2013 Annual Programme

Education and Employment: 07 – 2013 / 03

1   IDENTIFICATION

Project Title	Education and Employment
CRIS Decision number	2013 / 024-216
Project no.	07
MIPD Sector Code	3. Private Sector Development 7. Social Development and Employment
ELARG Statistical code	01.26
DAC Sector code	11120
Total cost (VAT excluded)[1]	€8.325 million
EU Contribution	€7.8 million
Management mode	Centralised. Activity 3 will be implemented in Joint Management with the International Organisation for Migration (IOM) in accordance with Article 53d of the Financial Regulation.
EU Delegation in charge	European Union Office in Kosovo[*]
Implementation management	European Union Office in Kosovo. Activity 3 will be implemented by the IOM in Joint Management.
Implementing modality	One Service Contract, one supplies contract, 1 grant contract, 1 contribution agreement with the International Organisation for Migration (IOM).
Project implementation type	C01
Zone benefiting from the action(s)	Kosovo

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

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

2 RATIONALE

2.1 PROJECT CONTEXT: ISSUES TO BE TACKLED AND NEEDS ADDRESSED

Activity 1 – Support to International Business College Mitrovica (IBCM)

Investment in skills, knowledge and competence of children and young people is of particular importance in Kosovo given the fact that it has the youngest population in Europe. Kosovo's development is hindered by a weak economy and a large number of young people who are unemployed (about 75% youth unemployment). Northern Kosovo is particularly affected by socio-economic problems, high unemployment levels and political tensions. The Mitrovica region is especially vulnerable to social and ethnic tensions and, as a result, experiences greater challenges to implementation of socio-economic investment.

The international, multi-ethnic business college in Mitrovica (IBCM) has been established with the aim to provide much needed higher level vocational educational and training opportunities for young people in the Mitrovica region. The IBCM opened its programmes to students in March 2010.

The IBCM programmes, in particular the vocational education and training programmes, will engage local businesses in the training and internships of the students. The engagement of local businesses will help to ensure the relevance of the training programmes for the human resource needs of local enterprises, which will in turn facilitate the employability of graduates. It is expected that the availability of highly skilled young people will also encourage investments in the region. The project aims also to support and cultivate communication and relationship building between the different ethnic communities in Kosovo and the wider region. The college has been successful in organising activities, including social activities that have brought together students from all ethnic groups of Kosovo. Such efforts are vital to build communication links and improve cultural understanding between the different communities in Kosovo as a means to enhance conflict prevention.

This project will provide a contribution to support the work of the IBCM, assisting its efforts to build the higher level vocational training capacity of young people in one of the most disadvantaged and socio-politically complex regions in Kosovo. The project is also to support IBCM in its efforts to facilitate and provide a means for young persons from all ethnic groups, including from Serbian and Albanian communities, to come together and participate in a common educational development programme.

Activity 2 – ICT in Education-Phase II

Students in primary and secondary schools receive only basic computer skills training. There is limited integration of Information Communication Technology (ICT) into teaching and learning practices in all subject areas in schools across Kosovo. In order to compete in Europe and internationally in education and in the labour market, teachers and students in Kosovo need to improve their understanding, skills and knowledge on use of ICT in the field of education and research.

There is a gap between the ability of learners and teachers to use ICTs effectively, to access high quality and diverse e-content, to create content of their own, to communicate, collaborate

and to integrate ICT into teaching and learning.

The e-Government Strategy of Kosovo (2010-2015), the eLearning Strategy of Kosovo and the Kosovo Education Strategic Plan (2011-2016) (the KESP) define the development of ICT as a priority, and set down clear goals to achieve development in use of ICT in public administration and in the areas of education and research skills development, learning materials development and network communication in the education sector in Kosovo and more widely.

Kosovo's education system is overloaded with many challenges and among them quality assurance is one of the most critical. Very often, in all levels of education, there is a lack of high quality teaching and learning, due to outdated methodology, poor teaching and learning materials and literature. As a consequence, teachers and students are often not sufficiently motivated to reach the envisaged goals. Using ICT in education can be an excellent contribution to increase the overall quality of education. For example, e-content material development is a means to provide learning materials of quality for schools in Kosovo drawing from relevant e-content available from other countries in subject areas such as mathematics, science subjects and foreign languages.

