

2010 Annual Programme — Project Fiche 3
Public Administration Reform

1. Basic information

- 1.1 CRIS number: 2010/022-452
 1.2 Title: Public administration reform
 1.3 ELARG statistical code: 01.34
 1.4 Location: Kosovo*

Implementing arrangements

- 1.5 Contracting authority (EC): European Commission Liaison Office to Kosovo
 1.6 Implementing agency: n/a
 1.7 Beneficiary:

Beneficiary institution	Contact person
Ministry of European Integration (MEI)	Edon Cana, Permanent Secretary, Ministry of European Integration (MEI)
Kosovo Assembly	Ismet Krasniqi, Permanent Secretary, Kosovo Assembly
Statistical Office of Kosovo (SOK)	Mr Nait Vrenezi, Chief Executive Officer, Statistical Office of Kosovo (SOK)

- 1.8 Overall cost (VAT excluded)¹: EUR 12.7 million
 1.9 EU contribution: EUR 5.5 million
 1.10 Final date for contracting: 2 years after the signature of the financing agreement
 1.11 Final date for execution of contracts: 2 years after the final date for contracting
 1.12 Final date for disbursements: 1 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 project is to support the Assembly and the Government of Kosovo to meet the challenges of EU integration by increasing capacities to build a professional and effective civil service and strengthening Kosovo's statistics system.

2.2 Project purpose

- To enhance administrative capacity in the Assembly to ensure that the Presidency and Assembly Committees fulfil their tasks properly and to improve technical competences in relation to EU approximation and implementation of EU best practices.

* Under UNSCR 1244/1999.

- To generate a core group amongst the new generation of civil servants who are prepared and determined to implement reforms in public administration, in particular those required for EU integration.
- To strengthen Kosovo's statistics system by enabling SOK to carry out the population and housing census.

2.3 Link with European Partnership/Stabilisation and Association Process Dialogue/Progress Reports

This project responds to the priorities set in the **European Partnership**, especially those designed to meet the political criteria. In particular, it responds to one of the **key priorities** set in the European Partnership, namely to '*increase executive oversight by, and accountability and transparency within, the Assembly*' and '*strengthen the Assembly's own administrative capacity*'. The European Partnership also sets a **short-term priority** for the Assembly reflecting the need to '*enhance checks on EU compatibility of all new legislation*'. It also responds to the **mid-term priority** in the area of public administration based on the need to '*proceed with a sustainable public administration reform while respecting budgetary constraints*'.

The project also corresponds to the short-term priority established by the European Partnership, to "ensure democratic governance of, and delivery of public services to, all people of Kosovo, *establishing a professional, accountable, accessible, representative public administration free from undue political interference*".

The **2009 European Partnership Action Plan (EPAP)** also acknowledges that the legislative function of the Assembly is an important factor in setting the pace for achieving the standards necessary for EU membership. The EPAP stresses that, although the administrative capacity of the Assembly corresponds to the present challenges, continuous recruitment and training of additional staff remains a priority. ***In addition, the 2008 European Partnership*** highlights the following short-term priorities in the field of statistics:

- Strengthen the administrative capacity of the Statistical Office and improve its operational and financial independence. Ensure the reliability of the statistics, including that survey respondents provide quality data to the Statistical Office in a timely manner, free of charge and continue developing economic statistics and accelerate the development of social statistics.

In addition, it also sets the following priorities for the medium term:

- Increase cooperation and coordination within Kosovo's statistics system, develop a quality management system and document and standardise production and dissemination procedures.

According to the **European Commission's 2009 Progress Report on Kosovo**, published in October 2009, Assembly Committees need to improve their administrative capacity and technical skills to scrutinise legislation. The Commission Report concludes that the capacity both to scrutinise draft legislation and to monitor implementation after adoption need further improvement. It also states that parliamentary oversight of government needs to be enhanced. The 2009 report recognises that some progress has been made in the area of statistics, even though Kosovo's statistical infrastructure remains weak. The Statistical Office of Kosovo is still unable to produce sufficient statistics on the economy to underpin effective policy-making. It has insufficient administrative and coordination capacity to conduct major surveys. The same Progress Report underlines that overall, public administration is very weak in Kosovo. Ensuring the delivery of public services to all people in Kosovo and establishing a professional, accountable, accessible and representative public administration will be the key to managing complex developments and European integration agenda.

2.4 Link with the Multiannual Indicative Planning Document (MIPD)

The project will reflect the **main priorities and objectives of the Multiannual Indicative Planning Document (MIPD)** for the period 2009–11. The document stresses that EU assistance should focus, in particular, on institution-building and that gradual approximation to the *acquis* in specific sectors should also be achieved.

The section of the MIPD describing the strategic objectives for IPA assistance during the period 2009–11 recognises that Kosovo has yet to build up an administration that can match the requirements which will come with increased responsibilities. At the same time, institution-building challenges in the wider context require urgent attention, including a competent and professional public administration.

Component I — ‘Transition assistance and institution-building’ — under axis 1 (‘Political criteria’) sets the following priority:

- Improving the performance of Kosovo’s public administration and pursuing the civil service reform should be priorities of EU assistance, so as to create an effective and professional public administration at all levels which is able to design and implement a coherent and interconnected body of legislation and to provide efficient public services across Kosovo in a transparent and accountable manner.

