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ANNEX 2

to the Commission Implementing Decision on the financing of the annual action plan in favour of Kosovo* for 2022

Action Document for EU Approximation

ANNUAL ACTION PLAN

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and annual and multiannual action plans and measures in the sense of Article 9 of IPA III Regulation and Article 23 of NDICI - Global Europe Regulation.

1. SYNOPSIS

1.1. Action Summary Table

Title	EU Approximation Annual Action Plan in favour of Kosovo* for 2022
CRIS/OPSYS	ACT-61330
Basic Act	Financed under the Instrument for Pre-accession Assistance (IPA III)
Team Europe Initiative	No
Zone benefiting from the action	The action shall be carried out in Kosovo
Programming document	IPA III Programming Framework
PRIORITY AREAS AND SECTOR INFORMATION	
Window and thematic priority	Windows 2: Good Governance, <i>Acquis</i> Alignment, Good Neighbourly Relations and Strategic Communication Thematic Priority 1: Good Governance
Sustainable Development Goals (SDGs)	SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development SDG5: Gender Equality
DAC code(s)	151 - Government & Civil Society-general 15110 - Public sector policy and administrative management (100%)

* This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

Main Delivery Channel @	12000			
Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, newborn and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers @	Not targeted	Significant objective	Principal objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal markers	Policy objectives	Not targeted	Significant objective	Principal objective
	Connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Digitalisation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Migration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
Amounts concerned	Budget line: 15.020101.01 JAD.1034885 Total estimated cost: EUR 7 000 000 Total amount of EU budget contribution EUR 7 000 000			
MANAGEMENT AND IMPLEMENTATION				

Implementation modalities (type of financing and management mode)	Direct management through grants and procurement.
Relevant priorities and flagships from Economic and Investment Plan for the Western Balkans [only for the Western Balkans]	Priorities: Governance, Administrative Capacity and EU <i>Acquis</i> alignment Due to the nature of the facilities, actions may contribute to the following flagships: connectivity, the green and digital transformation, strengthening the competitiveness of the private sector and support to health, education and social protection.
Final Date for conclusion of Financing Agreement	At the latest by 31 December 2023
Final date for concluding contribution / delegation agreements, procurement and grant contracts	3 years following the date of conclusion of the Financing Agreement, with the exception of cases listed under Article 114(2) of the Financial Regulation
Indicative operational implementation period	72 months following the conclusion of the Financing Agreement
Final date for implementing the Financing Agreement	12 years following the conclusion of the Financing Agreement

1.2. Summary of the Action

The main aim of the Action is to support Kosovo with approximation to the EU *acquis* through strengthening the technical and administrative capacity of the administration and in implementing measures related to urgent political, environmental (including for the implementation of Environmental Impact Assessments, Strategic Environmental Assessment and Climate Risk and Vulnerability Assessment) and economic priorities in the framework of Kosovo's European perspective.

The action is linked to the following thematic priorities outlines in the IPA III Programming framework: Governance, Administrative Capacity and EU *Acquis* alignment. It mainly links to the indicator: degree of readiness of candidate countries and potential candidates on economic criteria under thematic priority 1. Governance and the indicator: degree of readiness of candidate countries and potential candidates in terms of *acquis* alignment under thematic priority Administrative capacity and EU *acquis* alignment.

The action will contribute to the following two SDGs: 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development and 5: Gender Equality. Due to the nature of the facilities the two areas of support the concrete links to these two SDGs will be determined at a later stage.

The principle DAC and internal marker for this Action is participation development and good governance and significant marker is the gender equality and women's and girl's empowerment.

More specifically this action will have two Areas of Support:

Area of Support 1: EU Acquis Approximation, which will support Kosovo with approximation to the EU acquis through strengthening the technical and administrative capacity of the administration. It will support in implementing measures related to urgent political priorities in the framework of Kosovo's European perspective. In addition, the action will support activities related to strategic communication of EU assistance as well as activities related to monitoring and evaluation of the implementation of EU assistance.

Area of Support 2: Pristina – Belgrade dialogue Facility, which will support urgent political priorities that may arise from the EU facilitated Dialogue for the normalisation of relations between Belgrade and Pristina.

2. RATIONALE

2.1. Context

The approximation of Kosovo's governance, legislation, and infrastructure systems to the EU acquis needs to be progressively implemented in order to fulfil the obligations linked with the European perspective. At present, the capacities of Kosovo institutions remain weak and Technical Assistance support and investments are necessary and IPA will contribute to the required progress.