The project will build on and consolidate the existing achievements in ICT teacher training, e-content development and education network development (EDUNet/KOSNet) linking students, parents, schools, the universities and education institutions as well as public administrations to facilitate virtual communication and information exchange between the education and research community in Kosovo.

The project will address the most important components of the ICT usage in the education such as: access to existing e-content across Europe and worldwide, development of individual content in highly qualified e-Learning centres, and awareness raising and increased usage of ICT in all aspects of education with practical experience gained from educational and scientific network applications notably the education and research network EDUNet (KOSNet). The management of the learning and teaching process will be part of the enhancement in education as well as the improved efficiency in the administration of the overall educational system.

Activity 3 – Beautiful Kosovo II

The 'EU-Beautiful Kosovo' concept stems from a successful initiative implemented in Bulgaria to address unemployment through training and employment opportunities connected with renovation of public places and cultural heritage sites.

The initiative 'EU-Beautiful Kosovo' seeks to combat unemployment, particularly among long-term job seekers and among the most marginalized groups. This initiative will provide real hands-on employment opportunities for job seekers linking the generation of new employment with public infrastructural development and public regeneration initiatives. Particular focus will be given to urban regeneration initiatives – works to improve public infrastructures, the development of green public spaces, pedestrian areas, recreational sites accessible to all including persons with disabilities and particularly for the benefit of children and young people and amelioration of cultural heritage sites. Such measures will be seeking to improve the functioning and appeal of urban and municipal spaces and heritage sites for the benefit of all persons in Kosovo and to improve the potential for tourism in Kosovo, while generating new short term employment and providing ground for potential long term job opportunities.

The impact of the EU-Beautiful Kosovo project on the target groups and the population will be significant due to the creation of many short term jobs as well as the strengthening of job seekers' skills on the job as a visible and measurable impact on the labour market – especially for marginalized groups. The concentration on urban areas will, in addition, ensure 100% visibility and confidence building of the public in the process.

2.2   LINK WITH MIPD AND SECTOR STRATEGIES

Activity 1 – Support to IBCM

This project conforms to the goals of the Instrument for Pre-Accession Assistance (IPA) Multi-annual Indicative Planning Document (MIPD) 2011-2013, as the project will enhance the skills levels of young people of Kosovo and their employment prospects in accordance with local labour market needs.

This project aligns with the priority of the MIPD in promotion of the skills levels and employment prospects of the workforce of Kosovo, the enhancing of the performance of education systems, facilitation of the transition from education to employment and entry of young people to the labour market. The MIPD also envisages targeted support to the northern municipalities of Kosovo which this project will contribute to.

Activity 2 – ICT in Education-Phase II

Developing ICT is defined as a priority in the Kosovo Education Strategic Plan 2011-2016 and in the Joint Annual Review of the Ministry of Education, Science and Technology.

ICT in education is regarded as key to modernise and build the capacity of the education system and to advance and develop the employability of young people in Kosovo in accordance with labour market needs. The Pre-University Education Strategy has ranked the introduction of ICT in all schools among its highest priorities and there is an explicit reference to building infrastructure for processing data in education[2].

Information and communication technology will be utilised and continuously adapted to improve access, quality and equity in the delivery of education services. In addition, ICT has considerable potential to support the inclusion goals and expansion of education and in general, participating in global knowledge development and being accessible to the Kosovo population. The main policy documents of Kosovo support these ideals (notably the KESP and eLearning Strategy of Kosovo) and ICT is considered as a cross-cutting strategy that can substantially contribute to the realisation of KESP objectives[3]. ICT can contribute also to strengthen the skills and knowledge of students, as such directly empowering their position in the labour market.

This project conforms to the goals of the Instrument for Pre-Accession Assistance (IPA) Multi-annual Indicative Planning Document (MIPD) 2011-2013, as the project will enhance the skills levels of young people of Kosovo and their employment prospects. The project will

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[2] Pre-University Education Strategy (2007-2017) measures 4.5.3 & 4.1.4

[3] Kosovo Education Strategic Plan 2011-2016

support a strengthening of cooperation between education and research institutions through ICT in education. The project will support cooperation between the MEST, the Ministry of Public Administration and Ministry of Infrastructure (telecommunications) in their commitment to moving forward the goals of the eLearning Strategy and improving public administration engagement in development of the information society. According to the Strategy of e-Governance 2009-2015 (Ministry of Public Administration) education is defined as a sector crucial to the success of the eGovernance Strategy of Kosovo.