In addition, the MIPD for 2009-11 identifies statistics as a priority area to be developed for Kosovo to meet European standards and build up a sustainable Kosovo with a clear European perspective.

2.5 Link with National Development Plan

The Medium-Term Expenditure Framework (MTEF) for 2010-12 establishes the relation between the reform and national development planning processes and the EU perspective for Kosovo. According to the MTEF, the objective of both achieving increasing integration with the region and of strengthening partnership with the EU remains the overriding strategic priority.

The MTEF establishes four main priorities, namely: economic growth, status settlement and international recognition, accountability systems and social considerations. It is also closely linked to the Public Administration Reform Strategy in the area of European Integration.

The MTEF for 2009-11 mentions the census as one area needing budget support from donors.

2.6 Link with national/sectoral investment plans

In 2009 the Assembly of Kosovo adopted a **Resolution on Kosovo’s priorities and strategies for EU integration**. Since then the Assembly has been adopting annual **European Integration Action Plans**. The second was adopted in February 2010 and reflects the challenges identified and recommendations made by the European Commission’s 2009 Progress Report on Kosovo.

The **Public Administration Reform Strategy (PARS) for 2007-12** and the associated **Action Plan** were approved by the Government in March 2007. The Strategy identified eight strategic policy areas on which public administration reform should focus. This project aims to assist the Kosovo institutions with implementing the reform strategy, specifically in the

form of advancing development, approximation and implementation of policies and legislation in line with EU standards, as one of the main objectives of the PARS.

3. Description of project

3.1 Background and justification

Public administration reform (PAR) is essential to advance the standard of living of Kosovo's citizens and to support Kosovo's progress towards European integration. Both the 2008 and 2009 European Commission Progress Reports emphasise PAR as one of the preconditions for Kosovo's European integration aspirations, pointing out that 'Ensuring the delivery of public services to all people in Kosovo and establishing a professional, accountable, accessible, representative public administration free from political interference is a key European Partnership priority'.

The administration faces strong political interference at all levels, leading to an inadequately functioning public administration, weak at meeting the required standards for service delivery to citizens. Depoliticisation is therefore a precondition for establishing a permanent and accountable public administration. Implementation of PAR-related projects will take Kosovo closer to the EU requirements and strengthen the public administration. Even though, over the last nine years, progress has been made on developing the capacity of governance institutions in Kosovo, the administration is still weak.

The Public Administration Reform Strategy and the associated Action Plan highlight the strengths and weaknesses of the human resources component of the comprehensive public administration reform. A suitable legal framework is in place to ensure equal opportunities, but it has not been adequately implemented. This has led to unfair representation of certain gender, ethnic and age groups and of persons with limited abilities, especially in managerial posts. Other remaining challenges are to improve the communication infrastructure, which plays a vital part in ensuring transparency, and, most importantly, to improve the civil service by ensuring a higher level of professional integrity and thus help to limit politicisation of the civil service. One factor contributing to this situation is the lack of a proper education system in Kosovo that meets the demands and needs of the public administration by offering advanced studies on fields related to EU affairs. ***Component 1 of this project*** will therefore aim at strengthening the public administration by providing opportunities for young Kosovars to study in EU countries. This is imperative, as these young professionals will be recruited to work in Government departments with the aim of building a sound system of public administration that meets the demands of EU-driven processes.

On the other hand, according to the 2009 European Commission Progress Report, the capacity of the Assembly of Kosovo to scrutinise draft legislation and monitor implementation after adoption likewise needs further improvement. The Commission report also points out that parliamentary oversight of the executive needs to be enhanced. The administrative reform is one of the key priorities of Kosovo on the path to European integration and the reform of the Assembly administration is one of the most important steps in that process. Up until now the Assembly of Kosovo has received support from the EU and other donors for its activities, but in order to achieve more sustainable results and to respond to the new stage of the European integration process in Kosovo continued support is needed to drive forward proper reforms of its administrative capacity. Therefore, under ***component 2 of this project***, it is imperative to build the capacity of the administration of the Assembly of Kosovo in two main ways:

- improve the administrative capacity in the form of strengthening the Presidency and Assembly Committees' ability to fulfil their tasks in accordance with their mandates;
- build the capacity in the administration in relation to the EU approximation process and introduce EU best practices for performing the other tasks of the administration.

One of the bases for development of democratic societies that should ensure proper functioning of public administration are statistics. Official statistics play a dual role in the stabilisation and association process and in the EU accession process. First, an individual chapter of the *acquis* defines the harmonisation of statistics with EU standards and rules that has to be completed in the run-up to accession. Second, official statistics serve other policy areas by providing the information from which policies can be developed, changes monitored and impact assessed.

Population and housing censuses are one of the main pillars of national statistical systems and provide invaluable data for policy development, planning, research and other purposes. Building up a sustainable statistical system in line with EU and international standards is a demanding and lengthy process. Kosovo is at a very early stage of this process, and numerous major issues remain to be addressed.

