

Standard Summary Project Fiche – IPA centralised programmes

1. Basic information

1.1 CRIS Number:

1.2 Title: Support to Agency for European Integration

1.3 ELARG Statistical code: 01.34

1.4 Location: Kosovo

Implementing arrangements:

1.5 Contracting Authority: The European Commission Liaison Office in Kosovo

1.6 Implementing Agency: The European Commission Liaison Office in Kosovo

1.7 Beneficiary (including details of project manager):

Beneficiary institution	Contact person
Agency for European Integration (AEI) and line ministries	Director of AEI

Financing:

1.8 Overall cost (VAT excluded)¹: €4 million

1.9 EU contribution: €4 million

1.10 Final date for contracting: Three years after the signature of the financing agreement between the European Commission and the Kosovo Authorities.

1.11 Final date for execution of contracts: Two years after the final date for contracting.

1.12 Final date for disbursements: One year after the final date for the execution of contracts.

2. Overall Objective and Project Purpose

2.1 Overall Objective:

The overall objective of this intervention is to support the Government of Kosovo in EU Integration processes and contribute to the preparation of Kosovo institutions to set up necessary structures for effective management of EU financial assistance.

2.2 Project purposes:

Support the Agency for European Integration, line ministries and the Parliament in building capacities for more effective implementation of the European Partnership Action Plan and gradually take over tasks and responsibilities linked to coordination and management of EC assistance programmes.

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

2.3 Link with AP/NPAA / EP/ SAA:

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

The *European Partnership Action Plan* (EPAP - August 2006) calls for enhancement of European Integration structures in Kosovo with the aim to upgrade the institutional authority and powers to effectively lead the Kosovo’s process of European Integration.

The *European Commission’s 2007 Progress Report on Kosovo*, published in November 2007, points out that AEI and other EU Integration structures within the PISG have been considerably strengthened and are increasingly able to fulfil their role in EU Integration processes. However, the administrative capacities of AEI are not yet fully developed and the turnover of staff remains a challenge. The AEI continues to rely heavily on technical assistance seriously affecting its sustainability, particularly mechanisms to ensure legal compatibility checks on all new legislation.

2.4 Link with MIPD:

The project fully reflects the **MIPD’s Main priorities and objectives** for the period 2007 – 2009, which include improving the performance of Kosovo’s public administration with the aim for an effective public administration at all levels able to design and implement a coherent and interconnected body of legislation and to provide public services in a transparent and accountable manner and supporting institutions for the implementation and enforcement of European sectoral policies including mechanisms for the verification of EU compatibility of government policies and draft laws in order to build up a sustainable Kosovo with a clear European perspective.

Among the most relevant programmes to be implemented in pursuit of these objectives, MIPD includes the following:

- *“Assistance to European integration efforts and comprehensive development of EU compatible sectoral policies and laws, EU approximation related training in priority sectors for support, etc;*
- *Developing strategic planning and project cycle management skills of beneficiaries, preparing feasibility studies, cost-benefit analysis, tender documents including terms of references, technical specifications and technical drawings, and facilitating monitoring and evaluation of projects, etc.”*

2.5 Link with National Development Plan:

The objectives of the Mid Term Expenditure Framework (MTEF) are for Kosovo to become more and more economically integrated in Europe, and therefore the entire MTEF is referred to norms and standards necessary for EU Integration and linked to policies and measures within EPAP. MTEF is also closely linked to Public Administration Reform Strategy in the area of European Integration, specifically its eighth policy area; Policies and Legislation (see point 2.6 below).

2.6 Link with national/ sectoral investment plans:

The **Draft Reform Package on EU integration process** expected soon to be submitted for Government approval, aims at increased capacities for fulfilment of requirements from the Kosovo's EU integration process. The Reform Package includes topics such as coordination mechanisms, approximation and translation of legislation/acquis, implementation of an information campaign, etc, all in line with the proposed project.

