institutionalise the Scheme within a Government institution. • Scholars will return to Kosovo with increased competency in European affairs. • The project continued the 4th rounds of Young Cell Scheme (Round 4 and 4a), organised and implemented the 5th and select students for the 6th round of the scholarship programme. • At least 35 recent graduates and civil servants have completed masters degrees in EU universities in related technical skills. • Affirmative action taken to ensure access of talented youth, women, persons with disabilities, rural and minority communities to the YCS services. • Professional relationship established between the Prishtinë/Priština University and some EU counterparts to organise necessary training in Kosovo and share experiences.
Support to European Integration (EUR 2.9 million)	May 2007 May 2009	<ul style="list-style-type: none"> • TA to the Agency for European Integration, through building of administrative and management capacities. • Development of a coherent legislative system in which laws are in compliance with the EU Partnership Action Plan and the <i>acquis communautaire</i>; • Continue the young cells scheme; increasing the knowledge and skills in EU Affairs, developing the competence to draft, monitor and assess legislation; • Organise info campaign to raise public awareness about the EU integration process of Kosovo
Support to Local Government (EUR 1 million)	May 2007 -May 2009	<ul style="list-style-type: none"> • The project aims to achieve a more efficient, effective and accountable local government (municipalities) with emphasis on better management (particularly financial); consistent service delivery and improved relations with citizens.
Municipal Infrastructure Development Projects (EUR 16 million)	Nov 2004- Dec 2007	<ul style="list-style-type: none"> • Support to implementation of UN Standards for Kosovo in municipalities through provision of social and economic infrastructure. To date 44 projects were designed by the municipalities out of which 12 are road projects, 19 for improving water supply and sewage systems, 11 for building schools, one for a sports centre and one for an archive building.
Support to Local Government (EUR 3.4 million)	Expected to start soon	<ul style="list-style-type: none"> • Assessment of implementation of new legislation deriving from decentralisation and complete missing secondary legislation. • Benchmarking system and a set of indicators established for regular assessment of performance and reports are published for an increased transparency and confidence of public. • Public enabled to have access to information and participation in municipal activities and decision making. • Each municipality developed at least 5 project proposals in line with municipal development plans. • Procedures, structures and capacities of municipal inspectorates reviewed and improved and cooperation agreements signed between Inspectorates, Kosovo Police Service and Courts to enhance enforcement mechanisms. • The three best performing municipalities received awards. • At least five Inter-municipal cooperation agreements signed and implemented.
Ministry of the Local Government Administration (EUR 1 million)	Expected to start soon	<ul style="list-style-type: none"> • Assist the MLGA in implementation of the Local Government Reform Strategy. • Support MLGA in implementing the municipal performance assessment system and institutionalising the incentive measures.

		<ul style="list-style-type: none"> • Improve the coordination role of MLGA within the government and with donors for more effective service delivery.
'Support Kosovo municipalities and MESP for the implementation of environmental Laws at municipal level' (EUR 1 million)	Jan 2008 – Jan 2010	To strengthen the institutional capacity of Kosovo's municipalities and MESP and to improve enforcement of environmental laws and regulations and to ensure better communication and cooperation between the central (MESP) and local level (5 regional offices/inspectorates, municipalities, local councils, mayors' offices).

3.7 Lessons learned

Although impact realised through the previous assistance overall is satisfactory, a number of challenges remain:

- *Staffing:* Often project implementation is hampered by either insufficient staff and resources or insufficient funds available in the institution budget to allow for appropriate implementation of the mandate. Therefore, it is of paramount importance that relevant institutions sign internship and employment contracts with students before their departure.
- *Cross-cutting issues:* There is more need to institute formal checks that cross cutting themes are respected in all dimensions of project activities to enhance relevance and impact.
- *Flexibility:* Recurring reference is made to the importance of creating flexibility in planning and projects to accommodate the needs at the time; and the importance of avoiding duplication.
- *Coordination:* Close consultation among the many stakeholders involved in the project and a collaborative approach are essential to ensure that all these stakeholders are fully informed, and are supportive of the project to be carried out. The project shall in particular coordinate the efforts with other projects supporting local government reform, especially related to performance benchmarking such as IPA 2007 and USAID projects and ensure clear division of tasks (either territorially or functionally).