The overall goal of MEST is to fully develop and integrate ICT infrastructure and technical support needed to implement and sustain modern pedagogy.

Activity 3 – Beautiful Kosovo II

MIPD 2011-2013 identifies as a challenge for Kosovo that unemployment remains very high. Further, MIPD 2011-2013 stresses promotion of private businesses and employment as a key component for Kosovo's socio-economic development but this focus will continue to go hand in hand with support to an effective social inclusion of all groups, which is crucial to progress towards the reconciliation between communities, one of the major challenges in Kosovo.

In summary, one of the objectives of IPA assistance over the next years identified in MIPD 2011-2013 is to ensure Kosovo's socio-economic development.

Kosovo Economic Development Plan 2011-2014 follows its vision for "a prosperous and dignified European society for all citizens of Kosovo"- which objective is to achieve a growth rate of 7-8% per annum in the medium term, and a reduction in the level of the registered unemployed by approximately 8-10% per annum.

Kosovo's Employment Strategy 2010-2012 aims to:
Objective 1. Reform and modernization of Public Employment Services
•   Start to increase responsibility of Regional and Municipal Employment offices for job creation programmes
•   Pilot increased responsibilities of Regional/local employment offices
Objective 3. Active Labour Market Programs (ALMP)
•   Expansion of Active Labour Market Programs (ALMP)
•   Organize trainings on implementation of ALMP
•   Training of PES and Vocational Training Centres staff in the promotion of self-employment
•   Promotion of self-employment
Objective 5. Moving individuals from Social Assistance to Work
•   Piloting the program for Moving individuals from Social Assistance to Work

Sectorial Strategy 2009-2013 is looking through:
Objective 1. To raise the employment level and strengthen professional skills, depending on demands from labour market.
•   Mitigate the unemployment level of youth, women and long-term unemployed
•   Review and extend active employment measures for protection of unemployed from vulnerable groups.

2.3   LINK WITH ACCESSION PARTNERSHIP (AP) / EUROPEAN PARTNERSHIP (EP) /

STABILISATION AND ASSOCIATION AGREEMENT (SAA) / ANNUAL PROGRESS REPORT

Activity 1 - Support to IBCM

The European Commission 2011 progress report stipulates that Kosovo needs to put additional efforts into improving the quality management and the quality assurance in education, including higher education.

The Progress Report 2011 confirms that while the integration of Kosovo Serbs has improved in the southern part of Kosovo, tension in northern Kosovo has increased. The Commission confirmed that people in northern Kosovo also need to benefit from the European perspective. To that end, the Commission underlined the importance of Kosovo launching a comprehensive agenda for the North. In the Council Conclusions of 5 December 2011, the Council invited Kosovo to launch an inclusive and long-term agenda for northern Kosovo and welcomed Commission's intention to offer its full support to this agenda.

The European Partnership Action Plan 2012 has included the conclusions of the progress report in the field of education as key challenges of the government of Kosovo. The EPAP has highlighted the importance of professional education and training as one of the main means to connect education with the market economy.

Activity 2 – ICT in Education-Phase II

Education is identified as one of the 5 priorities in the EUROPE 2020 Strategy with the aim to reduce school drop-out rates below 10% and with at least 40% of 30-34–year-olds completing third level education.

The Progress Report (2010) puts emphasis on quality improvements in education in line with European Standards and labour market demand as well as the importance of investment in research. Support to enhanced understanding of ICT usage in education and research will support and enhance quality improvements in education. eContent development in education will increase supply of quality teaching and learning materials available to students and teachers. At the level of higher education the progress report's recommendations strengthen the necessity for establishment of appropriate mechanisms to generate credible statistics and data in education and employment.

The Progress Reports puts emphasis on the importance of going forward on development information society and e-government services, public administration reform and access to public services. This project will contribute to advancement of ICT usage in public services and access to public administrations through the EDUNet connecting and improving communication of students, parents, education officials, as well as with the local and central public administration services.