The **Public Administration Reform Strategy (PARS) 2007-2012** and its **Action Plan** were approved by the Government in March 2007. The Strategy has identified eight strategic policy areas in which public administration reform should be focused, and they include:

1. Human Resources;
2. Institutional Structure;
3. Communication with the Citizens;
4. Public Administration Management;
5. e-Government;
6. Public Administration Financing;
7. Anti-Corruption; and
8. Policies and Legislation.

This project aims to assist the Kosovo institutions in implementing the reform strategy specifically in the field of advancing the development, approximation and implementation of policies and legislation in line with EU standards, as one of the main objectives of the PARS.

3. Description of project

3.1 Background and justification:

Office of **European Integration Processes** was transformed into the Agency for European Integration (AEI) in May 2006 within the Office of the Prime Minister to harmonise national legislation, coordinate EU funds and translation of the EU legislation and implement communication and information measures. According to the Administrative Direction No 2006/6 the AEI is "responsible for coordinating Government action in aligning practices and legislative activities with relevant European Union (EU) norms and standards in the context of the EU Stabilization and Association Process (SAP), with the view to facilitating economic, social and other reforms and capacity-building to support Kosovo's involvement in European integration processes."

The Government adopted the European Partnership Action Plan (EPAP) in August 2006 and AEI is currently in the process of producing the renewed version of the document. For the success of the EPAP it is crucially important for those involved to understand well the importance of the process, recognise the value-added of their contribution and remain sufficiently informed of progress in that direction.

The AEI has prepared a Draft Reform Package on EU integration process which is being processed for approval of the Government. The objectives of the Package are to strengthen capacities of the national administration for fulfilment of requirements from the Kosovo's EU integration process, including coordination mechanisms,

approximation and translation of legislation/acquis, implementation of an information campaign, etc.

Approximation/harmonisation with the EU acquis is also one of the main priorities of the European Partnership, and is closely linked with good translation capacities. Hence the translation process should be considered as one of the most important priority in which substantial investment should be made in terms of human resources, expertise and funds. At this moment AEI has no means to execute that responsibility as it has only few persons to deal with the complex and comprehensive process of translation of the acquis. The draft Reform Package forecasts that there should be 10-12 civil servants by 2010 working in this area. AEI has established a Directorate for Legislation and Coordination of the Translation responsible for preparation of the National Version of Acquis Communautaire with two main areas:

1. Revision and Terminology, determining the criteria for consistent translation of the EU legal acts, creating and developing terminology, implementing control of the process of translation of the EU legal acts as well as the Kosovo legislation.
2. Translation coordination, monitoring and coordination of the translation process through centralised databases.

Furthermore, it is of special importance that coordination mechanisms are also established between Kosovo, Albania and Serbia to ensure consistent use of terminology, avoid possible overlaps in translation of acquis and make the best use of resources.

European integration has been and will continue to grow as one of the key policy priorities for the Government of Kosovo, especially in the post-status environment. The Reform Package includes implementation of the Information Communication Strategy. This Strategy has been developed in December 2006 by the AEI and assisted by the DFID/WYG International supporting the Office of the Prime Minister, covering the period 2007 - 2010. The main purpose of the information and communication strategy is to ensure the effective information and communication on EPAP and the process of STM across government institutions and to raise awareness and understanding of the European integration processes among the general public. The Strategy is composed of two main components: i) internal communication aimed at the public administration at all levels and ii) external communication aimed at the wider society, including critical key groups of opinion formers such as the media, civil society and professional organisations.

The EU project supporting AEI will support the implementation of this Strategy in developing a concept for establishment of the European Documentation Centre (EDC) and in drawing up a strategic plan for development of the EDC. The project will also assist the AEI in developing an Information and Communication Action Plan (ICAP) in order to identify the activities necessary to implement the Strategy. The action plan shall include activities for the year 2008 and primarily reflect the activities for which the AEI is responsible such as creating the necessary infrastructure (i.e. newsletter and web-page) and coordination structures (i.e. Memorandum of Understanding with the NGOs). Involvement of minorities and integration of crosscutting issues will be particularly important and it should be ensured that all activities will be available in all languages and reach all segments of the population.

