IPA 2013 Annual Programme

Waste Management: 09 -2012 / 02

1 IDENTIFICATION

| Project Title | Waste Management |
|---|--|
| CRIS Decision number | 2013 / 024-216 |
| Project no. | 09 |
| MIPD Sector Code | Public Administration Reform Private Sector Development Environment and Climate Change |
| ELARG Statistical code | 02.27 |
| DAC Sector code | 14050 |
| Total cost (VAT excluded) ¹ | € 3.0 million |
| EU contribution | € 3.0 million |
| Management mode | Centralised |
| EU Delegation in charge | European Union Office in Kosovo* |
| Implementation management | European Union Office in Kosovo |
| Implementing modality | Service Contract, Works Contract, Grants |
| Project implementation type | C01 |
| Zone benefiting from the action(s) | Kosovo |

2 RATIONALE

2.1 PROJECT CONTEXT: ISSUES TO BE TACKLED AND NEEDS ADDRESSED

Kosovo is facing very serious environmental challenges in a broader sense, and in particular concerning waste and land management. The situation is rather difficult in urban areas due to changed demographics and the pressure of migration from rural areas. This is reflected in unplanned construction, a poorly managed urban environment and inefficient public services

The total project cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

^{*} This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

such as waste collection, waste and wastewater treatment. Pollution from power plants and mining activities are adding to already difficult situation and pose serious threat to the health of citizens.

Environment related legislation, drafted in accordance with the EU 'Acquis' covers most of the sectors but implementation of the same remains a challenge. The government institutions and other stakeholders need to focus on implementation and enforcement of the legislation, through the implementation of the Kosovo Environmental Strategy (KES) and its Environmental Action Plan (NEAP) for the 2011-2015 period (recently updated with the support of the Swedish cooperation but not yet adopted by the government). Institution capacity building in the MESP is currently supported by two IPA funded Twinning Projects, and further assistance is needed specifically in the area of management and coordination between central and local government. Substantial increase in the overall funding to the environment related projects is needed, both from government and IFI sources, specifically in the infrastructure improvements related to the waste and wastewater sectors.

2.2 LINK WITH MIPD AND SECTOR STRATEGIES

In line with the Europe 2020 Strategy, Kosovo needs to ensure that the environment challenges are addressed, in particular by reducing the negative effects of growing urban population and increased economic activities. The MIPD 2011-2013 requires that the EU financial assistance must comply with the principle of sustainable development and meet the requirements of the relevant EU environment and climate acquis.

The MESP has recently updated the Kosovo Environmental Strategy (KES) and the Environmental Action Plan (NEAP) for the period 2011-2015. The strategy, which has not yet been adopted by the government, is based on the EU integration agenda and follows the requirements of the relevant environment acquis. The strategy and the action plan set the basis for the investments in the sector and in specific in the sector of solid waste management.

The Strategy stipulates the fact that delays in finding solutions for waste management have aggravated the situation, and it is now reaching a critical level. Specific problems persist at municipal level mainly in relation with difficulties in establishing a proper waste collection and treatment system. Private and public companies are also facing operational problems.

All types of waste including industrial, hazardous and municipal waste require immediate solutions. In addition, the quantity of waste is increasing and the existing infrastructure is insufficient, inadequate and unable to meet the EU standards.

The concepts of waste reduction, reuse and recycling are still to be introduced among the public and institutions in Kosovo. There is a lack of support and incentives for reuse of waste and recycling, and thus there is an urgent need to create a system with the appropriate infrastructure. At the moment there are seven (7) sanitary landfills at present which are poorly managed and as such has already become a hazard to public health and surrounding environment.

2.3 LINK WITH ACCESSION PARTNERSHIP (AP) / EUROPEAN PARTNERSHIP (EP) / STABILISATION AND ASSOCIATION AGREEMENT (SAA) / ANNUAL PROGRESS REPORT

The European Partnership Action Plan (EPAP) recognises that despite progress made in approximation of the legislation, the environmental sector face serious challenges when it comes to implementation and enforcement of the same. Further efforts are needed to establish an effective institutional and administrative infrastructure and improve the channels of

coordination between institutions with environmental responsibilities at all levels and civil society.

In an effort to address these challenges, the EPAP foresees measures to improve the legislative framework in the field of environment, development of policies / strategies in line with European standards and Kosovo priorities and building the human capacities. As a result, this Plan is expected to strengthen the role of institutions responsible for the efficient implementation of environmental legislation through closer cooperation to address institutional challenges in the environmental sector as well as aligning with the *acquis communautaire* (Priorities 53, 78, 79, 140, 141, 142).

The progress report for Kosovo 2011 recognises little progress in the area of waste management. The Law on waste has not yet been adopted and waste recycling and separation are still not tackled. The rate of waste bill collection slightly increased in 2010, but it remains low.

2.4 PROBLEM ANALYSIS

Due to changed demographics (i.e. substantial urbanisation) and increased economic activities in Kosovo, the quantity of waste is increasing whereas the existing infrastructure is insufficient and inadequate to meet the EU environment protection standards. In the given situation challenges are rising and becoming more and more difficult to deal with them. The main challenges that are related to the waste management are the following:

- 1) lack of vision and adequate policies on waste;
- 2) lack of control of generation of waste;
- 3) lack of collection and transport and storage facilities of waste, including construction debris;
- 4) lack of institutional capacity to implement the existing legislation;
- 5) lack of adequate policies and implementation on prevention of dangerous pollution;
- 6) inadequate and uncontrolled disposal of waste, including the problems of the past;
- 7) lack of adequate waste treatment and disposal infrastructure;
- 8) lack of waste separation/categorisation policy and implementation measures;
- 9) lack of policies and measures for recycling or processing of waste.

Most landfills were built before the 1999 conflict and managed below acceptable standards. About, 35% of the population lives in urban areas and are serviced by municipal waste companies. The EU, through the European Agency for Reconstruction (EAR)before, and later through the European Commission Liaison Office (ECLO), funded programmes to support the closure of old municipal dumpsites including the rehabilitation of the affected surrounding areas and the construction of new dumpsites. The new landfills are constructed in accordance with European Union standards, (geological, hydrological, topographical studies were undertaken). However, the situation in landfills quickly deteriorated due to lack of management capacity and poor maintenance. In this regard the highest risk was the lack of treatment of the 'leachate' from the landfills, which threatens to pollute the ground waters.