4. Indicative Budget (amounts in EUR million)

			SOURCES OF FUNDING									
			TOTAL EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(c)+(d)	EUR (b)	%(2)	Total EUR (c)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	% (2)
Activity 1	x		1.5	1.5	100							
contract 1 (Service Contract)			1.5	1.5	100							-
Activity 2	x		5.0	5.0	100							
contract 2 (Twinning)			5.0	5.0	100							
TOTAL IB			6.5	6.5	100							
TOTAL INV												
TOTAL PROJECT			6.5	6.5	100							

Note:

Amounts net of VAT

- (1) In the Activity row "X" is used to identify whether IB or INV
- (2) Expressed in % of the **Total** Expenditure (column (a))

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1 (EUR1.5 million) (Service Contract)	Q42009	Q3 2010	Q3 2012
Contract 2 (EUR 5.0 million) (Twinning)	Q42009	Q3 2010	Q3 2012

All projects should in principle be ready for tendering in the 1ST Quarter following the signature of the FA.

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

In the implementation of the Project, specific attention will be given to the need to reflecting gender balance and equal opportunities for all communities in the selection process.

The project will actively liaise with gender officers in the ministries and municipalities and the Office of Gender Equality in the OPM in order to get their participation in planned activities. This dimension is also reinforced in the IPA, European Partnership Action Plan and the draft Kosovo Development and Strategy Plan.

Terms of reference will identify the impact of the project on women and minorities including the employment opportunities and will encourage compliance by the beneficiary with Kosovo law on employment of women and minorities.

6.2 Environment

Result 2 of the project is expected to have serious impact on the environment as one of the targets of the project is also environment improvement. The Project will be consistent with environmental implications as set out in relevant legislative acts. When and if appropriate environmental impact assessment will be carried out.

6.3 Minorities

Minority representation will be pursued across the civil service and in all aspects of project activities. Active steps will be needed to encourage adequate minority participation in selection procedures of the programme.

The equitable treatment of Minorities has formed a fundamental element in the implementation of the EPAP and is reflected in the Draft Kosovo Civil Service Law and Anti Discrimination Laws. The Comprehensive Proposal for the Status Settlement of Kosovo also underlines a multi ethnic society in its General principles and Annexes 2 and 3. Formal recognition of these key issues will form a compulsory part of any planning process.

Improvement in water and waste management can improve the quality of life for all communities particularly those living in the most deprived and/or unsanitary conditions. The programme will ensure that the needs of all members of the population receive proportionate benefit and that no sector is discriminated against and will identify means to ensure positive benefits to minority communities.

ANNEXES

- Annex 1 Log frame in Standard Format**
- Annex 2 Amounts contracted and Disbursed per Quarter over the full duration of Programme**
- Annex 3 Description of Institutional Framework**
- Annex 4 Reference to laws, regulations and strategic documents**
- Annex 5 Details per EU funded contract**

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name: Strengthening the human resources and the institutional capacity of the Kosovo Local Public Administration	
		Contracting period expires three years after the date of conclusion of the Financing Agreement between the European Commission and the Kosovo Authorities	Disbursement period expires one year after the final date for the execution of contracts
		Total budget : EUR 6.5 million	IPA budget: EUR 6.5 million
Overall objective	Objectively verifiable indicators	Sources of Verification	
Contribute to the development of public administration that can better meet the demands of a functioning society in a transparent and accountable manner.	Progress in contractual relationships between Kosovo and EU.	Contractor's regular reports. Reports of the STM meetings. EC progress reports on Kosovo.	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
Support in developing a professional administrative capacity for implementation of the EPAP towards a more effective and efficient service delivery and dialogue with citizens	EPAP implemented Action Plan on decentralisation implemented Municipal performance and the overall environmental conditions in respective municipalities	Performance assessment reports Contractor's regular reports Reports of the STM meetings EC progress reports on Kosovo Reports of MLGA and MESP EC progress reports on Kosovo	Commitment from the Government to implement reforms. Competencies from central to local government delegated
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1. Civil servants and/or other graduates completed post-graduate degrees in EU universities in relevant technical fields and are employed by the Government. 2. Strengthening the institutional capacity of selected municipalities on preparation of Municipal development and Urban plans and implement environment regulations, particularly on water and waste management.	At least 45 candidates completed postgraduate studies in EU. Employment contracts between candidates and the Government. Adoption of plans Improving the knowledge of municipal staff and Inspections	Students' Diplomas. Employment contracts. Decision for adoption of plans Contractor's regular reports Guidelines and Reporting Manuals N° of environmental permits issued Regulator data on water management Institute of public health data	Students are absorbed by the Government. MLGA, MESP and municipalities closely cooperate