Since July 2017, Belgrade and Pristina are working on a comprehensive normalisation of relations in the form of a legally binding agreement. The EU supports the implementation of the agreements reached so far in the context of the dialogue, including through IPA assistance. EU assistance continues to be required for the implementation of existing and future agreements.

Due to the nature of the support planned under the two facilities above, the complementarity with all existing strategies, including the Green Agenda for the Western Balkans¹ will be ensured by default since the support will be directly involved with the institutions that are in charge of strategic planning and overseeing the EU support.

The complementarity and cooperation with other donors and partners will be taken into consideration in all aspects of the Action by consultation and coordination as the specific projects under the two facilities are identified.

2.2. Problem Analysis

Area of Support 1: EU Acquis Approximation

Short problem analysis

The Stabilisation and Association Agreement obligations assume that Kosovo's public administration is ready and capable to adopt and implement it in an efficient and effective manner. However, the capacity remains weak in line ministries and government agencies benefiting from IPA. Capacity building programmes for managing EU funds need to be embedded in the training available through

¹ SWD(2020) 223 final, 6.10.2020

the Kosovo Institute for Public Administration with modules that are related to the management of EU funds such as development and use of indicators, intervention logic and empirical analysis, the link with public policy making, Public Administration Reform or Public Finance Management, etc.

Identification of main stakeholders

The overall policy planning reform is coordinated by the Prime Minister's Office in close coordination with the Ministry of Finance. The main stakeholder for ensuring effective coordination of, and a strategic approach to, EU related reforms is the Department of Cooperation Office in the Prime Minister's Office.

Area of Support 2: Pristina- Belgrade Dialogue Facility

Short problem analysis

The EU is committed to the EU facilitated Dialogue for the normalisation of relations between Belgrade and Pristina. The dialogue represents a key factor for peace, security and stability in the region, for promotion of cooperation and progress on the European path. The EU is ready to support the implementation of the past and future agreements reached within this framework, including through IPA assistance.

Identification of main stakeholders

The present action includes activities related to the dialogue that will be implemented with the involvement of the main stakeholders: the Strategic Planning Office in the Prime Minister's Office, line ministries, local administrations, cultural institutions, civil society and other stakeholders, media community etc.

3. DESCRIPTION OF THE ACTION

3.1. Intervention Logic

The main impact of this Action is to enhance capacities of the Kosovo administration in the approximation with the EU *acquis*, for the efficient use of IPA funds and for rapid response to urgent political, economic, health or social needs, as well as normalisation of the relations between Kosovo and Serbia and increased mutual trust between the communities.

Area of Support 1: EU *Acquis* Approximation Facility

Outcome 1 is strengthened technical and administrative capacity of the Kosovo administration in relation to approximation with the EU *acquis*, the effective and efficient implementation and evaluation of IPA assistance, and support to urgent political, economic, environmental (including for the implementation of Environmental Impact Assessments, Strategic Environmental Assessment and Climate Risk and Vulnerability Assessment), social needs and health.

The main output contributing to **Outcome 1** is:

Output 1.1: Coordinated response put in place to meet urgent and unforeseen needs related to Kosovo's European perspective, support measures taken in response to political, economic, environmental, social needs and health (including animal health), and capacities for programming, implementation and evaluation of IPA funds.

The area of support anticipates that by coordinating the response to urgent and unforeseen needs, by providing support measures which will address these needs (accompanied with capacity building), then Kosovo administration will have sufficient capacities to implement the IPA assistance in a more efficient and effective manner.

The main assumptions for the EU *Acquis* Approximation Facility are Progress towards approximation with the EU *acquis* and adequate absorption capacity.

Area of Support 2: Dialogue Pristina Belgrade Facility

Outcome 2 is normalised relations between Kosovo and Serbia and increased mutual trust between the communities.

The main output contributing to **Outcome 2** is:

Output 2.1: Support provided in the implementation of existing or future agreements reached within the Belgrade-Pristina Dialogue.

This area of support anticipates that by providing concrete assistance to different sectors that relate to the Pristina-Belgrade dialogue this will lead to a normalised relation between the Kosovo and Serbia and most importantly it will improve the lives and increase the mutual trust of the communities.

The main assumptions for the Pristina-Belgrade dialogue are political commitment is in place for normalisation of relations at central and local levels and adequate absorption capacity.

3.2. Indicative Activities

EU *Acquis* Approximation Facility

Output 1.1: Coordinated response put in place to meet urgent and unforeseen needs related to Kosovo's European perspective, support measures taken in response to political, economic, environmental (including for the implementation of Environmental Impact Assessments, Strategic Environmental Assessment and Climate Risk and Vulnerability Assessment), social needs and health (including animal health), and capacities for programming, implementation and evaluation of IPA funds.