Another problem related to waste, that is quite visible in Kosovo is widely distributed plastic materials, including bottles and bags. Increasingly high pollution with the non-degradable materials is threatening ecosystems. The new waste management regulation is expected to prohibit the use of non-degradable packaging materials. The existing manufacturers of plastic bags and other packaging materials in Kosovo will need to switch to new technologies in order to produce bio-degradable or other less polluting materials.

The system of management of waste and hazardous materials in Kosovo is not established yet, therefore, hazardous waste and hazardous waste materials (HWM) are being managed by the companies which generate it. In most of the cases the hazardous waste is either badly managed and it's being spread in different places regardless of the risk for contamination, or it is stored in places without due regard to pollution/contamination prevention. HWM in Kosovo is present in a number of sites, mainly due to uncontrolled activities of the mining and industrial sector. The 'hotspots' are the industrial complexes of KEK, Trepca and the battery factory in Gjilan. Little data exist on current generators of hazardous waste in Kosovo (hospitals, veterinary centres, industries). The main quantities of hazardous waste to be disposed derive from the industrial production, because most large hospitals destroy the health care hazardous waste by their own incinerators. The hazardous waste management operations frequently involve considerable environmental disturbance that can extend well beyond the area of their storage. The impacts of hazardous waste storage related activities commence with transportation, extend through toxic waste management in the storage plant, and may continue post-closure of the operation, with the nature and extent of impacts varying throughout the stages of project implementation. Lack of adequate funding to manage the pollution from the stored waste are also challenges requiring continuous attention. Efforts are being made to dispose or at the very least the lower the risk of these harmful substances. The situation is far from satisfactory, however some steps have been undertaken to secure some of the sites.

The connection between the central government and municipalities for making better the waste management and control of services in urban and rural areas must be strengthened and the responsibility for the waste management planning and control at municipal level must be progressively transferred from the Regional/Municipal Public Utility Companies (PUCs) to the municipalities (Municipal Environmental and Inspection Departments). In Kosovo no appropriate waste classification, recycling or treatment is taking place, although some small projects for waste separation have been conducted in Pristina. MESP is continuously trying to establish and improve a system for classification of plastic and packaging of waste for recycling purposes. Major problems are not only related to household waste. There is no system for collection and disposal of used oils, batteries, accumulators, waste tyres, electrical equipment, vehicles, agricultural waste (plants and animal, including animal by-products), medical waste, expired medicines, pesticides and similar end-of-life products.

A new Law on Waste has been drafted and is currently under the approval of the Parliament as well as a new Waste Management Strategy that will regulate the waste management sector during the next 2012-2021 period, identifying the priority projects in the sector together with the financial resources and potential funding agencies.

2.5 LINKED ACTIVITIES AND DONOR COORDINATION

The implementation of this project follows the priorities of the Environmental Strategy and the Environmental Action Plan 2011-2015, Waste Management Strategy of Kosovo, European Partnership Action Plan-EPAP.

The new Waste Management Strategy of Kosovo should be implemented through the following principles:

- i. Establishment of infrastructure for waste management;
- ii. Increase of public awareness and gradual reduction in the amount of waste generated before disposal;
- iii. Introduction of concepts for reuse or recycling and use of waste treatment products as the energy source;

- iv. Reduction of environmental and health risks from waste;
- v. Gradual increase of the number of economic operators with access to a waste collection and treatment system.

In compliance with these principles, the following priorities have been identified:

- I. Completion of legal standards for waste management based upon EU Directives;
- II. Building the infrastructure for waste management;
- III. Building of a central database and information system on the state of waste management;
- IV. Compiling programs for building the infrastructure facilities, in accordance with spatial planning;
- V. Sealing and closure of old landfills;
- VI. Use of existing industrial capacities for the treatment of hazardous waste.

The new Waste Law was prepared in compliance with the relevant EU sectoral Directives, in particular with the Directive No. 2008/98/EC of the European Parliament and of the Council of 19.11.2008 "on waste" (*in force as of 12.12.2010*) (the so called "Waste Framework Directive") and it is currently under the approval of the Kosovo Assembly.

2.6 LESSONS LEARNED

Implementation phase of donor funded projects is often hampered by either insufficient funding available in the institutions in charge or inadequate staff, skills and technical resources to allow for achievement of the expected results. In these cases close consultation among the stakeholders involved in the project and coordination with donors are essential to ensure successful completion of projects.

Beneficiary institutions should demonstrate full commitment by providing the required human and technical resources, ensure that cofounding is available and the schedule of expenditures is coordinated with the corresponding project activities.

DESCRIPTION

2.7 OVERALL OBJECTIVE OF THE PROJECT

- Continued and sustainable improvement of the quality of the natural environment, to meet EU standards, particularly in relation to public health and economic development, through improved waste management in Kosovo;
- Enhanced institutional capacity of the central and local government to draft policies, plans and implement effective measures for improvement of the environment and specifically waste sector using government and the EU funding support through various financing instruments.

2.8 SPECIFIC OBJECTIVE(S) OF THE PROJECT

The specific objectives of this programme include the following:

- To assist the beneficiary institutions in the analysis, planning, policy drafting, preparation and implementation of effective measures that will improve the management of waste;
- To improve the waste storage situation in the municipalities of Leposaviq/Leposavić and Zveçan/Zvečan, and other municipalities, if needed;
- To improve the state of environment by supporting the production of environmentally friendly packaging materials.

2.9 RESULTS

Activity 1

- 1. Completed feasibility study for the identification of the best technical solutions for waste management, including categorisation/separation (at source), transport, identification of locations for the planned waste transfer stations, disposal and waste treatment, reuse and recycling, identification of locations for storage plants for urban, industrial and toxic waste.
- 2. Completed master plan for waste disposal and treatment in Kosovo in accordance with the EU standards and relevant directives.
- 3. Completed detailed design and tender documentation in accordance with EU procurement rules for at least three waste priority infrastructure projects.
- 4. Public Awareness Campaign related to waste management in Kosovo designed and implemented.

Activity 2

5. Improved conditions for storage of waste and minimised risk of pollution of environment and ground waters, particularly in the municipalities of Leposaviq/Leposavić and Zveçan/Zvečan,

Activity 3

6. Reduced pollution of environment with plastic bags and other non-degradable materials. Manufacturers in Kosovo are using modern technologies to produce less polluting packaging materials such as biodegradable plastic, paper or other environmentally friendly products.