Activities	Means	Costs	Assumptions
<p>1.1 Select at least 45 candidates for post-graduate studies in specific areas.</p> <p>1.2 Organise placement of students in EU Universities and internships and arrange employment contracts before students' departure.</p> <p>1.3 Supervise students during studies and assist deployment at workplace upon their return</p> <p>1.4 Enrich the functionality of the alumni and institutionalise the scheme within ACDEI.</p> <p>2.1 Map out and analyse the quality of existing capacities and plans.</p> <p>2.2 Train municipalities on strategic planning and preparation of plans, through open consultative process.</p> <p>2.3 Assist in ensuring that sufficient budget is available for implementation of plans</p> <p>2.4. Assist municipalities in implementation of relevant environmental laws.</p> <p>2.2. Support in setting up an effective environmental inspecting/monitoring system.</p> <p>2.3 Assist local government in identifying and implementing performance benchmarks</p>	<p>One Service Contracts</p> <p>One Twinning</p>	<p>Activity 1: EUR 1.5 million</p> <p>Activity 2: EUR 5.0 million</p>	<p>Sufficient interest for participation in the programme</p> <p>Government capable to absorb candidates</p> <p>Selected municipalities cooperate and provide sufficient human and financial resources</p> <p>Citizens' participate in consultation process</p>

Pre-conditions/

- Relevant institutions sign employment contracts with students before the start of the scholarship programme
- Sufficient staff and budget is made available to all beneficiary institutions by the Government before the start of the project
- Beneficiaries demonstrate strong ownership attitude towards the project.

ANNEX 2: Amounts (in EUR million) contracted and disbursed by quarter for the project

	2010			2011				2012			
Contracted	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Contract 1		1.5									
Contract 2		5									
Cumulated		6.5									
Disbursed	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Contract 1		0.45		0.3		0.3		0.3		0.15	
Contract 2		1.5		1		1		1		0.5	
Cumulated		1.95		3.25		4.55		5.85		6.5	

Annex 3: Description of Institutional Framework

The Ministry of Local Government Administration (MLGA)

The Ministry of Local Government Administration was established with UNMIK Regulation 2004/50 of 04 December 2004. The responsibilities of MLGA are determined with the UNMIK Regulation 2001/9 on the Constitutional Framework for Provisional Self-Government in Kosovo, Chapter 5, item 2 and UNMIK Regulation 2005/15 of 16 March 2005 amending UNMIK Regulation 2001/19 on the Executive Branch of PISG in Kosovo.

Mission of MLGA:

To promote local government through coordination, empowerment, supporting of municipalities for the purpose of ensuring efficient services as well as bringing services closer to citizens.

Relevant MLGA aims,

- Inter-ministerial coordination to ensure sufficient resources for realization of municipal competences;
- Supporting, monitoring and supervising the competences of municipalities to ensure implementation of legality;
- Coordination of activities with donors' community and non-governmental organizations;
- Continual improvement of the quality of municipal services, through professional capacity building of human resources

Relevant MLGA responsibilities

- Supporting inter-municipal co-operation;
- Assisting the municipalities in the development of their own budgets and financial management systems;
- Monitoring the quality of municipal services,
- Identifying the ways and means for training activities for the municipalities;
- Assisting the municipalities in making their activities transparent to the public;
- Coordinating the activities of international agencies and non-governmental organizations pertaining to the municipalities;
- Overseeing compliance of municipalities with responsibilities and powers delegated to the municipalities;
- Coordinate with other ministries to meet the needs for and ensure the access of all communities to essential basic goods and services;
- Coordinate with the Ministry of Finance to ensure that municipal administrations receive the financial allocations to exercise their own responsibilities, including public investment.
- Allocates adequate financial and human resources for supporting Municipal Gender Officers, address gender inequalities and integrate a gender perspective in local governance policy-making and delivery of services.