- Technical assistance to support to Kosovo structures and line institutions in the fields of approximation to EU *acquis* for emerging issues (according to Stabilisation Association Agreement priorities).
- Technical Assistance Capacity Building for the NIPAC and line institutions staff for legislative procedures and working methods.
- Projects to support possible urgent priorities that arise from the approximation with the EU *acquis* or other political developments that are beyond the Commission's control and which cannot be programmed in advance. It will also support urgent political, economic, health (including animal health) or social needs
- Technical assistance to support Kosovo's European Integration Structures/NIPAC and line ministries in preparing and developing programming documents and ensuring their alignment with policy documents, such as the National Development Strategy, the Economic Reform Programme, the European Reform Agenda as well as any other strategic document. Regarding the Economic and Investment Plan, TA will focus on assisting the implementation/follow up of relevant flagship projects.
- Seminars and thematic workshops on legislation and procedures related to the different chapters of the EU *acquis* (according to Stabilisation Association Agreement priorities).

The Pristina-Belgrade Dialogue Facility

Output 2.1: Support provided in the implementation of existing or future agreements reached within the Belgrade-Pristina Dialogue.

- The activities under this output will target, albeit not exclusively, areas such as the rule of law, decentralisation, support to civil society, public administration reform, economic development, private sector development, employment and social policies, education, training and research, minority communities, culture, support to agriculture, sectorial approximation (energy, transport, environment and climate change mitigation and adaptation), building institutional capacity and construction of local infrastructures (including green and low-carbon choice in line with the European Green Deal²).
- The type of activities expected to be carried out under this facility may include technical assistance for assessments, drafting of project documents, drafting of technical specifications or ad-hoc activities to support the local authorities as a result of the outcomes of the dialogue process. In accordance with the EU Gender Action Plan³, gender evidence will be used to inform activities.

3.3. Mainstreaming

Environmental Protection, Climate Change and Biodiversity

The action is not expected to have a relevant environmental impact. Nevertheless, should any of the sub activities raise environmental and climate change considerations then everything will be screened against environmental sustainability. Furthermore, environmental considerations will be duly reflected in all IPA financed activities.

Gender equality and empowerment of women and girls

Gender Mainstreaming is especially relevant for the approximation with the EU acquis, as EU gender equality is a crucial element of the acquis and thus area of support 1 also contributes to gender equality. As institutional learning and capacity development takes time, NIPAC Office, Agency for Gender Equality and line ministries will continue to develop capacity building towards gender mainstreaming in all IPA programming. The action will support women to participate in the EU funded activities.

The action is fully aligned with the EU Gender Equality Strategy 2020-2025⁴ - striving for a Union of Equality, by supporting gender mainstreaming and systematically including a gender perspective in all stages of policy design across all EU policy areas.

Rights Based Approach

The two areas of support under this action will have the Rights Based Approach at the very centre of all interventions and special efforts will be made to include Roma, Ashkali and Egyptian students in activities, through close communication with local and international organisations supporting these communities. Vulnerable and social disadvantaged/excluded groups will also be targeted by these actions.

Engagement with Civil Society

Specific attention will be paid in the framework of this action to ensure that civil society and other stakeholders are consulted in the right time of the legislative and policy-making process and that the decision-makers are informed about the outcomes of the consultations. The engagement of civil society organisations and stakeholders will therefore be taken into consideration in all aspects of the

² COM(2019) 640 final, 11.12.2019

³ SWD(2020) 284 final, 25.11.2020

⁴ COM(2020) 152 final, 5.3.2020

action by strengthening their capacities, allowing them to engage in an effective dialogue with public and private actors.

Other Considerations (resilience and conflict sensitivity, Roma community, people with disabilities and other vulnerable groups)

During the implementation of the activities, a special focus will be given to offering equal opportunities for everyone, including minority groups involved in the public sector as well as in the private service sector. The aim will be to contribute to multi-ethnic representation in the institutions benefiting from the projects, which will address the ethnic groups fairly and equitably in accordance with the law, along with other marginalised groups. Special attention will be paid to ensuring involvement of women from diverse minority groups, many of whom are particularly marginalised from decision-making processes.

3.4. Risks and Lessons Learned

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
01 – External Environment and 05 – Communication and Information	The political environment (political instability leading to weakened commitment to the EU <i>acquis</i> approximation process).	Medium	Medium	Communication and awareness raising campaigns on the objectives of the approximation strategy and benefits for the Kosovo communities.
01 – External Environment	The decreased commitment from the governments to the Pristina-Belgrade Dialogue process.	High	High	Some of the proposed mitigation measures include putting in place some early warning indicators of potential obstacles, which would allow for swift reaction before the assistance is jeopardised.