2.10 MAIN ACTIVITIES

Activity 1

- 1. Preparation and implementation of the feasibility study to prepare the policy for waste management and identify the best technical solutions for categorisation/separation, transport, identification of locations for disposal and waste treatment modalities including incineration as well as identification of locations for the planned waste transfer stations and waste disposal plants and treatment for urban, industrial and toxic waste.
- 2. Master Plan for the implementation of the waste management priority projects. The Master Plan will include the Action Plan to identify and present the best technical solutions and appropriate locations for the waste transfer stations, disposal and treatment of waste including urban, construction debris, industrial and toxic waste. This plan should also analyse the best management options, including the categorisation/separation, collection, transport, disposal, treatment/incineration, reuse and recycling of waste.

The plan should evaluate the best possible options for the privatisation of the waste management services under related Private Public Partnership (PPP) mechanism. The Action Plan will also include the Environmental Impact Assessment of 3 selected projects to be constructed through the possible utilisation of the EU funding support that will be available for environmental infrastructures in Kosovo during the 2014-2020 period. This Action Plan should also analyse a range of waste management organisational options that could facilitate the implementation and the sustainability of the identified priority projects.

Preparation of Master Plan is to ensure successful implementation of the government policies and plans for waste management through the identified priority projects. This plan will aim to develop an affordable investment programme and to ensure sustainability through identification of financial resources being that government, donor funding specifically EU support instruments, IFIs and private partnership funding needed for the implementation of all identified actions. This plan should provide an overview of the procurement procedures and types of contracts to be tendered. That information is related to: (i) timing of the various publications related to the procurement process, (ii) estimate for the financial envelopes of the different contracts. This plan should take in consideration the different procurements rules of the various potential donors, while the schedule of prices shall be prepared / reviewed in accordance with the PRAG and FIDIC Conditions of Contract. In order to ensure smooth implementation of the project, the procurement of the various components will be organised and grouped in the best possible way. All stakeholders should be closely involved in the whole process and recommendations should be made in consultation with the relevant local stakeholders. The Implementation and Procurement plan should also take into consideration the availability of all the necessary certificates and permits that will be necessary for the construction and operation of the different waste facilities, including the permits required under the Law on Integrated Pollution Prevention and Control.

3. **Tender Documents for 3 priority projects to be financed by IPA:** In close consultation with EU offices (in Pristina and Brussels) the Consultant will prepare the

Tender Dossiers for 3 works and related service priority projects already analysed and included in the Feasibility Study and in the Master Plan. Taking into consideration that these 3 projects should be financed by IPA 2013-2020 programme, the Tender Dossier should be prepared in accordance with the formats shown in the Practical Guide and with the FIDIC Conditions (Red or Yellow book). The Consultant shall provide assistance in responding to any queries and clarifications required during the review of tender documentation by the Delegation of the European Commission until obtaining the "ex-ante" approval. The Consultant shall provide assistance for any changes required to the tender documentation arising from comments received during the approval process as it is laid down in the requirements to the procurement strategy. If tender documentation should be approved "ex-ante" within the timeframe of implementation of this project, the Consultant will provide assistance to the Contracting Authority during the process of preparation and execution of evaluation of offers. Also, if necessary the key experts of the Consultant should be required to participate as an observer during the evaluation process. The Consultant should be available and should be responsible for responding to any queries submitted by tenderers.

- 4. **Public Awareness Campaign:** This activity is a horizontal one and aims at increasing the awareness of the citizens about the importance of a correct waste management, collection and separation and treatment of waste. This activity will be implemented during the whole duration of the project through the following steps:
 - Based on the analysis done and guide developed a stakeholder involvement plan should be prepared and implemented.
 - 2 workshops should be conducted at the beginning of the project with all stakeholders from each of the municipalities where the identified 3 priority projects to be financed by IPA 2013-2020 should be located, Ministry of Environment and Spatial Planning and regional PUCs.
 - A public information and consultation programme should be developed. The target groups of the programme shall include both all the stakeholders and the general public. The main objectives of the programme are to provide information on the integrated waste management concept and of separate collection.
 - A Kosovo-wide workshop should be organised, involving representatives of other municipalities at the end of the project for dissemination of the project results.

Activity 2

5. Implementation of an infrastructure project within the existing dumpsites/landfills requiring urgent intervention due to the risk of pollution. Priority interventions have been identified in the municipalities of Leposaviq/Leposavić and Zveçan/Zvečan, where the existing landfill is overused, and threatening pollution of the ground water.

Activity 3

- 6. Distribution of grants to the manufacturers of packaging materials in Kosovo to support introduction of new technologies to produce bio-degradable materials and use of environment friendly packaging.
- 2.11 ASSESSMENT OF PROJECT IMPACT, CATALYTIC EFFECT AND CROSS BORDER IMPACT (WHERE APPLICABLE)

The project will create basis for waste management in compliance with the Waste Framework Directive principles, through definition of adequate policies and adoption of cost effective technical solutions.

The Master Plan will include the best technical solutions and appropriate locations for the waste transfer stations, disposal and treatment of waste. This plan should identify the sources and allocation of investments funding and other associated costs. This would help the increase of the private sector interest and public institutions in the development of the sector and in the improvement of the quality of the environment and of the life of the Kosovan citizens.

The intermediate impact of the project will be the reduction of the quantities of waste actually disposed on the surface, the reduction of the environmental degradation and related remedy costs. The project will add to increasing the indirect economic benefits such as reduction of costs to recover the polluted areas, reduction of the costs for raw material and energy consumption due to the recycling of wastes, improvement of health. It is expected that the project may help increase of the revenues from the development of the tourism sector affected by the improved quality of the environment. Taking into consideration the above, large number of stakeholders will benefit from the project and it is expected that the support from number of institutions including ministry of economic development, health institution and private sector will increase.

2.12 SUSTAINABILITY

The Ministry of Environment and Spatial Planning is committed to provide solutions for appropriate waste management, specifically upon the approval of the waste law by the Kosovo assembly. It is expected that adequate legislation will help to improvement bill collection and participation of private sector in the operations and management of the sector.