The Ahtisaari status settlement proposal calls for a census date to be set one year after the proposal enters into force. On a recommendation from the European Commission and Eurostat, the population and housing census has been scheduled for 1 April 2011. It will take place in the same period as censuses are carried out in the rest of South-East Europe and other parts of Europe. Currently the lack of a population census is a major weakness of the statistics system in Kosovo. **Component 3 of this project** will therefore aim to strengthen Kosovo's statistics system by enabling SOK to carry out the 2011 population and housing census.

SOK has already taken sound, practical steps towards preparing the census. At the end of 2005, a technical assistance project was initiated to help with the preparations. In March 2006, an international monitoring operation (IMO) was established to ensure that the preparations follow international standards and requirements with the aim of enabling the entire population of Kosovo to participate in the survey and of obtaining widely recognised results. Two small-scale field tests were carried out in 2006 and 2008 to test the questionnaires and other census material, logistics, data-processing applications, etc. Both field tests were monitored by the IMO to make sure that international standards and requirements were applied.

A Multi-Donor Trust Fund has been set up in order to carry out the population and housing census in Kosovo in an efficient and transparent way. A Memorandum of Understanding (MoU) and a 'project document' will be signed by all the parties so that the responsibilities and management structures for the Fund are agreed jointly. For the time being, the only contributors to the Trust Fund are the Kosovo Government (GoK) and the European Commission Liaison Office. However, once the practicalities and responsibilities for management of the Trust Fund have been established in a project document, SOK will hold a donor meeting in order to secure further contributions. The total estimated budget for the census operation is EUR 11.3 million, which will be covered by Kosovo's national budget and contributions from donors. These contributions will be pooled together in a Multi-Donor Trust Fund. The Trust Fund will finance the activities provided for in the 'road map for the population and housing census in Kosovo' approved by the Kosovo Government. The Fund operator will be responsible for transparent and efficient use of the resources to ensure

effective implementation of the project. To make sure that the Trust Fund functions properly, a management board and technical secretariat will be established.

3.2 Assessment of project impact, catalytic effect, sustainability and cross-border impact

The project will have a positive impact by strengthening the administrative and technical capacity of Kosovo's institutions, particularly the Kosovo Assembly, the MEI and line ministries, but also other government institutions to improve their performance on priorities stemming from the European Partnership. The project will build the capacity of civil servants to implement their tasks by enhancing coordination and reporting mechanisms and improving systems to monitor translations and harmonisation of legislation. In addition, the project will build technical capacities by enabling civil servants and/or recent graduates who would afterwards work for the administration at least three consecutive years to complete relevant post-graduate degrees in EU universities.

Strengthening the public administration acts as a catalyst for further sector-specific initiatives that will speed up implementation of European standards and improve the quality of life for all citizens.

Component 3 is expected to improve the capacity of the Statistical Office of Kosovo to enable it to carry out the population and housing census successfully and fully in line with international recommendations.

The census will provide a comprehensive picture of the population and living conditions, which means that statistics in Kosovo could then be improved. This again will be essential for effective policy-planning and decision-making. The data collected from the census will be beneficial for several policy areas by providing the information from which policies can be developed, changes monitored and impact assessed.

3.3 Results and measurable indicators

Results and measurable indicators in relation to component 1

1.1 Civil servants and/or other graduates who have completed post-graduate degrees in EU universities in relevant technical fields and are subsequently employed by the Government of Kosovo.

Indicators:

- Approximately 50 candidates selected by a transparent process free of outside influence.
- The MEI signs MoUs with relevant GoK bodies to secure a budget allocation to employ 'young cell' students (YCS).
- Graduates who have completed Master's studies recruited to the Kosovo public administration.

1.2 Creation of a fully functioning alumni association.

Indicators:

- Alumni funded by utilising grants recovered from students who failed to fulfil their contractual obligations (reimbursed during 2010).

- Alumni association institutionalised within the MEI and producing policy papers to influence GoK policy choices.

Results and measurable indicators in relation to component 2

2.1 Improved capacity of the Assembly of Kosovo's administration, with regard to its tasks of supervising implementation of legislation and supporting the work of the Assembly.

Indicators:

- Assessment of current structure of the administration and recommendations for improvements made and applied.
- Amendment of the Statutes and organisation chart of the Assembly.
- Amendments made to the job descriptions of civil servants.
- Development and implementation of the training strategy linked with the career development plans of the Assembly civil servants.
- Assembly civil servants capable of multi-tasking.
- Timely and accurate functioning of the Assembly.
- Preparatory work carried out by the civil servants of the Assembly for the Commissions and plenary meetings meets the required standards.

2.2 Assembly's administration able to accomplish its tasks and responsibilities for approximation with EU legislation and check on compliance with the *acquis*.

Indicators:

- Assembly effectively monitors progress towards meeting EU and other policy priorities of the GoK.
- Implementation of the recommendations made in the European Commission Progress Reports.
- Administrative staff of the Assembly knowledgeable about relevant chapters of the *acquis communautaire* and capable of providing technical input.
- Procedures and instruments for approximation of legislation functional.