However, there is a need to further support AEI in this direction, in both internal and external communication in order to reinforce and support the coordination and delivery of the EPAP and inform the wider society about EU Integration processes. The assistance should be focused primarily on the second component of the Strategy.

The European training strategy for Kosovo is part of both Reform Package and EPAP (European standards no 48.17) which aims at strengthening human capacities to successfully fulfil their roles related to the European Integration and increase the level of knowledge on EU within the society for preparing Kosovo's future membership in the EU.

Kosovo is committed through EPAP to take a wide range of measures for development of sectoral acquis related policies and standards such as transport, food safety, veterinary and phytosanitary standards, agriculture, environment, SMEs, energy, etc. Article 75 of the IPA Regulation calls for designation of Senior Programming Officers (SPO) in line ministries responsible for dealing with programming, implementation and coordination of operations of the EC funded programmes at technical level. AEI has produced a draft Job Description for SPOs, which will be reporting to the Programme Authorising Officer within the administration of the beneficiary country. SPOs are expected to be designated in spring 2008 for all line ministries and lay the basis for future decentralised management structures. In parallel with strengthening the AEI capacities there is a need to strengthen the relevant capacities of line-ministries as the EU integration is a joint effort of the whole administration. Therefore there is a need for viable coordination structures and well-trained civil servants to face the challenges of EU integration.

Developing policies and requirements in line with EU standards and implementing/monitoring of EC funded projects is a demanding effort that requires a committed and strong administration. Kosovo's current capacities need to be further enhanced to develop and implement such initiatives through programme planning and development of management skills, development of strategic planning and project cycle management skills of beneficiaries, preparing feasibility studies, cost-benefit analysis, tender documents including terms of references, technical specifications and technical drawings, facilitating monitoring and evaluation of projects, etc.

There is a need to continue to develop civil service expertise, both general and specialised, in EU affairs such as law, economics, transport, agriculture, etc. EC assistance has been supporting scholarships for Master programmes in EU universities for students and civil servants who are then contractually obliged to return to the civil service for at least three years. So far 61 candidates have been offered the scholarship and currently 27 candidates are undergoing their post graduate studies. Based on the success of the previous EC funded scholarship schemes, the Government has requested a continuation of the scheme to further contribute to the development of public administration and EU Integration processes.

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

The project will have a positive impact improving through strengthening capacity of Kosovo's institutions, particularly at the AEI, line ministries, but also other institutions such as the Assembly Committee for European Integration in improving performance related to priorities deriving from European Partnership. The project will build the capacity of the civil servants to implement their tasks through enhancement of

coordination and reporting mechanisms, improving systems to monitor translation and harmonisation of legislation, and enabling civil servants and/or recent graduates to complete relevant post-graduate degrees in EU Universities.

3.3 Results and measurable indicators:

Result 1: Agency for European Integration elaborates and ensures implementation of a European Partnership Action Plan which is strategic and with clear milestones to ensure Kosovo's gradual integration with the EU.

The increased capacities will be needed to meet the requirements from the draft Reform Package on EU integration process. These include topics such as coordination mechanisms, approximation and translation of legislation/acquis, implementation of an information campaign, etc. Strengthened internal structures and coordination capacities of the AEI will be of paramount importance for implementation of the EPAP and EU integration process as a whole. All translation activities must be closely co-ordinated with efforts already undertaken in neighbouring countries to avoid unnecessary duplications and overlaps.

Result 2: Agency for European Integration, Senior Programming Officers and the EU Integration Committee within the Assembly of Kosovo are co-operating to ensure an effective EU integration process for Kosovo.

This cooperation is an imperative for successful adoption of legislation in line with *acquis communautaire*, coordination of the work of working bodies related to EU integration and monitoring the implementation of the Kosovo accession strategies.