The sustainability of the project should guarantee some of the relevant issues already specified in the above mentioned project activities. In particular:

- 1. The Environmental sustainability should be checked and verified through the Environmental Impact Assessments of the identified facilities that will determine the best location and the measures to be adopted to limit the impacts on environment of the future plants. At the same time, the balance on the environmental impacts should be considered, taking also into consideration the positive benefits that the realisation of the proposed plants will have on the reduction of the waste pollution around the country
- 2. The financial sustainability should be evaluated in the Implementation and Procurement Plan, where the necessary financial resources will be clearly evaluated not only for the investment costs, that will be mainly co-financed by IFIs and PPPs, but in particular to the management and operational costs that should be covered by specific revenues and tariffs.
- 3. The social sustainability will be guaranteed by a continuous increase of the public awareness about the importance that a good environmental behaviour will have on the improvement of the quality of the environment and consequently of the quality of the life of all Kosovan citizens.

2.13 ASSUMPTIONS AND PRE-CONDITIONS²

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Assumptions are external factors that have the potential to influence (or even determine) the success of a project but lie outside the control of the implementation managers. Such factors are sometimes referred to as

The project will engage in the initial analysis of the risks which is expected to include the following:

- The law on waste is not adopted in time (or in a way that allows the project to be implemented);
- The Environmental Strategy and Action Plan are not adopted by the Kosovo Government
- Difficulties on understanding and integrating the challenges of application of the waste management hierarchy according to the *acquis*;
- Lack of sufficient experience by the beneficiaries on comprehensive planning and implementation aspects related to effectiveness, efficiency and ownership approach in the waste management area;
- Lack of sufficient support from the institutions involved or PUCs and municipalities;
- Limited previous experience of the municipalities in inter-municipal co-operation; may lead to some operational problems during the project implementation;
- Limited administrative capacity on waste management according to the *acquis* requirements of the municipalities involved may lead to some operational problems during the project implementation
- No suitable sites are found for the localisation of the identified waste priority facilities

Assumptions for the successful implementation of the project shall include the following:

- Adequate political will to deal with waste issues;
- The beneficiary institutions are fully involved in the project implementation;
- Dedicated staff by the beneficiaries available and supporting the project implementation;
- Support and commitment from involved stakeholders, professional bodies including industry and PUC representatives;
- All municipalities shows interest and are supportive to the project initiatives;
- The general public is actively involved in the awareness campaigns.

3 IMPLEMENTATION ISSUES

Activity 1 will be implemented through one service contract of € 1.5 million.

Activity 2 will be implemented through one works contract of € 1.0 million.

Activity 3 will be implemented through one or more Call for Proposals of a total value of € 0.5 million

3.1 Indicative Project budget (amounts in EUR)

| PROJECT TITLE | | | | SOURCES OF FUNDING | | | | | | | | |
|--|-----------|--------------------------|----------------------|--------------------|----------|----------------------------|----------|-----------------------|----------------------------------|----------------------|------------|-------|
| | | TOTAL EXPENDITU RE | IPA CONTRIBUT | ΓΙΟΝ | BEN | NEFIC: | IARY CON | TRIBUTION | I | PRIVA CONTRI N | BUTIO | |
| | IB (1) | IN V (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: Support to Waste Management in Kosovo | | | 1.5 | 1.5 | 100 | | | | | | | |
| Contract 1 - Service | X | | 1.5 | 1.5 | 100 | | | | | | | |
| Activity 2: Infrastructure facility | | | 1.0 | 1.0 | 100 | | | | | | | |
| Contract 2 - Works contract | | X | 1.0 | 1.0 | 100 | | | | | | | |
| Activity 3: Support to the manufacturers of packaging materials | | | 0.5 | 0.5 | 100 | | | | | | | |
| Contract 3: - Grants | X | | 0.5 | 0.5 | 100 | | | | | | | |
| | | | | _ | | | | | _ | | | |
| TOTAL IB | | 2.0 | 2.0 | 100 | | | | | | | | |
| TOTAL INV | | 1.0 | 1.0 | 100 | | | | | | | | |
| TOTAL PROJECT | | | 3.0 | 3.0 | 100 | | | | | | | |

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROW

Amounts net of VAT

(1) In the Activity row, use "X" to identify whether IB or INV

(2) Expressed in % of the **Total** Expenditure (column (a)

3.2 INDICATIVE IMPLEMENTATION SCHEDULE (PERIODS BROKEN DOWN BY QUARTER)

| Contracts | Start of Tendering/ Call for proposals | Signature of contract | Project Completion |
|----------------------|--|-----------------------|--------------------|
| Contract 1 - Service | Q1 2014 | Q3 2014 | Q3 2016 |
| Contract 2 - Works | Q3 2014 | Q1 2015 | Q1 2017 |
| Contract 3 - Grants | Q3 2014 | Q1 2015 | Q1 2016 |

All three components of this programme are inter-related and should be sequenced accordingly. The ToR for the Service Contract shall be drafted by the Framework Contract hired by the EU Office in Kosovo. Upon award of the Technical Assistance Company, the Consultant will commence the work in the feasibility study to prepare and recommend the policies for the main waste management issues, propose adequate and cost beneficial technical solutions for treatment of waste and propose the locations for such treatment facilities.

The consultant should also draft the technical solutions for improvement of waste collection facilities in selected municipalities of Kosovo, that are currently in extremely bad conditions, threatening to pollute the environment and ground waters.

The consultant will finally help in defining the criteria for distribution of grants to the private companies dealing with packaging materials. This component of the IPA programme is aiming reduction of undegradable packaging materials such as plastic bags and bottles.

3.3 Cross cutting issues

3.3.1 Equal Opportunities and non discrimination

The project will promote the participation of women in environmental protection issues and awareness raising for the public. Promoting a more diverse workplace (in terms of gender and ethnicity) will be a strong element in strengthening the capacity of the target institution. The project will ensure mainstreaming of gender and minority issues both (i) within the target institution and (ii) in outputs (services provided by the institution) by:

- addressing the barriers in the workplace that prevent gender equality and ethnic diversity; creating a workplace culture supportive of gender equality and ethnic diversity to improve gender/ethnic balance within the organisation. Opening up new opportunities for minorities as well as opportunities for women to work in non-traditional areas will, in turn, contribute to changing the policy, business and customer focus of these institutions.
- introducing concepts of equality and diversity in strategic planning and management, including the business case for equality and diversity, so as to make the workforce more representative of and responsive to the Kosovo customer base. A work culture that is respectful and accommodating of diversity will in turn contribute to the creation of an environment sector at the service of a multi-ethnic Kosovo.

The terms of reference will state the project's intended effects, impact, and opportunities on or for women and minorities. Data systematically disaggregated by sex and ethnicity will be

produced to set a baseline and measure progress. Team of experts must possess relevant skills to ensure effective mainstreaming of gender equality and minority inclusion/participation.