Results and measurable indicators in relation to component 3

3.1 Preparatory activities for population and housing census completed in accordance with international standards.

3.2 Communication and outreach campaign carried out.

3.3 Census, post-enumeration survey and dissemination of results of 2011 population and housing census completed.

Indicators:

- Census material agreed upon, prepared in all languages and printed.
- Census and fieldwork staff recruited and trained.
- Census office and logistics in place.
- Number of visibility events and regional meetings.
- Milestones in the communication and outreach action plan achieved.
- Number and quality of media reports.
- Results of census and post-enumeration survey available.
- Census results internationally recognised.

3.4 Activities

Activities for component 1 — one service contract

Activities to achieve result 1.1:

- Select at least 50 candidates for post-graduate studies in specific areas.
- Organise information and communication campaign; organise language courses.
- Organise placement of students in EU universities and internships and arrange employment contracts before students' departure.
- Supervise students during their studies and help them find a job on their return.
- Systematic incorporation of YCS into line institutions.
- Development of concise contracts between the GoK and YCS before they depart to universities.

Activities to achieve result 1.2:

- Improve the functioning of the alumni association and institutionalise the scheme within the MEI.
- Organise joint activities by alumni.
- Form a policy group of alumni, making an impact on the GoK's policy agenda in different fields.
- Lobbying by alumni acquainted with the PAR agenda for PA standards to be achieved and for depoliticisation of the PA.
- Involve alumni in the gap analysis of staff throughout all sectors of the GoK.

Activities for component 2 — one twinning contact

Activities to achieve result 2.1:

- Analyses and assistance to review the organisational structure and job descriptions of the administration of the Assembly of Kosovo.
- Analyses and support to assess the work plans and support for the Assembly Committees and the administrative support for plenary and procedural rules.
- Capacity-building in the areas of personnel, public procurement, budgeting, audit, certification and others in compliance with EU standards and best practices.

Activities to achieve result 2.2:

- Analyses and review of the process of approximation and check on compliance with the EU *acquis*.
- Provision of assistance in relation to approximation to the *acquis* and compliance check on key draft laws.
- Organisation of conferences, roundtables, seminars and study visits to improve the administrative capacity for approximation to the *acquis* and compliance with EU standards and best practices.

Activities for component 3 — contribution to Trust Fund

Activities to achieve result 3.1:

These activities will ensure that all the preparatory activities are implemented in time, following the agreed roadmap for the census. This will include revision, finalisation, translation and printing of survey and mapping materials and instruction manuals, recruitment

and training of census and fieldwork staff and setting up the organisational structures at central and municipal levels. In addition, the census logistics at central and municipal levels need to be organised.

Activities to achieve result 3.2:

In order to underpin the value and credibility of the census carried out by SOK by securing the active participation of as many population groups as possible, communication and outreach campaigns need to be carried out. These campaigns aiming to encourage the population to participate in the census will follow the existing strategies and the detailed action plan. The action plan needs to be updated regularly.

Activities to achieve result 3.3:

These activities include the operational phase of the census starting on 1 April 2011. After completion of the census the data will be analysed and disseminated. In addition, after the census a post-enumeration survey needs to be designed and carried out.

The Trust Fund project document will set out a detailed work plan for all the abovementioned activities.

3.5 Conditionality and sequencing

- Relevant institutions sign employment contracts with students before the start of the scholarship programme. Beneficiaries demonstrate a strong ownership attitude to the project.
- Continued commitment by the Assembly to the EU integration process.
- Political will and strong commitment from the Assembly Presidency and the Assembly Committees to the project.
- Strong and proactive commitment from the Assembly Secretariat and staff.
- Stability in legal status, functions, powers and staff of the Assembly.
- Sufficient staff and budget made available to all beneficiary institutions by the Government before the start of the project.
- Endorsement by all the key stakeholders of the Memorandum of Understanding and its annexes, including the Trust Fund project document.
- All the funds committed by the donors and the Government of Kosovo need to be allocated to the same Multi-Donor Trust Fund.
- Selection and appointment of members of the steering and coordination committees by the beneficiary in accordance with the Memorandum of Understanding and its annexes.
- Designation by the beneficiary of relevant staff to participate in the training activities scheduled in the work plan.
- International standards and requirements for population and housing censuses and production of official statistics must be met to secure widely recognised results.

If these preconditions are not met, suspension or cancellation of the EU contribution to the Multi-Donor Trust Fund or to the other projects will be considered.

3.6 Linked activities

The project builds on the significant EU assistance for public administration reform in Kosovo. In particular, the 2010 projects will follow up, consolidate and learn lessons from the following ongoing EU-funded projects:

Project	Start/End	Activities/Results
EU scholarships in civil service, rounds VI, VII and VIII	September 2008- August 2013	<p>Pre-departure organisation of internships and placement and supervision of round VI, VII and VIII students at EU universities.</p> <p>At least 45 students from each round have completed post-graduate degrees in EU universities in relevant technical skills.</p> <p>Help scholars to find jobs within the Kosovo public administration.</p> <p>Follow up the initial measures to institutionalise the young cell scheme within the MEI.</p> <p>EU scholarship alumni association functional and fully managed by the MEI.</p>
Assistance to the (at that time) provisional institutions and the Assembly for enhancing EU compatibility in Kosovo	September 2006- September 2008	<p>The Prime Minister's Office and the legal departments in the line ministries and Government agencies are able to draft legislation in a consistent, transparent and participative way.</p> <p>They are in a position to evaluate in advance the legal impact of forthcoming legislation.</p> <p>Government lawyers are identified and have a thorough knowledge of all aspects of EU law and know how to transpose it into Kosovo law.</p> <p>Reasonable compliance of Kosovo draft legislation with the <i>acquis communautaire</i> and applicable international standards.</p> <p>Sustainable programme for training on European law established.</p> <p>Greater awareness, improved understanding and operational knowledge of European law among civil servants.</p> <p>Reinforcement of the translation unit by making it more attractive for new staff and organising further training.</p>
Support for the Agency for Coordination of Development and European Integration (MEI)	September 2009- February 2011	<p>This EUR 2.5 million twinning project aims to support the Government of Kosovo with the EU integration process and to contribute to preparing institutions in Kosovo to set up the structures necessary for effective management of EU financial assistance. It will provide support for the Agency for Coordination of Development and European Integration (MEI), line Ministries and Parliament to build capacity for more effective implementation of the European Partnership Action Plan (EPAP).</p>
Statistical system and preparation for census (CARDS 2005)	2005-May 2008	<p>The EU provided support to SOK in a project managed by the European Agency for Reconstruction (EAR), with the specific objective to increase the capacity of SOK to carry out the planned population census and disseminate the results. The project started at the end of 2005 and ended in May 2008.</p>
International monitoring operation (joint European Commission and Council of Europe project)	2006-	<p>An international monitoring operation (IMO) has been in place since March 2006 to make sure that international standards are followed and that the minorities are participating. This monitoring of the census should increase the confidence of the whole population and stakeholders in its final results, secure better participation by all ethnic groups and guarantee a process that is in line with international standards on censuses, data confidentiality and human rights.</p>
IPA regional statistics programme for the Western Balkans	2008-	<p>The IPA regional programme started in early autumn 2008 and will last 20 months. It consists of two main parts. One is covering a large variety of technical assistance, such as participation in Eurostat Working Group meetings, training courses, study visits and short-term consultancy services.</p> <p>The second part of the regional programme consists of pilot</p>

		projects covering a combination of data collection and methodological development for external trade statistics, price statistics (purchasing power parities and harmonised index for consumer prices), national accounts, agricultural statistics and population censuses plus data transmission.
Support SOK with preparation of the 2011 census	2009-	Technical assistance is supporting SOK with preparation and implementation of the 2011 population census. The objective is to increase the capacity of SOK to prepare and carry out the population and housing census and disseminate the results in line with international standards and requirements. The first phase has been supporting SOK with defining communication and outreach strategies for extending participation by minority communities in the census. The second phase started in spring 2010 and will last for 30 months. It will provide assistance to SOK on census methodology and operational activities, preparation and implementation of dissemination and outreach activities and communication campaign activities. The EUR 1.5 million committed to this project is taken into consideration in the total budget for the census.

Many donors are involved in statistical cooperation in Kosovo. In addition to the European Union, the main donors are SIDA/Statistics Sweden, the DfID and the UNFPA. The projects need to be coordinated in order to make maximum use of the absorption capacity of the beneficiary and the results. Some of these donors have already expressed interest in contributing to the Multi-Donor Trust Fund for the census.

3.7 Lessons learned

Although the impact made by the previous assistance is, on the whole, satisfactory, a number of challenges remain:

- *Staffing:* Often project implementation is hampered either by insufficient staff and resources or by insufficient funds in the institutions' budget to allow proper implementation of their mandate. It is therefore of paramount importance that relevant institutions sign internship and employment contracts with students before their departure.
- *Cross-cutting issues:* Formal checks are needed to ensure that cross-cutting themes are reflected in all dimensions of project activities to enhance their relevance and impact.
- *Coordination:* Close consultation between the many stakeholders involved in the project and a collaborative approach are essential to ensure that they are all fully informed and support the project.
- *Legal framework:* A new census law and a new law on statistics are being drafted. Delays in preparation of these laws are inhibiting progress though. It is of utmost importance that these laws are given priority and adopted as soon as possible. The legal framework must be in place before the census can go ahead.
- *Transfer of ownership and knowledge:* SOK must take ownership of all the activities and ensure that the skills and expertise acquired during the census will constructively increase the capacity of the whole organisation.

4. Indicative budget (amounts in EUR million)

			TOTAL EXP.	SOURCES OF FUNDING								
				IPA EU CONTRIBUTION		BENEFICIARY 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: Support for MEI			1.5	1.5	100							
Contract 1.1 — Service	x		1.5	1.5	100							
Activity 2: Assembly			1.5	1.5	100							
Contract 2.1 — Twinning	x		1.5	1.5	100							
Activity 3: SOK			9.7	2.5	26	7.2	74	4.0		3.2		
Contract 3 — Contribution agreement (joint management)	x		9.7	2.5	26	7.2	74	4.0		3.2		
TOTAL IB			12.7	5.5	43	7.2	57	4.0		3.2		
TOTAL INV												
TOTAL PROJECT			12.7	5.5	43	7.2	57	4.0		3.2		

NOTE: Amounts net of VAT

(1) In the Activities column use 'X' to identify whether institution building (IB) or investment (INV).