Result 3: Senior Programming Officers (SPO) in each line ministry are actively involved with the Agency for European Integration in improving the quality of programming, implementation and monitoring of projects financed through the IPA programme.

SPOs will be in charge of technical aspects for preparation, implementation and coordination of operations within their institutions. The expected result is to achieve better targeted projects and ensure a closer link between the general accession process and the use of Community financial assistance in line with the needs of respective ministries.

Result 4: Civil servants and/or recent graduates have completed post-graduate degrees in EU universities in relevant technical fields.

In close coordination with the IPA 2008 project on legal education reform, from which this project received a special allocation of €500.000, one third of the students will have an educational background in law and will continue their legal studies and be expected to work in the academic field in a Kosovo public institution upon completion of master or equivalent legal degrees. The other two thirds will specialise in specific *acquis* areas contributing to the implementation of the EPAP, including possibly specialised studies in translating and interpreting.

Measurable indicators:

The following are only summarised indicators, whereas more detailed measurable indicators are included in the logical framework.

1. IPA 2009 and 2010 programming process implemented with increased local ownership and involvement compared to previous years.

2. All legal acts are passed by the Assembly of Kosovo in close coordination with relevant Government bodies and in line with EU principles and standards.
3. SPOs effectively co-ordinating programming process within each ministry.
4. Sector experts within relevant ministries actively involved in the implementation of the IPA programme (participation in tender evaluations, steering committee meetings, etc).
5. 50 young graduates or civil servants completed their post-graduate studies at European Universities have taken up duties within public administration.

3.4 Activities:

Activity 1

Activities for achieving Result 1:

The draft Reform Package on EU integration sets out main areas for action in further advancement of the process. These areas include mechanisms for coordination among the line ministries and other agencies at the central level as well as with municipalities, monitoring the implementation of the EPAP on regular basis, approximation of legislation and translation of *acquis*, implementation of an information campaign, etc. Therefore, the following activities are proposed to implement the Reform Package and reach the above results:

- Provision of training/coaching and strengthen internal structures and coordination capacities of the AEI to strengthen its role as a central coordination body of the Government for EU integration matters. The training will target the staff of the AEI and EU focal points in line ministries and other agencies at the central level, local government and the Assembly of Kosovo. Training may also target the political structures such as the High Level Coordination Council (HLCC), European Integration Cooperation and Monitoring Council (EICMC), Assembly's EU Integration Commission, but will concentrate on the operational levels such as the Mini Cabinet for European Integration (MCEI), Working Committee for European Integration (WCEI) and various Working Groups, etc.
- Support to the AEI in strengthening its administrative capacities for organising the regular STM meetings.
- Developing further the coordination and reporting mechanisms as part of EU integration process and create systems for integration of civil society organisations, minority, gender and environmental issues.
- Development of a training programme and provision of systematic training to the lawyer-linguists for translation of *acquis*, in cooperation with KIPA, local universities, and law associations. Motivating environment shall be created for all civil servants involved in translation, who will be expected to represent the pool for recruitment in the EU institutions after accession.
- Develop a Software application including a system/database of terminology for centralised monitoring and management of the flow of translation process and the translated documents, as well as keeping record of all the financial aspects. The register shall enable monitoring of the translation process in all stages and provide the interface with other legal databases thus linking harmonisation and translation processes. All translation activities must be closely co-ordinated with efforts already undertaken in neighbouring countries to avoid unnecessary duplications and overlaps.
- Support the Directorate for information and communication of the AEI in implementation of the Internal and External Communication Strategy. The Internal part

of the Strategy should ensure that the awareness about EU integration is raised throughout the administration through EU focal points and Public Information Officers in all institutions including Assembly of Kosovo and municipalities, while the External Communication Strategy shall inform the wider society about the EU integration process and its benefits. It shall be ensured that all of the key sectoral interest groups – including the media, political (central and local) and professional bodies (e.g. business community, rural sector), social partners and civil society (with specific focus on reaching the vulnerable parts of the population) are consulted and included as partners in shaping Kosovo future towards European integration.