3.3.2 *Environment and climate change*

Given that the main objective is to improve the state of the environment in Kosovo, the results of all components of this project are expected to have an environmental impact. The project will be consistent with environmental legislation (EU and Kosovan), the Environment Protection Strategy, the Waste Management Strategy and the Local Environmental Action Plans of the municipalities where the project will be implemented.

Disaster resilience and risk prevention and management should be integrated in the planning, preparation and implementation of projects.

3.3.3 *Minorities and vulnerable groups*

The project will promote the participation of minority communities in all its activities. The terms of reference will explicitly identify the project's intended effects, impact, and opportunities for the minority communities. The infrastructure project should in particular positively affect the livelihoods of communities by helping in the improvement of the environment conditions and reducing the possibility of land and ground water pollution.

3.3.4 Civil Society/Stakeholders involvement

The project shall facilitate involvement of the Civil Society in the adoption of the Waste Management policies through the public discussions and conferences prepared through and by the consultant. The project will assist in the design and implementation of the Public Awareness Campaigns that aims active involvement of the citizens in reduction of waste, categorisation, re-use and recycling.

The Ministry will use their already established systems of communication with the Civil Society and ensure their active involvement in all the project activities.

ANNEXES

- 1. Log frame
- 2. Description of Institutional Framework
- 3. Reference list of relevant laws and regulations only where relevant
- 4. Details per EU funded contract(*) where applicable:
- 5. Project visibility activities

ANNEX 1: Logical framework matrix in standard format

| LOGFRAME PLANNING MATRIX FOR Project Fiche | | Project title and | number : | Waste Management: 10 -2012 / 02 |
|--|---|--|---|--|
| | Contracting perio | d expires three years nancing agreement | Execution period expires two years following the final date for contracting | |
| | | Total budget | € 3.0 million | |
| | | IPA budget: | € 3.0 million | |
| Overall objective | Objectively verifiable indicators (OVI) | Sources of Verif | ïcation | |
| Continued and sustainable improvement of the quality of the natural environment, to meet EU standards, particularly in relation to public health and economic development, through improved waste management in Kosovo; Enhanced institutional capacity of the central and local government to draft policies, plans and implement effective measures for improvement of the environment and specifically waste sector using government and the EU funding support through various financing instruments. | The extent of the implementation and enforcement of the new Waste law More appropriate balance between environmental, social and economic issues Increase of share of state budget allocated for waste priority projects Increased share of environmental GDP in total GDP of Kosovo Positive assessment on developments related to the collection, treatment and final disposal of waste in Kosovo | towards in enforcement acquis On-going monitoring an MESP/DoE or The impact we baseline informelevant Into Living Seconducted by in Kosove consideration Increased allowaste manage Municipalities | regular accession deporting process who reports will be verified using promation from the egrated Survey of tandards (ISLS) the Statistical Office to taking into the GDP data ocation of KCB to ment projects demonstrate ity to plan, maintain ge the waste | Future allocation by the government of appropriate levels of human and financial resources Budgetary constraints are not increased Active co-operation can be developed and maintained between MESP and municipalities |
| Specific objective | Objectively verifiable indicators | Sources of Verif | ication | Assumptions |

| | (OVI) | | |
|--|---|---|--|
| To assist the beneficiary institutions in the analysis, planning, policy drafting, preparation and implementation of effective measures that will improve the management of waste; To improve the waste storage situation in the municipalities of Leposaviq/Leposavić and Zveçan/Zvečan, and other municipalties, if needed; To improve the state of environment by supporting the production of environmentally friendly packaging materials. | MESP and EUO approval of project outputs Construction of 3 waste facilities Beneficiaries providing feedback to the project giving case studies for changes implemented to develop best practice in their municipality concerning the waste management activities Improving the knowledge of public officials dealing with waste management issues and of the awareness of the citizens about the importance of a correct waste handling | Action Plan Implementation and Procurement Plan 3 Tender Dossiers for Waste Facilities Public Awareness Campaign MESP Reports EUO review | Political will to deal with waste issues Appropriate participation of all relevant institutions Stakeholders willing to participate in project activities |
| Results | Objectively verifiable indicators (OVI) | Sources of Verification | Assumptions |
| Activity 1 Completed feasibility study for the identification of the best technical solutions for categorisation and treatment of waste as well as identification of locations for the planned waste transfer stations and waste treatment and disposal plants for urban, industrial and toxic waste. Completed master plan for treatment of waste in Kosovo in accordance with the EU standards and relevant directives. Completed detailed design and tender documentation in accordance with EU procurement rules for three waste priority | Action Plan approved by MESP and EUO within 9 months from the project start. Implementation and Procurement Plan approved by MESP and EUO within 12 months form the project start 3 Tender Dossiers approved by MESP and EUO within 18 months form the project start Public Awareness Campaign implemented Dissemination of information between beneficiaries | MESP Reports EUO review Positive feedback concerning intermunicipal co-operation N° of environmental permits issued Repeating project methodologies and results in the regions Comparative analyses produced Overall environmental improvement for a cleaner, safer environment in Kosovo Level of participation in Public Awareness Campaigns | MESP willing to make fully engage in Waste Management process Quality of TA Team Well management planning and construction process The ability to secure consensus between diverse stakeholders, particularly on resource requirements/priorities, Willingness of authorities to share knowledge, particularly if there are areas where the interventions need strengthening |

| projects. Public Awareness Campaign related to waste management in Kosovo designed and implemented. Activity 2 Improved conditions for storage of waste and minimised risk of pollution of environment and ground waters, particularly in the municipalities of Leposaviq/Leposavić and Zveçan/Zvečan, Activity 3 Reduced pollution of environment with plastic bags and other non-degradable materials. Manufacturers in Kosovo are using modern technologies to produce less polluting packaging materials such as biodegradable plastic, paper or other environmentally friendly products. | MESP and other beneficiaries use the material in their operations for implementing the EU aquis Positive uptake and application of project recommendations 3 EIA approved by MESP and EUO Timely delivery of required permits and licences Increase technical knowledge and management capacity of MESP, Regional PUCs and relevant stakeholders | | |
|--|--|--|---|
| Activities to achieve results | Means / contracts | Costs | Assumptions |
| Phase 1: Mobilisation and Inception (1 month) Phase 2: Implementation (22 months) through Activity 1: Feasibility Study; Master Plan; Preparation of Design and Tender Dossiers for at least 3 priority projects; Public Awareness Campaign Activity 2: | Technical Assistant project Infrastructure Project Grant assistance to the Kosovo packaging manufacturers | Phase 1: € 1.5 million Phase 2: € 1.0 million Phase 3: € 0.5 million | Additional project management, backstopping and administrative support provided by the Consultants Staff provided by the beneficiaries |

| Implementation of an infrastructure project within the existing dumpsites/landfills requiring urgent intervention due to the risk of pollution. Priority interventions have been identified in the municipalities of Leposaviq/Leposavić and Zveçan/Zvečan, where the existing landfill is overused, and threatening pollution of the ground | | |
|--|--|--|
| water. Activity 3: Distribution of grants to the manufacturers of | | |
| packaging materials in Kosovo to support introduction of new technologies to produce biodegradable materials and use of environment friendly packaging. | | |