(2) Expressed in % of the **total** expenditure (EXP) (column (a)).

5. Indicative implementation schedule (periods broken down by quarter)

Contracts	Start of tendering	Signature of contract	Completion of project
Contract 1	Q4 2010	Q2 2011	Q2 2013
Contract 2	Q1 2011	Q3 2011	Q3 2013
Contract 3	n/a	Q4 2010	Q4 2012

6. Cross-cutting issues

6.1 Equal opportunities and non-discrimination against minorities

During implementation of the project specific attention will be paid to the need for gender balance and equal opportunities for all communities in the selection process.

The project will include active liaison with gender officers in the ministries and municipalities and the Office of Gender Equality at the Office of the Prime Minister in order to secure their participation in the activities planned. This dimension is also reinforced in the IPA, the European Partnership Action Plan and the draft Kosovo Development and Strategy Plan.

Terms of reference will cover the impact of the project on women and minorities, including employment opportunities, and will encourage the beneficiary to comply with Kosovo law on employment of women and minorities. Minority representation will be pursued across the civil service and in all aspects of activities on the project. Active steps will be needed to encourage adequate minority participation in selection procedures for the programme.

6.2 Environment

During implementation of the project production of printed material will be kept to the strictest minimum and the YCS call for applications will be promoted electronically.

6.3 Civil society

Component 3 of this project will ensure that the concerns of relevant civil society groups are taken into account when preparing the awareness-raising events.

6.4 Good governance

The project will aim at ensuring wider involvement of the public as stakeholders in the project with the aid of targeted awareness-raising campaigns.

ANNEXES

Annex I- Log frame in standard format

Annex II- Amounts contracted and disbursed per quarter over the full duration of the programme

Annex III- Description of institutional framework

Annex IV - Reference to laws, regulations and strategic documents

Annex V- Details per EU-funded contract

ANNEX I: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name and number	
		Contracting period expires: Ref. to Section 1.10	Disbursement period expires: Ref. to Section 1.12
		Total budget: EUR 12.7 million	IPA budget: EUR 5.5 million
Overall objective	Objectively verifiable indicators	Sources of verification	
The overall objective is to support the Government of Kosovo to meet the challenges of EU integration by increasing capacities to build a professional and effective civil service at all levels.	Progress in contractual relationships between Kosovo and the EU. Fulfilment of the European Partnership priorities.	European Commission Progress Reports on Kosovo. Adoption of relevant legislation in compliance with the EU rules and standards. Conclusions of Stabilisation and Association Process Dialogue meetings.	
Project purpose	Objectively verifiable indicators	Sources of verification	Assumptions
Component 1 1. To generate a core group amongst the new generation of civil servants who are prepared and determined to implement reforms in public administration, in particular those required for EU integration.	Professionalisation of the Kosovo public administration. Increased knowledge gained by civil servants on public administration and EU integration concepts. Kosovo policy choices in line with the EU integration process. By the end of the 2010 selection round under the IPA, the GoK contributes at least 30 % of the total budget for co-financing the new project.	European Commission Progress Report. Administrative reform policy studies. Progress reports on related projects to strengthen the Kosovo administration.	Commitment on the part of the Kosovo Government to reform the public administration. Improved communication and exchanges of information between and within Government bodies.
Component 2 2.1 To enhance administrative capacity in the Assembly to ensure that the Presidency and Assembly Committees fulfil their	Fulfilment of the European Partnership priorities. Response to the challenges identified in the European Commission Progress	<ul style="list-style-type: none"> European Commission Progress Reports on Kosovo. Reports on fulfilment of the measures in the Assembly's 	<ul style="list-style-type: none"> Continued commitment to EU integration. Political commitment to administrative reform.

tasks properly. 2.2 To improve administrative know-how in relation to EU approximation and implementation of EU best practices.	Reports.	European Integration Action Plans. • Expert reports on the project.	<ul style="list-style-type: none"> • Allocation of sufficient human and material resources for the project. • Proactive involvement of the Secretariat. • Stability in the legal status, functions, powers and staff of the Assembly. • Effective communication between experts on the project and the Assembly administration. • Effective donor coordination.
Component 3 3. To enable SOK to carry out the population and housing census.	SOK structures operational for implementing the census activities. Census carried out in line with international recommendations.	Eurostat reports. IMO reports. European Commission regular report. Stabilisation and Association Process Dialogue conclusions.	Census remains a high priority for the Kosovo Government. Ownership by SOK. Absorption capacity of SOK.
Results	Objectively verifiable indicators	Sources of verification	Assumptions
Component 1 1.1 Civil servants and/or other graduates who have completed post-graduate degrees in EU universities in relevant technical fields. 1.2. Graduates who are employed by the Government. 1.3 Creation of a fully functioning alumni association.	1. Approximately 50 candidates selected by a transparent process free of outside influence. 2. The MEI signs MoUs with relevant GoK bodies to secure a budget allocation to employ YCS. 3. Graduates who have completed Master's studies recruited to the Kosovo public administration. 4. Alumni funded by utilising grants recovered from students who failed to fulfil their contractual obligations (reimbursed during 2010). 5. Alumni association institutionalised within the MEI and producing policy papers to influence GoK policy	Students' diplomas. Employment contracts. Budget allocation for employment of students upon return. Government strategy papers and policy documents. Contractors' reports.	Interest of EU universities in being involved in the selection process. Candidates will not withdraw after selection. Coordination between the MEI and all line institutions is functional. Non-resignation from the GoK. Opportunities to absorb YCS open in the different Government departments. Full commitment of all stakeholders and beneficiaries during implementation of the project. GoK takes into account lessons learned from past experience in addressing the problems