Activities for achieving Result 2:

- Support the AEI, SPOs and the EU Integration Committee within the Assembly of Kosovo in setting up effective coordination mechanisms for a smoother adoption of legislation.
- Provide advice and training to AEI, SPOs and the EU Integration Committee on specific EU sectoral policies and standards. This training may also extend civil servants in other line ministries.

Activities for achieving Result 3:

- Develop a comprehensive training programme and provide extensive training to all SPOs on all stages of programming, implementation and evaluation of EC funded projects. Training may include needs assessment, drafting concept notes, project fiches and ToRs, budgeting, tendering, contract management, implementation, monitoring and evaluation, financial management and control, etc.
- Build the capacity of SPOs to be able to coordinate the assistance within their institutions in line with the previously agreed priorities, including preparation of project fiches and ToRs, participate in tender evaluations, work closely with project implementation teams, monitor and evaluate results of all IPA projects, thus building the basis for a decentralised implementation system. SPOs will be also expected to coordinate other EC instruments such as Twinning and Community Programmes.
- Assess the capacities of Kosovo institutions for establishment of general framework for future decentralised management system and provide recommendations for further development.

Activity 2

Activities for achieving Result 4:

- At least 50 recent graduates and civil servants complete post-graduate degrees in EU universities in relevant technical fields, out of which at least one third specialise in law and be expected to work in the Law Faculty of either the University of Pristina or the University of Mitrovica, as stipulated in the IPA 2008 fiche on legal education reform. The other two thirds will specialise in specific acquis areas and work for the public administration including possibly specialised studies in translating and interpreting.

Contracting arrangements

One Twinning covenant and one Service contract are envisaged for the implementation of this project.

Activity 1: Contract 1 - A Twinning project is envisaged for exchange of experience and know-how with a member state administration for a period of 24 months. The project will

include a member state project leader who continues to work in his/her member state administration but who devotes some of his/her time to conceiving, supervising and coordinating the overall implementation of the project. He/She will be assisted by at least one full-time expert known as a Resident Twinning Adviser (RTA) from a member state who will work on a day-to-day basis with the beneficiary. The expected RTA profile shall include:

- Relevant university degree.
- Fluency in English.
- Experience in implementation of EU Integration programmes.
- Experience in the management (programming, monitoring, evaluation, implementation and control) of EU Integration projects, preferably Twinning projects.

Activity 2 Contract 2 -A Service contract is envisaged

3.5 Conditionality and sequencing:

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

- The Government approves the Draft Reform Package on EU Integration process and there is clear political commitment for its implementation and for the Kosovo's EU perspective.
- The increasing volume of tasks related to EU Integration is accompanied by relevant institutional evolution and increase in number and capacity of human resources. SPOs are expected to be recruited during 2008 and settle within respective institutions before the project commences implementation.
- The Government and University of Pristina/Mitrovica are committed to absorb the candidates of the EU scholarship scheme before the start of the scholarship programme and after completion of the post graduate degrees.
- This is a capacity building project and it is essential that sufficient staff and budget is made available to all beneficiary institutions by the Government before the start of the project.

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

3.6 Linked activities

The project builds-on the significant EC assistance for public administration reform in Kosovo. In particular, the 2008 projects will follow-up, consolidate and draw lessons learned from the following on-going EC funded projects:

Name of project (Amount €million)	Start End	Activities/Results
Building the capacity of Kosovo's institutions to develop EU compatible legislation and policy (€6 million)	August 2008 – August 2010	<ul style="list-style-type: none"> • To build the capacity of the civil service to draft, implement and enforce EU compatible legislation, including in the area of human rights. • To strengthen the capacity of selected public institutions to meet the obligations arising from the provisions of the Status Settlement and to strengthen Kosovo's European Perspective at all levels of government.
Agency for European Integration	May 2007	<ul style="list-style-type: none"> • TA to the Agency for European Integration, through building of