ANNEX 2: Description of Institutional Framework

The Ministry of Environment and Spatial Planning started its activities immediately upon the creation of the Kosovo government, and after its separation from the Ministry of Health, (regulation 2002/5, 3/1/2003). The current role of the Ministry is to develop, coordinate, monitor and oversee the sector encompassing environmental protection, water resource management and spatial planning. The Environment Ministry has a Minister and Cabinet, the Office of Permanent Secretary, and five departments:

- Environment Protection,
- Spatial Planning,
- Housing and Construction,
- Water Resources Management,
- Administration and Professional Services.

The Ministry includes the Kosovo Agency for the Protection of the Environment (KEPA), which includes the Hydro-meteorological Institute and the Institute for Nature Protection (INEP), the Inspectorate, and other units such as the International Office and the Information Office which are linked directly under the highest Ministry bodies.

The Environmental Protection Department (EPD), which is organised in the following divisions: Division of General Policy for Environmental Protection, Division for Environmental Protection, Division for Nature Protection and Division of Waste Management. The Division for Nature Protection includes the National Parks Sector and 5 Regional Offices located at Pristine, Mitovica, Peja, Prizren and Gjilan which act as links of communication between the Ministry and the Municipalities. The Regional Offices employ 3 officials, one from the Department of Spatial Planning, one from the Department of Housing and Construction and one from the EPD, who act as inspectors. Although for the moment EPD incorporates also the Environmental Inspectorate, the amendment of Environment Law (Law no 2002/8) proposes the merging of water inspectors within the Inspectorate and the separation of the Inspectorate from the EPD. The actual sector in charge with the implementation of environmental legislation at municipal level is the Sector for Education, Public Awareness and Cooperation with the Municipalities and Civil Society (SEPACM) within the Environmental Policy Development Division (EPDD).

The Environment Protection Department (EPD) within the MESP has a sub-sector or division responsible for waste management. The MESP will appoint the staff from the Environment Protection Department and Waste Management Division to oversee the implementation of the project components and actively contribute in the definition of policies which would ensure effective treatment of waste.

The EPD representative shall be the main representative talking on behalf of the MESP. He/She should take place as voting member in the steering committee.

ANNEX 3: Reference list of relevant laws and regulations only where relevant

| Kosovan Laws/ Regulations | Status | EU acquis/assessment |
|---------------------------------------|--|--|
| General Enviror | nmental and Permitting Laws | |
| Law on Environmental Protection | Law No. 03/L-025 "on Environmental Protection" approved by the Assembly of Kosovo (AoK) on 26.02.2009 and promulgated by the President Decree on 19.03.2009; Administrative Instruction (AI) No. 02/2004-MESP "on the Establishment of Environmental Protection Inspectorate", dated 18.02.2004; AI No.2004/09-MESP "on the Cadastre of Environmental Polluter Emissions. Forms and Instructions on Form Application", dated 03.08.2005 AI No. 22/03-MESP "on Organisation of the Kosovo Environmental Protection Agency", dated 06.10.2003 | Directive No. 2003/4/EC of the European Parliament and of the Council of 28.01.2003 "on public access to environmental information" and repealing Council Directive No. 90/313/EEC; Directive No. 2004/35/CE of the European Parliament and of the Council of 21.04.2004 "on environmental liability with regard to the prevention and remedying of environmental damage" as amended by Directive 2006/21/EC and 2009/31/EC; Directive No. 2008/99/EC of the European Parliament and of the Council of 19.11.2008 "on the protection of the environment through criminal law"; Directive No. 2003/35/EC of the European Parliament and of the Council of 26.05.2003 "providing for public participation in respect of the drawing up of certain plans and programmes relating to the environment and amending with regard to public participation and access to justice Council Directives No. 85/337/EEC and 96/61/EC. |
| Law on SEA | Law No. 03/L-230 "on Strategic Environmental Assessment" approved by the AoK on 30.08.2010 and promulgated by the Presidential Decree on 18.10.2010. It replaced the Law No.03/L-015 approved by the AoK on 12.02.2009 | Directive No. 2001/42/EC of the European Parliament and of the Council of 27.06.2001 "on the assessment of the effects of certain plans and programmes on the environment" (also called "SEA Directive"); Directive No. 2003/35/EC of the European Parliament and of the Council of 26.05.2003 "providing for public participation in respect of the drawing up of certain plans and programmes relating to the environment" and amending with regard to public participation and access to justice Council Directives No. 85/337/EEC and 96/61/EC; |
| Law on EIA | • Law No. 03/L-214 "on Environmental Impact Assessment" approved by the AoK on 23.09.2010 and promulgated by the Presidential Decree No. DL-048-2010 of 14.10.2010. It replaced the Law No. 03/L-024 approved by the AoK on 26.02.2009; | Council Directive No. 85/337/EEC "on the assessment of the effects of certain public and private projects on the environment" approved on 27.06.2985 (the so called "EIA Directive"); Council Directive No. 97/11/EC of 3 March 1997 amending Directive No. |