Lessons Learned

The EU *acquis* Approximation Facility and the Pristina-Belgrade dialogue Facility have funded many projects that were successfully implemented under previous IPA programmes. Experience confirms that this type of assistance is particularly useful for responding quickly to urgent needs identified in the course of implementation of IPA assistance or actions stemming from the political dialogue. The experience with the implementation of IPA assistance shows that the capacity of the Kosovo administration still needs to be strengthened.

3.5. Indicative Logical Framework Matrix

Results	Results chain: Main expected results (maximum 10)	Indicators (at least one indicator per expected result)	Baselines (year)	Targets (year)	Sources of data (1 per indicator)	Assumptions
Impact	To enhance capacities of the Kosovo administration in the approximation with the EU <i>acquis</i> , for the efficient use of IPA funds and for rapid response to urgent political, economic, health or social needs.	Progress made towards meeting Copenhagen criteria			Commission Kosovo Report	<i>Not applicable</i>
Outcome 1	Strengthened technical and administrative capacity of the Kosovo administration in relation to approximation with the EU <i>acquis</i> ; effective and efficient implementation and evaluation of IPA assistance; and support to urgent political, economic, environmental, social needs and health ensured.	Degree of Kosovo institutions responsibility for coordination and management of EU assistance programmes.	40% (2023)	60 % (2025)	Annual IPA Monitoring Committee Commission Kosovo Report	Progress towards approximation with the EU <i>acquis</i> .
Outcome 2	Normalised relations between Kosovo and Serbia and increased mutual trust between the communities	Degree of implementation of Agreements reached within the Belgrade-Pristina dialogue	30% (2023)	40% (2025)	Line ministries' reports Commission Kosovo Report	Political commitment is in place for normalisation of relations
Output 1.1 related to Outcome 1	Coordinated response put in place to meet urgent and unforeseen needs related to Kosovo's European perspective, support measures taken in response to political, economic, health or social needs and capacities for programming, implementation and evaluation of IPA funds.	Number of projects (including support measures) developed, implemented and evaluated under the facility for the approximation with the EU <i>acquis</i>	5 (2022)	20 (2025)	Annual report on Implementation of IPA by the National IPA Coordinator; External Assistance Management Report	Absorption capacity ensured, through effective project design in Kosovo institutions.
Output 2.1 related to Outcome 2	Support provided in the implementation of existing or future agreements reached within the Belgrade-Pristina Dialogue.	Number of projects (during the implementation of which beneficiaries will be disaggregated by gender) for socioeconomic development	35 (2022)	45 (2025)	Commission Kosovo Report	Political commitment at central and local level administration to support the dialogue.

4. IMPLEMENTATION ARRANGEMENTS

4.1. Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with Kosovo.

4.2. Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Methods of Implementation

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.

4.3.1 Direct Management (Grants)

(a) Purpose of the grant(s)

For the EU *acquis* Approximation Facility and the Pristina-Belgrade Facility, the purpose of the grants is to contribute to support preparation and/or implementation of interventions responding to the challenges identified in the Stabilisation Association Agreement, the Economic Reform Programme, the European Reform Agenda, and the Commission Kosovo Report as well as the EU facilitated Dialogue for the normalisation of relations between Belgrade and Pristina.

(b) Type of applicants targeted

For the EU *acquis* Approximation Facility and the Pristina-Belgrade Facility, the applicants must be legal entities, local authorities, public bodies, international organisations, civil society organisations and other stakeholders. In the case of twinning grants, applicants must be EU Member State administrations or their mandated bodies.

4.3.2 Direct Management (Procurement)

A part of the EU *acquis* Approximation Facility and the Pristina-Belgrade Facility will be implemented via procurement by the EU Office.

This delivery method will contribute to the following outputs:

Area of Support 1 / Output 1.1: Coordinated response put in place to meet urgent and unforeseen needs related to Kosovo's European perspective, support measures taken in response to political, economic, environmental, health or social needs and capacities for programming, implementation and evaluation of IPA funds.

Area of Support 2 / Output 2.1: Support provided in the implementation of existing or future agreements reached within the Belgrade-Pristina Dialogue.

4.3.3 Changes from indirect to direct management (and vice versa) mode due to exceptional circumstances (one alternative second option)

In exceptional circumstances and upon authorisation of the European Commission, changes from indirect to direct management mode (and vice versa) are possible, as well as other changes in the management and procurement modes. In more detail, the option of applying indirect management with a pillar-assessed entity will depend on the following criteria: reliability, operational capacity, value added, and previous experience in the implementation of similar assistance.