(€2.5 million)	May 2009	<p>administrative and management capacities.</p> <ul style="list-style-type: none"> • Strengthen the European integration process by implementation of the new EU Partnership Agreement; its Action Plan, STM, aid coordination, the new IPA programming; • Development of a coherent legislative system in which laws are in compliance with the EU Partnership Action Plan and the <i>acquis communautaire</i>; • Continue the young cells scheme; increasing the knowledge and skills in EU Affairs, developing the competence to draft, monitor and assess legislation; • Organise info campaign to raise public awareness about the EU integration process of Kosovo
Capacity Building of the PISG to draft EU compatible legislation (€3.0 million)	Sept 2006 Sept 2008	<ul style="list-style-type: none"> • Further strengthening the institutional capacity of the PISG, in particular the Legal Office and Translation Unit in the PMO and legal departments in the line ministries as well as government agencies in their fields of competence to draft, monitor and assess new and existing legislation, and to orient it at good governance principles, in particular transparency and cross cutting issues such as gender, minorities, environment; • Accelerating and improving the preparation, adoption, implementation and enforcement of EU-compatible laws in line with cross cutting issues. • Increasing the knowledge and skills in European law and EU Affairs, and the implementation thereof, by civil servants and suitable partners in civil society.
Capacity building for EU integration (€3.5 million)	June 2006 June 2008	<ul style="list-style-type: none"> • The project provides senior level short and medium term experts - in line with requests from Kosovo's institutions - on policy matters linked to the EU integration process. The project is managed by UNDP. Experts recruited under this project are currently assisting the Agency for European Integration and the Donor Coordination Centre (amongst other ministries and public bodies).

In addition, the project will seek close cooperation with the DFID funded project supporting the AEI on building the administrative structures and capacity building for the implementation of EPAP and STM process.

3.7 Lessons learned

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

- *Implementation and enforcement of legislation:* The legislative programme in Kosovo has been ambitious and mainly focused on primary legislation. Secondary legislation and necessary directions and instructions have not been sufficiently prepared which inhibits the process of implementation, especially at the municipal level as documented by the MLGA assessments and OSCE reports. This creates a considerable gap between the formal legal situation and 'on-the-ground' practice. Therefore, this project focuses on completing the legal framework with necessary rules and regulations and their implementation.
- *Staffing levels:* Often project implementation is hampered by either insufficient staff and resources or insufficient funds available in the institution budget to allow for

appropriate implementation of the mandate. In particular, the AEI needs to increase the numbers and skills of their staff to effectively fulfil their respective responsibilities.

- *Coordination within the government and with international actors:* Effective donor coordination by the government requires more effective leadership and harmonisation of coordination actions across all ministries, agencies and municipalities.
- *Balance between different measures:* The provision of technical assistance for capacity building remains a very high priority. However, TA will not be effective if the working environment of the counterparts is not up to standards. Therefore, the proposed project includes development of specific software/databases in order to meet the needs of the beneficiary and make the technical assistance a more attractive instrument.
- *Cross-cutting issues:* There is more need to institute formal checks that cross cutting themes are respected in all dimensions of project activities to enhance relevance and impact.
- *Flexibility:* Recurring reference is made to the importance of creating flexibility in planning and projects to accommodate the needs at the time; and the importance of avoiding duplication.

4. Indicative Budget (amounts in EUR million)

			SOURCES OF FUNDING									
			TOTAL EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(c)+(d)	EUR (b)	%(2)	Total EUR (c)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	% (2)
Activity 1	x		2.5	2.5	100							
contract 1 (Twinning)			2.5	2.5	100							-
Activity 2	x		1.5	1.5	100							
contract 2 (Service Contract)			1.5	1.5	100							-
TOTAL IB			4.0	4.0								
TOTAL INV												
TOTAL PROJECT			4.0	4.0	100							

Note:

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

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

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1 (€2.5mio) (Twinning)	Q42008	Q3 2009	Q3 2011
Contract 2 (€1.5mio) (Service Contract)	Q42008	Q2 2009	Q2 2011

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

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

In the implementation of the Project, specific attention will be given to the need to reflecting gender balance and equal opportunities in all legislative and strategic aspects as well as concrete hand on activities.