| | AI No.03/2004-MESP "for Licensing of Persons and Enterprises on Drafting an Environmental Impact Assessment Report", dated 27.04.2004 AI No.09/2004-MESP "on Environmental Impact Assessment", dated 14/07/2004 | 85/337/EEC "on the assessment of the effects of certain public and private projects on the environment"; Directive No. 2003/35/EC of the European Parliament and of the Council of 26.05.2003 "providing for public participation in respect of the drawing up of certain plans and programmes relating to the environment and amending with regard to public participation and access to justice Council Directives No. 85/337/EEC and 96/61/EC; Directive No. 2009/31/EC of the European Parliament and of the Council of 23 April 2009 "on the geological storage of carbon dioxide" and amending Council Directive No. 85/337/EEC, European Parliament and Council Directives No. 2000/60/EC, 2001/80/EC, 2004/35/EC, 2006/12/EC, 2008/1/EC and Regulation (EC) No. 1013/2006 |
|-------------|--|---|
| Law on IPPC | The Law No. 03/L-043 "on Integrated Prevention Pollution Control" approved by AoK on 26.03.2009 and promulgated by the Presidential Decree No. DL-010-2009 of 23.04.2009. AI No. 26/05-MESP "on Issuing Ecological Permit/Licence", dated 07.11.2005; | Council Directive No. 96/82/EC of 9.12.1996 "on the control of major-accident hazards involving dangerous substances", as amended by Directive No. 2003/105/EC and Regulations No. EC/1882/2003 and EC/1137/2008; Council Directive No. 1999/13/EC of 11.03.1999 "on the limitation of emissions of volatile organic compounds due to the use of organic solvents in certain activities and installations", as amended by Regulation No. EC/1882/2003 and Directives No. 2004/42/EC and 2008/112/EC; Directive No. 2000/76/EC of the European Parliament and of the Council of 04.12.2000 "on the incineration of waste", as amended by Regulation No. EC/1137/2008; Directive No. 2001/80/EC of the European Parliament and of the Council of 23.10.2001 "on the limitation of emissions of certain pollutants into the air from large combustion plants", as amended by Directives No. 2006/105/EC and 2009/31/EC; Regulation (EC) No. 166/2006 of the European Parliament and of the Council of 18.01.2006 concerning "the establishment of a European Pollutant Release and Transfer Register" and amending Council Directives No. 91/689/EEC and 96/61/EC; Council Directive No. 2008/1/EC of 15.01.2008 "concerning integrated pollution prevention and control" (codified version), as amended by Directive 2009/31/EC; Regulation No. EC/1221/2009 of the European parliament and of the Council of |

| | | 25.11.2009 "on the voluntary participation by organisations in a Community ecomanagement and audit scheme (EMAS)", repealing Regulation No. EC/761/2001, and Commission Decisions No. 2001/681/EC and 2006/193/EC; Regulation No. EC/66/2010 of the European Parliament and of the Council of 25.11.2009 "on the EU Eco-label". |
|--|---|--|
| Waste Laws | | |
| Law on Waste Management and Disposal | Law No. 02/L-30 "on Waste" approved by the AoK on 22.07.2005 and promulgated by SRGS on 05.05.2006 (UNMIK Regulation No 2006/31); Draft AI "on Waste Import, Export and Transit", dated 06.02.2009; Draft AI "on Movement of the waste from public surface"; Draft AI "for licensing and waste administration"; AI No. 83/06-MESP "on Construction and Demolition of Waates", dated 20.12.2006; AI No. 08/25 "on Liquidation of Pharmaceutical Wastes and Products", approved by the GoA on 03.07.2008; AI No. 03/07-MESP "on Waste Management of Expired Oils", dated 20.01.2006; AI No. 04/07-MESP "on the Management of end of Life Vehicles and their Wastes", dated 20.12.2006; AI No. 05/07 MESP "on Construction and Demolition Wastes", dated 20.12 2006; AI No. 08/07-MESP "on the Competencies of the Waste Treatment Owner and Operator", dated 26.07.2007; AI No. 09/07-MESP "on Package and Packaging Waste", dated 26.07.2007; AI No. 10/07-MESP "on Management of Poly-Chloral Biphenyls and Three-Phenyls", dated 26.07.2007; AI No. 10/07-MESP "on the Landfill Management", dated | Council Directive No. 75/439/EEC of 16 June 1975 "on the disposal of waste oils" as amended by Directives No. 87/101/EEC, 91/692/EEC, 2000/76/EC and 2008/98/EC (repealed by Directive No. 2008/98/EC as of 12.12.2010); Council Directive No. 86/278/EEC of 12.06.1986 "on the protection of the environment, and in particular of the soil, when sewage sludge is used in agriculture" as amended by Directive No. 91/692/EEC, Regulation No. EC/807/2003 and No. EC/219/2009, to be reviewed starting 2010; Council Directive No. 91/689/EEC of 12.12.1991 "on hazardous waste" as amended by Directives No. 94/31/EC and 2008/98/EC and Regulation No. EC/166/2006 (repealed by 2008/98/EC as of 12.12.2010); European Parliament and Council Directive No. 94/62/EC of 20.12.1994 "on packaging and packaging waste", as amended by Regulations No. EC/1882/2003 and EC/219/2009, and Directives No. 2004/12/EC and 2005/20/EC; Council Directive No. 96/59/EC of 16.09.1996 "on the disposal of polychlorinated biphenyls and polychlorinated terphenyls (PCB/PCT)" as amended by Regulation No. EC/596/2009; Council Directive No. 1999/31/EC of 26.04.1999 "on the landfill of waste", as amended by Regulations No. EC/1882/2003 and EC/1137/2008; Directive No. 2000/53/EC of the European Parliament and of the Council of 18.09.2000 "on end-of life vehicles", as amended by Decisions No. 2002/525/EC, 2005/63/EC, 2005/437/EC, 2005/438/EC, 2005/673/EC, 2008/689/EC, 2010/115/EC and Directives No. 2008/33/EC and 2008/112/EC; Council Decision of 19.12.2002 establishing "criteria and procedures for the acceptance of waste at landfills" pursuant to Article 16 and Annex II to the Directive 1999/31/EC; |

22.08.2007;

- AI No. 12/07-MESP "on Waste Management of Electric and Electronic Equipment", dated 04.10.2007;
- AI No. 80/07-MESP "on Waste from Expanded Batteries and Accumulators", dated 13.03.2007;
- AI No. 81/07-MESP "on Waste Management of Expired Oils", dated 13.03.2007;
- AI No. 05/2008 "on Pharmaceutical Waste Management", approved by the GoA on 27.02.2008;
- AI No. 06-03/2008 "on Hazardous Waste Management", approved by the GoA on 27.02.2008;
- AI No. 03/50 "on the Conditions for the Selection of the Site and the Construction of Landfills", approved by the GoA on 26.01.2009;
- AI No. 04/50 "on Maximum Permitted Levels of Emission and Distribution of Contaminants in Soil", approved by the GoA on 16.01.2009;