Organizational structure of MLGA

At the political level the Ministry is headed by a Minister assisted by two Deputy Ministers (one D/minister belongs to minority community) as well as advisors. The civil staff is headed by the Permanent Secretary. In the hierarchy structure, following

Permanent Secretary the ministry is composed of departments (divisions and sectors) and Offices.

Departments and Offices

Legal Department - Department for Planning of Resources - Department for Monitoring, Efficiency and Reform of Municipalities - Department for Administration and Finances - Department of Procurement - Office for European Integrations - Office for Planning and Development - Office for Information

ANNEX 4: Reference to laws, regulations and strategic documents:

Reference list of relevant laws and regulations:

- Regulation on Establishment of AEI
- UNMIK Regulation on Civil Service
- Draft Law on Civil Service
- UNMIK Regulation on establishment of PISG
- Law on Local Self Government
- Law on Spatial Planning
- Law on Environmental Impact Assessment
- The Environmental Protection Law
- The Construction Law
- The Administrative Instruction n9/2004 concerning Environmental Impact Assessment

Reference to AP /NPAA / EP / SAA:

- European Partnership Action Plan 2008
- EC Progress Report on Kosovo - 2008

Reference to MIPD:

- The project links with MIPD main priorities and objectives for the period 2008 – 2010, namely Economic criteria and European Standards.

Reference to National Development Plan

- Both KDSP and MTEF highlight the needs for public administration reform and advance the EU Integration process.

Reference to national / sectoral investment plans

The project is in line with the priority actions identified in:

- PAR Strategy
- Plan on European Integration 2008 – 2010
- Strategy for the environment sector (2007 -2013)
- Kosovo Environmental Action Plan 2006 – 2010

ANNEX 5: Details per EU funded contract (*) where applicable:

Activity 1 (Service Contract):

- Select, through transparent and impartial process, at least 45 candidates for post-graduate studies in priority areas of EPAP. Priority areas shall be determined at the inception phase of the project and shall be focused on specific acquis related subjects.
- Affirmative action shall be taken to ensure access of talented youth, women, persons with disabilities, rural and minority communities to the scholarship.
- Organise placement of selected candidates at European universities and possibly internships at appropriate institutions. Employment contracts are arranged before students' departure and assistance is provided for deployment at workplace upon their return.
- Students are supervised throughout the studies in order to provide guidance, assistance and troubleshoot potential problems.
- Enrich the alumni of all students and support its functionality and support further the institutionalisation of the Scholarship Scheme within the ACDEI or any other suitable institution.

Activity 2 (Twinning):

The instrument of twinning will be used to implement this activity. Standard twinning procedures are to be used. The Resident Twinning Advisor (RTA) is expected to be a senior civil servant from similar institutions of member states (i.e. Municipalities). The RTA will be assisted by EU MS short and medium-term experts.

RTA Profile:

- Experience in working with local government institutions and experience in decentralisation;
- Experience in the development plans (urban, environment etc.) of
- Fluency in English;
- Degree in social sciences, law or other relevant area to the sector.

The main activities of the twinning covenant will be:

- Selection of at least 10 beneficiary municipalities based on the following criteria, which will be further developed during the initial implementation phase of the project:
 - New Municipalities created based on the Law on Municipal Boundaries
 - Municipalities that have their boundaries changed as a result of decentralisation
 - Municipalities that are identified as disadvantaged based on socio-economic criteria
 - Municipalities which have demonstrated good practice and commitment to the
- implementation of the EPAP and decentralisation
- Map out the existing situation in beneficiary municipalities with regard to Municipal development plans, Urban development plans and Urban Regulatory Plans and conduct analysis on the quality of existing capacities and plans.
- Transfer of experience, skills and best practice to the management and staff of the selected municipalities (with particular attention given to those municipalities with the greatest need) on strategic planning, hands on preparation of plans and their implementation, through an open consultation process with citizens.
- Assist the Directorate on Finance, Economy and Development and Assembly Committee on Policy and Finance in ensuring that sufficient budget is made available for future fiscal years for implementation of these plans.

- Assist the Municipal Directorate on Spatial Planning, Cadastre and Environment in the implementation of the environmental law, EIA law, law on water and waste management, law on constructions, etc.
- Guidelines and review of legislation in light of conduct of effective environmental inspecting-monitoring activities.
- Assist local government institutions in identifying and implementing performance benchmarks for a more targeted delivery of services to citizens