4.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

4.5 Indicative Budget

Indicative Budget Components	EU contribution (amount in EUR)	Indicative third party contribution, in currency identified
Outcome 1: strengthened technical and administrative capacity of the Kosovo administration in relation to approximation with the EU acquis; effective and efficient implementation and evaluation of IPA assistance; and support to urgent political, economic, environmental, social needs and health ensured, composed of	6 000 000	N.A.
<i>Direct management (Grants) – cf section 4.3.1</i>	<i>1 500 000</i>	<i>N.A.</i>
<i>Direct management (Procurement) – cf. section 4.3.2</i>	<i>4 500 000</i>	<i>N.A.</i>
Outcome 2: Normalised relations between Kosovo and Serbia and increased mutual trust between the communities, composed of	1 000 000	N.A.
<i>Direct management (Grants) – cf section 4.3.1</i>	<i>400 000</i>	<i>N.A.</i>
<i>Direct management (Procurement) – cf. section 4.3.2</i>	<i>600 000</i>	<i>N.A.</i>
Grants – total envelope under section 4.3.1	1 900 000	N.A.
Procurement – total envelope under section 4.3.2	5 100 000	N.A.
Evaluation – cf. section 5.4 Audit – cf. section 5.5	will be covered by another Decision	N.A.
Communication and visibility – cf. section 6	will be covered by another Decision	N.A.
Contingencies	N.A.	N.A.
Totals	7 000 000	N.A.

4.6 Organisational Set-up and Responsibilities

The action will be implemented under direct management by the EU Office in Kosovo as Contracting Authority having the overall responsibility for contracting, monitoring and evaluation and the

implementation of projects stemming from the two facilities will be coordinated by the relevant beneficiary institutions and the National IPA Coordinator.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

4.7 Pre-conditions

No pre-conditions identified for this action. Please refer to Maturity Criteria annex.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The Contracting Authority will ensure internal monitoring of the actions stemming from the two facilities, as well as ensure full involvement of the NIPAC office and other key stakeholders involved.

The day-to-day technical and financial monitoring of the implementation of this actions that will stem from the two facilities will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring will be the sole responsibility of each implementing partner.

5.2 Evaluation

Having regard to the nature of the action, evaluations will be carried out for this action or any of the projects funded under it via independent consultants contracted by the Commission or via an implementing partner. The evaluations will be carried out for learning purposes, in particular with respect to the nature of facilities and interventions.

The Commission shall inform the implementing partner at least 1 (one) month in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities. The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination⁵. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly

⁵ See best [practice of evaluation dissemination](#)

decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project. Evaluation services may be contracted under a framework contract.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 COMMUNICATION AND VISIBILITY

Visibility of EU funding and communication about objectives and impact of action are a legal obligation for all Actions funded by the EU, as set out in the EU communication and visibility requirements in force. In particular, the recipients of EU funding shall acknowledge the origin of the EU funding and ensure its proper visibility by:

- providing a statement highlighting the support received from the EU in a visible manner on all documents and communication material relating to the implementation of the funds, including on an official website and social media accounts, where these exist; and
- promoting the actions and their results by providing coherent, effective and proportionate targeted information to multiple audiences, including the media.

Visibility and communication measures shall be implemented, as relevant, by the national administrations (for instance, concerning the reforms linked to EU budget support), entrusted entities, contractors and grant beneficiaries. Appropriate contractual obligations shall be included, respectively, in financing agreements, delegation agreements, and procurement and grant contracts.

The measures shall be based on a specific Communication and Visibility Plan, established and implemented in line with the EU communication and visibility requirements in force. The plan shall include, inter alia, a communication narrative and master messages for the Action, customised for the various target audiences (stakeholders, civil society, general public, etc.)

Visibility and communication measures specific to this Action shall be complementary to the broader communication activities implemented directly by the European Commission services and/or the EU Delegations and Offices. The European Commission and the EU Delegations and Offices should be fully informed of the planning and implementation of the specific visibility and communication activities, notably with respect to the communication narrative and master messages.

7 SUSTAINABILITY

With regard to the two first components, the EU *acquis* approximation Facility and the Pristina –Belgrade dialogue Facility, this type of assistance has proved to be extremely useful for the sustainability of the overall EU assistance to Kosovo and we see an increasing ownership of the beneficiary for these types of activities. What is important about these facilities is that its methodology is being slowly taken on board by the IPA III beneficiary. They are now convinced that without having the relevant expertise and preparatory work done they are not able to engage in projects and ensure its successful implementation.