- Directive No. 2002/95/EC of the European Parliament and of the Council of 27.01.2003 "on the restriction of the use of certain hazardous substances in electrical and electronic equipment", as amended by Decisions No. 2005/618/EC, 2005/717/EC, 2005/747/EC, 2006/310/EC, 2006/690/EC, 2006/691/EC, 2006/692/EC, 2008/385/EC, 2009/428/EC, 2009/443/EC, 2010/122/EU, and Directive No. 2008/35/EC;
- Directive No. 2002/96/EC of the European Parliament and of the Council of 27.01.2003 "on waste electrical and electronic equipment (WEEE)", as amended by Directive No. 2003/108/EC, 2008/34/EC and 2008/112/EC;
- European Standard EN 50419 "on marking of electrical and electronic equipment" in accordance with Article 11(2) of the WEEE Directive;
- Council Decision 2003/33/EC of 19 December 2002 establishing criteria and procedures for the acceptance of waste at landfills pursuant to Article 16 of and Annex II to the Directive 1999/31/EC;
- Directive No. 2006/66/EC of the European Parliament and of the Council of 06.09.2006 "on batteries and accumulators and waste batteries and accumulators" and repealing Directive No. 91/157/EEC, as amended by Directive No. 2008/12/EC and Directive No. 2008/103/EC; Commission Decisions 2008/763/EC, 2009/603/EC, 2009/851/EC;
- Directive No. 2006/12/EC of the European Parliament and of the Council of 5.04.2006 "on waste" (codified version also called "Waste Framework Directive") (repealed by Directive No. 2008/98/EC as of 12.12.2010) and amended by Directive No. 2008/98/EC and Directive No. 2009/31/EC;
- Directive 2006/21/EC of the European Parliament and of the Council of 15.03.2006 "on the management of waste from extractive industries" and amending Directive No. 2004/35/EC and Regulation EC/596/2009, as amended by Commission Decisions 2009/335/EC, 2009/337/EC, 2009/358/EC, 2009/359/EC, 2009/360/EC;
- Directive No. 2008/98/EC of the European Parliament and of the Council of 19.11.2008 "on waste" (in force as of 12.12.2010) (the so called "Waste Framework Directive").

Laws on Chemicals

| Law on chemicals | • The Law No. 2007/02-L116 "on Chemical" was approved by the AoK on 27.04.2007 and promulgated by SRSG on 2008 | Regulation (EC) No 1907/2006 of 18 December 2006 concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), establishing a European Chemicals Agency, amending Directive 1999/45/EC and repealing Council Regulation (EEC) No 793/93 and Commission Regulation (EC) No 1488/94 as well as Council Directive 76/769/EEC and Commission Directives 91/155/EEC, 93/67/EEC, 93/105/EC and 2000/21/EC Directive 67/548/EEC of 27 June 1967 on the approximation of laws, regulations and administrative provisions relating to the classification, packaging and labelling of dangerous substances, as amended by Directives 69/81/EEC, 70/189/EEC, 71/144/EEC, 73/146/EEC, 75/409/EEC, 76/907/EEC, 79/370/EEC, 79/831/EEC, 80/1189/EEC, 81/957/EEC, 82/232/EEC, 83/467/EEC, 84/449/EEC, 86/431/EEC, 87/432/EEC, 88/302/EEC, 88/490/EEC, 90/517/EEC, 91/325/EEC, 91/326/EEC, 91/410/EEC, 91/632/EEC, 82/232/EC, 92/37/EC, 93/21/EC, 93/72/EC, 93/101/EC, 93/105/EC, 94/69/EC, 96/54/EC, 96/56/EC, 97/69/EC, 98/73/EC, 98/98/EC, 99/33/EC, 2000/32/EC, 2000/33/EC, 2001/59/EC and 2004/73/EC, and Regulation (EC) 807/2003 Regulation (EC) No 1272/2008 of 16 December 2008 on classif ication, labelling and packaging of substances and mixtures, amending and repealing Directives 67/548/EEC and 1999/45/EC, and amending Regulation (EC) No 1907/2006 (Text with EEA relevance) Directive 98/8/EC of 16 February 1998 concerning the placing of biocidal products on the market, as amended by Regulations (EC) 1882/2003, 1896/2000, 2032/2003 and Directives: 2006/50/EC, 2006/140/EC, 2008/81/EC, 2009/98/EC, 2009/91/EC, 2009/93/EC, 2009/94/EC, 2009/95/EC, 2009/89/EC, 2009/91/EC, 2009/91/EC, 2009/91/EC, 2009/93/EC, 2009/91/EC, 2009/95/EC, 2009/98/EC, 2009/91/EC, 2009/91/EC Regulation (EC) No 689/2008 of 17 June 2008 concerning the export and import of dangerous chemicals Directive 87/217/EEC of 19 March 1987 on the prevention and reduction of environmental pollution by asbestos, as amended by Directive 91/69 |
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ANNEX 4: Details per EU funded contract(*) where applicable:

Activity 1: 1 service contract of 1.5 million

The ToRs will be drafted by a Framework Contractor. The Framework Contractor may also be asked to draft the guidelines for the 'Call for Proposals' as well as ToR.

A Steering Committee will be established, consisting of representatives from the European Union Office in Kosovo, MESP, and the municipalities. The Steering Committee will oversee the project and will help in definition of policies related to waste management, technical solutions for treatment of waste and selection of priority projects for which the design documents are to be prepared. The steering committee shall be composed of representatives from the Ministry of Environment and Spatial planning, the Association of Kosovo Municipalities and the European Union Office in Kosovo. The chairperson will be from the Ministry of Local Government Administration.

The same stakeholders as above will oversee the second and third component of the project in close cooperation with municipal representatives.

Activity 2: 1 works contract of € 1.0 million.

Activity 3: 1 Call for Proposals of \in 0.5 million.

Selection of proposals shall be done by the EU Office, with the involvement of representatives of the beneficiary. The contracts will be managed by the EU Office in accordance with the procurement rules for grant contracts.

ANNEX 5: Project visibility activities

The European Union Office in Kosovo has developed clear visibility guidelines and ensures that all projects which are implemented in Kosovo are fully in line with these guidelines. Project visibility is also clearly stipulated in all contractual documents whereby the contractors/implementers are obliged to adhere to all EU visibility requirements.