	choices. 6. Qualitative improvement in operation of Government agencies.		
<p>Component 2</p> <p>2.1 Improved capacity of the administration of the Assembly of Kosovo, with regard to its tasks of supervising implementation of legislation and supporting the work of the Assembly.</p>	<ul style="list-style-type: none"> • Assessment of current structure of administration and recommendations made and applied. • Amendment to the Statutes and organisation chart of the Assembly. • Amendments made to the job descriptions of civil servants. • Development and implementation of the training strategy linked with the career development plans of the Assembly civil servants. • Assembly civil servants capable of multi-tasking. • Timely and accurate functioning of all Assembly Commissions and the Assembly. • Preparatory work carried out by the civil servants of the Assembly for the Commissions' and plenary meetings meets the required standards. 	<ul style="list-style-type: none"> • Amendments to the current regulations. • Number of oversight activities. • Expert reports on the project. 	<p>Political commitment to administrative reform.</p> <p>Proactive involvement of the Secretariat.</p> <p>Effective donor coordination.</p> <p>Target groups show full commitment and output orientation.</p> <p>Significant reduction of political interference within the administration (depoliticisation).</p>
<p>2.2 Administration of the Assembly able to accomplish its tasks and responsibilities for approximation with EU legislation and check on compliance with the <i>acquis</i>.</p>	<ul style="list-style-type: none"> • Assembly effectively monitors progress towards meeting EU and other policy priorities of the GoK. • Implementation of the recommendations made in the European Commission Progress Reports. 	<ul style="list-style-type: none"> • European Commission Progress Reports. • Number of laws adopted in compliance with the EU <i>acquis</i>. • Expert reports on the project. 	<p>Stability in legal status, functions, powers and staff of the Assembly.</p> <p>Allocation of sufficient human and material resources.</p>

	<ul style="list-style-type: none"> Administrative staff of the Assembly knowledgeable about relevant chapters of the <i>acquis communautaire</i> and capable of providing technical input. Procedures and instruments for approximation of legislation functional. 		
Component 3 3.1 Preparatory activities completed. 3.2 Communication and outreach campaign carried out. 3.3 Field phase and dissemination of results completed.	1. Survey materials finalised, budget finalised and census logistics in place. 2. Extent of media coverage, number of visibility events and regional meetings. 3. Results of census and post-enumeration survey available.	Updated enumeration maps and questionnaires, census material printed, including the manuals. Media articles, participation in the events and meetings plus surveys. Thematic reports, census atlas and post-enumeration survey.	Adequate staffing of SOK. Adequate resources of SOK. Participation of minorities. Regional cooperation.
Activities	Means	Costs	Assumptions
MEI and line ministries Kosovo Assembly Statistical Office of Kosovo (SOK)	One service contract One twinning contract Multi-Donor Trust Fund	EUR 1.5 million. EUR 1.5 million. Estimated total budget: EUR 9.7 million. <ul style="list-style-type: none"> Kosovo national budget contributes EUR 4 million. EU funding: EUR 2.5 million. (In addition the EU is providing EUR 1.5 million via a technical assistance project under the IPA for 2008.) The Kosovo Government is currently identifying another donor to fill the funding gap of EUR 3.2 million.	

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

Contracted	Q4 2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012
Contract 1 Service			1.5						
Contract 2 Twinning				1.5					
Contract 3 Contribution		2.5							
Cumulated		2.5	4.0	5.5					
Disbursed	Q4 2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012
Contract 1 Service			0.5		0.5			0.5	
Contract 2 Twinning				0.5		0.5		0.5	
Contract 3 Contribution		2.5							
Cumulated		2.5	3.0	3.5	4.0	4.5	4.5	5.5	

ANNEX III: Institutional framework

Component 1: Agency for Coordination of Development and European Integration and the Ministry of European Integration (MEI)

The Government has continued to build up its capacity to address EU matters. In July 2008 it approved new structures to monitor EU integration matters better within the framework of its EPAP. The Government reports to the Assembly Committee for EU Integration (AC-EI) every three months. The Agency for European Integration, which was renamed Agency for Coordination of Development and European Integration (ACDEI) in October 2008 to reflect the restructuring and merger with the Donors Coordination Centre (DCC) following the July 2008 donors conference, remains the Agency coordinating Kosovo's European approximation efforts at central level².

Although the intention to set up the Ministry of European Integration (MEI) was first expressed in autumn 2009, the MEI was not actually established until 1 April 2010. At the same time the Agency for Coordination of Development and European Integration (ACDEI) as a whole was integrated into the new Ministry of European Integration. It is still too early to judge whether this reorganisation will prove successful.