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

6.2 Environment

The project is expected to have a neutral impact on the environment. However, environmental considerations deriving from Kosovo legislature as well as European requirements should be duly reflected in all activities.

6.3 Minorities

Minority representation will be pursued across the civil service and in all aspects of project activities, such as strategic documents, training programmes, action plans, etc with proper integration in all central/local administration. Active steps will be needed to encourage adequate minority representation in training and coaching activities.

The equitable treatment of Minorities has formed a fundamental element in the implementation of the EPAP and is reflected in the Draft Kosovo Civil Service Law and Anti Discrimination Laws. Formal recognition of these key issues will form a compulsory part of any planning process.

ANNEXES

Annex 1 - Logframe in Standard Format

Annex 2 - Amounts contracted and Disbursed per Quarter over the full duration of Programme

Annex 3 - Reference to laws, regulations and strategic documents:

Annex 4 - Details per EU funded contract

ANNEX 1: Logical framework matrix in standard format

Title: Support to the Agency for European Integration		Programme name and number	
		Contracting period expires: (see section 1.10)	Disbursement period expires (see section 1.12)
		Total budget : €4.0 mil	IPA budget: €4.0 mil
Overall objective	Objectively verifiable indicators	Sources of Verification	
The overall objective of this intervention is to support the Government of Kosovo in EU Integration processes and contribute to the preparation of Kosovo institutions to set up necessary structures for effective management of EU financial assistance.	Public Administration reform Strategy, Reform Package and decentralisation Plan implemented	Contractor's regular reports. Reports of the STM meetings EC progress reports on Kosovo	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
Support the Agency for European Integration, line ministries and other institutions in building capacities for more effective implementation of the European Partnership Action Plan and gradually take over tasks and responsibilities linked to coordination and management of EC assistance programmes.	EPAP priorities implemented AEI takes over the responsibility for coordination and management of EC assistance programmes.	Contractor's regular reports. Reports of the STM meetings EC progress reports on Kosovo. Policies and mechanisms developed and adopted by the Government.	Sufficient resources are allocated by the Government to implement the outputs of the project. Commitment from the beneficiaries to implement the reforms. Coordination of donors/trainings ensured by the Government
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
Result 1: Agency for European Integration elaborates and ensures implementation of a European Partnership Action Plan which is strategic and with clear milestones to ensure Kosovo's gradual integration with the EU. Result 2: Agency for European Integration, Senior Programming Officers and the EU Integration Committee within the Assembly of Kosovo are co-operating to ensure an effective EU integration process for Kosovo. Result 3: Senior Programming Officers (SPO) in each line ministry are actively involved with the Agency for European Integration in improving the quality of programming, implementation and monitoring of projects financed through the IPA programme. Result 4: Civil servants and/or recent graduates have completed post-graduate degrees in EU universities in relevant technical fields.	EPAP implemented milestones achieved All legal acts are passed by the Assembly of Kosovo in close coordination with relevant Government bodies and in line with EU principles and standards. At least 30 training sessions provided. IPA programming process implemented with increased local ownership and involvement compared to previous years. 50 young graduates or civil servants completed their post-graduate studies at European Universities.	Monitoring reports on implementation of EPAP Monitoring reports on implementation of EPAP, Official Gazette, and regular reports from the Contractor. TNA, Training programme, training materials, training records, evaluation sheets, and regular reports from the Contractor. 2009 and 2010 fiches and ToRs Students' Diplomas.	EU Integration is the priority of the Government and Assembly of Kosovo AEI is sufficiently staffed and appropriate staff is selected for trainings. Low turnover of staff. Government absorbs students. SPOs are recruited in each line ministry and remain for longer period of time.
Activities	Means	Costs	Assumptions
Activities for achieving Result 1: Strengthen the AEI's administrative capacities for organising the regular STM meetings. Training/coaching and strengthen internal structures and coordination capacities of the AEI. Developing further coordination and reporting mechanisms. Training for lawyer-linguists for	Activities 1: Twinning covenant	Activities 1: €2.5 million	Government provides financial and political support to the beneficiary institutions. Beneficiaries' commitment to the project and allocation of sufficient and appropriate staff Public administration is capable to absorb