The main responsibilities of the MEI are to:

- Coordinate drafting and monitor implementation of the EPAP, including ensuring that it is on budget (MTEF), in response to the European Partnership (EP);
- Coordinate Government activities related to its development priorities, EU approximation and participation in the Stabilisation and Association Process (SAP);
- Organise donor coordination, ensuring that donors are fully informed and avoiding possible overlaps with ongoing or planned activities of other donors or the Government's own funds as much as possible;
- Review, harmonise, align and coordinate sectoral policies in line with national development and EU integration priorities;
- Increase the efficiency of aid by closer alignment to development priorities and reducing the overlaps in donor assistance;
- Support beneficiary institutions in programming (EU and other) donor assistance and their internal capacity-strengthening.

Component 2: The Assembly of Kosovo performs its tasks in accordance with the Constitution. The Assembly is represented by the President of the Assembly, who convenes and chairs its meetings. The Presidency of the Assembly consists of eight members of the Assembly. The Presidency is responsible for the work programme of the Assembly. It reviews and prepares the agenda of meetings of the Assembly and secures agreement between the parliamentary groups on the form and duration of the debate on each particular item. There are various Assembly Committees specialising in different fields. The number of Assembly Committees and their structure are decided by the Assembly on a proposal from the Presidency.

² Government decision establishing the Agency for Coordination of Development and European Integration (October 2008).

The administration of the Assembly of Kosovo is managed by a Permanent Secretary. The certifying official and the internal auditor report directly to the Permanent Secretary. There are two main Departments within the Assembly administration: the Department for Procedural and Legal Support and the Administration Department. The Department for Procedural and Legal Support consists of three Divisions: the Division for Plenary and Procedural Issues, the Division for Committee Support and the Division for Standardisation and Harmonisation, Legal Research, Library and Archives. The Administration Department consists of the Personnel Section, the Procurement Division, the Division for Information Technology and other Technical Services, the Language Section and the Division for Budget and Payments.

Component 3: The Statistical Office of Kosovo (SOK) was set up as an independent institution in 1999 as an executive agency attached to the Ministry of Public Administration (MPA). SOK is regulated by UNMIK Regulation 2001/14, which entered into force on 2 July 2001. This Regulation is currently being amended.

The main objectives of the Office are to collect, process, analyse and publish statistical data. It also provides evaluations and surveys on demographic, social and economic phenomena in Kosovo. To achieve this objective, the Office uses methodologies, nomenclatures and classifications accepted by international statistical organisations, including Eurostat.

According to the 2007 European Commission Regular Report, the statistical system of Kosovo is at an early stage of development. The statistical infrastructure and management capacity at the Statistical Office are weak. There are not enough qualified employees and the budget is insufficient. The operational and financial independence of the Statistical Office of Kosovo is not assured. The progress made is generally limited to the areas where assistance has been given, namely agricultural statistics, macro-economic statistics, business statistics and population censuses.

ANNEX IV: Laws, regulations and strategy papers

The Census Law (Law No 2003/16 on the Kosovo Population and Housing Census) is being amended (amongst other things, to take into account Regulation No 2004/53 on Promulgation of Law No 2003/16 on the Population and Housing Census).

SOK expects the new Census Law to be adopted in September 2010 at the latest.

For other references, see pages 2 and 3 above (Sections 2.3, 2.4, 2.5 and 2.6).

ANNEX V: Details per EU-funded contract

Component 1 (Service contract)

- At least 50 candidates for post-graduate studies will be selected by means of a transparent, impartial procedure. Priority areas should be decided at the inception stage of the project and should focus on specific *acquis*-related subjects.
- Affirmative action will be taken to open up access to the scholarships for talented young people, women, persons with disabilities and members of rural and minority communities.
- Placement of selected candidates at European universities through contracts and possibly internships at appropriate public institutions will be organised. Employment contracts will be arranged before students' departure and assistance will be provided to help them find a job on their return.
- Students will be supervised throughout their studies in order to provide guidance and assistance and to troubleshoot potential problems.
- Support will be provided for the alumni association of all students and its activities and for institutionalisation of the scholarship scheme within the MEI or any other suitable institution.

Component 2 (Twinning)

Standard twinning procedures will be used to implement this activity. The Resident Twinning Advisor (RTA) is expected to be a senior civil servant from a similar institution in one of the Member States. The RTA will be assisted by short- and medium-term experts from EU Member States.

RTA's profile:

- Experience of working with public administration institutions, particularly the Assembly;
- Experience of the public administration reform;
- Fluency in English;
- Degree in social sciences, law or other relevant areas.

Component 3 (Contribution to Trust Fund)

This component will be implemented by the European Commission by joint management with the *United Nations Office for Project Services* (UNOPS), following Article 53d of the Financial Regulation and the corresponding provisions of the Implementing Rules. To this end, the Commission will conclude Contribution Agreements with the respective international organisation.

All the funds from different donors and from the Government of Kosovo will be pooled into the same Multi-Donor Trust Fund for the population and housing census. This activity will be implemented by means of a grant contract with UNOPS.

The Multi-Donor Trust Fund will create a structure for enabling to carry out the census in an efficient and transparent way ensuring effective use of resources. For the time being EC is the only donor but the joint management structure will make it easier for additional donors to contribute which is necessary bearing in mind the current financial gap.