<p>translation of acquiis,</p> <p>Develop Software including a system/database of terminology for management of the flow of translation.</p> <p>Support implementation of the Internal and External Communication Strategy</p> <p>Activities for achieving Result 2:</p> <p>Support the AEI, SPOs and the EU Integration Committee in setting up legislative coordination mechanisms.</p> <p>Advice and train the staff of AEI, SPOs and the EU Integration Committee on specific EU sectoral policies and standards.</p> <p>Provide training also to civil servants in other line ministries.</p> <p>Activities for achieving Result 3:</p> <p>Training to all SPOs on programming, implementation and evaluation of projects.</p> <p>Build the capacity of SPOs to coordinate the assistance.</p> <p>Assess the capacities for establishment of general framework for future decentralised management system.</p> <p>Activities for achieving Result 4:</p> <p>At least 50 candidates complete post-graduate degrees.</p>	<p>Activity 2: Service contract</p>	<p>Activity 2: €1.5 million</p>	<p>candidates with newly acquired post-graduate degrees.</p>
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Pre-conditions/

- The Government approves the Draft Reform Package on EU Integration process and there is clear political commitment for its implementation and for the Kosovo's EU perspective.
- The increasing volume of tasks related to EU Integration is accompanied by relevant institutional evolution and increase in number and capacity of human resources. SPOs are expected to be recruited during 2008 and settle within respective institutions before the project commences implementation.
- The Government and University of Pristina/Mitrovica are committed to absorb the candidates of the EU scholarship scheme before the start of the scholarship programme and after completion of the post graduate degrees.
- This is a capacity building project and it is essential that sufficient staff and budget is made available to all beneficiary institutions by the Government before the start of the project.

ANNEX II: amounts (in mil €million) Contracted and disbursed by quarter for the project

	2009			2010				2011			
Contracted	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Contract 1		2.5									
Contract 2	1.5										
Cumulated	1.5	4.0									
Disbursed	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Contract 1		0.7		0.4		0.4		0.4		0.6	
Contract 2	0.4		0.8				0.2		0.1		
Cumulated	0.4	1.1	1.9	2.3	2.3	2.7	2.9	3.3	3.4	4.0	

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

Reference list of relevant laws and regulations:

- Regulation on Establishment of AEI
- UNMIK Regulation on Civil Service
- Draft Law on Civil Service
- UNMIK Regulation on establishment of PISG
- UNMIK Regulation 30/2007 on Local Self Government
- Draft Law on Local Self-Government

Reference to AP /NPAA / EP / SAA:

- European Partnership Action Plan
- EC Progress Report on Kosovo - 2007

Reference to MIPD:

- The project links with MIPD main priorities and objectives for the period 2007 – 2009, namely Political Requirements and European Standards

Reference to National Development Plan

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

Reference to national / sectoral investment plans

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

- PAR Strategy
- Reform Package

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

Activity 1 – 3 (Twinning covenant):

Tasks in this activity include:

1. Training/coaching and strengthen internal structures and coordination capacities of the AEI.
2. Developing further EU Integration coordination and reporting mechanisms.
3. Training for lawyer-linguists for translation of acquis.
4. Develop Software including a system/database of terminology for management of the flow of translation.
5. Support implementation of the Internal and External Communication Strategy.
6. Training/coaching for the civil servants in sectoral EU policies.
7. Training to all SPOs on programming, implementation and evaluation of projects.
8. Build the capacity of SPOs to coordinate the EU assistance.
9. Assess the capacities for establishment of general framework for future decentralised management system.

Activity 4 (Service Contract):

1. At least 50 candidates complete post-graduate degrees.