Activity 3 – Beautiful Kosovo II

2009 Communication 'Kosovo –Fulfilling its European Perspective': Kosovo would benefit from introducing work incentive schemes for recipients of social assistance who are able to work.

"Enlargement Strategy and Main Challenges 2009-2010": Disabled people remain among the most disadvantaged groups, along with Roma, Ashkali and Egyptians. Female employment remains very low (55%), and youth unemployment particularly high.

Kosovo 2011 Progress Report: Unemployment remained very high and the economy did not create enough jobs to reduce pressures on the labour market and offer job opportunities, especially to young new entrants.

European Partnership Action Plan: Under the government's "Action Plan 2011 for Implementation of the European Partnership for Kosovo" priorities EPP 63, 64, and 122 follow the aim to increase the level of employment, vocational training and self-employment in Kosovo with the final aim to reduce the poverty in Kosovo and to increase the welfare of all citizens.

2.4 PROBLEM ANALYSIS

Activity 1 - Support to IBCM

Kosovo is facing high unemployment rates, particularly among young people and the unemployment situation is particularly acute in North Mitrovica due to the political situation in North Kosovo. Mitrovica is particularly affected by the political tensions and challenged by the division of the town into a predominantly Serb part on the Northern and a predominantly Albanian part on the Southern side of the Ibar River. The lack of professionally skilled people among the Mitrovica population presents an obstacle for businesses and employers and limits further the economic development of the region.

The International Business College Mitrovica (IBCM) was initiated by the NGO SPARK and is owned and managed by SPARK. SPARK is a not-for-profit development organisation (NGO) based in the Netherlands. SPARK was formally requested by the former Minister of Education, Science and Technology (MEST), Prof. Dr. Enver Hoxhaj, to serve as implementing organisation for the IBCM. The ownership structure of IBCM is modelled in accordance with not-for-profit international schools. The IBCM is registered in the Netherlands, Amsterdam and also is registered in Pristina (in April 2011).

IBCM foresees the construction of two campus buildings either side of the Ibar river. The municipality of Mitrovica has provided public land for the southern premises whilst IBCM has purchased a plot of land in the North. The IBCM plans to expand the existing Diploma programmes to Bachelors level programmes. The curriculum for a new BA programme in Public Administration and Business Studies is being designed to be implemented from the academic year 2012 onward.

The project is operating in an area of high political tensions which is facing particular problems in respect of rule of law and effective governance structures.

Activity 2 – ICT in Education-Phase II

The government of Kosovo is aiming for ICT coverage across all schools in Kosovo and is committed to reaching the EU standards target for computers in schools, which sets a standard

of one computer for every 20 pupils by the end of 2010. The government of Kosovo is planning to invest own resources into this effort as well as receiving support from donor partners. At present, the ratio is one computer to every 270 pupils[4].

The Ministry of Infrastructure estimates that up to 45% of households in Kosovo have internet access and up to 65% of persons in Kosovo use the internet. The cities and towns of Kosovo are equipped with the broadband services either wireless or wired.

There are some parts of the education system which are experiencing challenges with regard to broadband access with limited access to a reliable electricity supply and poor telecommunications infrastructure notably in the rural areas and outer-urban areas. However, the connection of an increasing number of Schools in Kosovo via the KOSNet/EDUNet with the full engagement and cooperation of the MEST working together with the Ministry of Public Administration and the Ministry of Infrastructure is addressing this problem in a strategic way.

The education sector would benefit greatly from capital investment to improve the daily functioning of the schools and the quality of education. The pre-university education strategy has ranked the introduction of ICT in all schools among its highest priorities and makes an explicit reference to building infrastructure for processing data in education[5].

Schools in Kosovo have the lowest number of computers and other ICT equipment per student in the region. Unless immediate measures are taken, Kosovo will lag severely behind all countries in the region. MEST is already working with partner organisations in Kosovo to develop the content for e-learning, with some content already on-line.

Activity 3 – Beautiful Kosovo II

Unemployment in Kosovo is one of the main challenges of the Kosovar society. The unemployment rate is estimated to be around 44%, remaining the highest in the Region and Europe. Groups mostly facing difficulties in the labour market are youth, those with limited education, those in a poor economic situation, people with disabilities, long-term unemployed, minorities and women.

Based on the latest statistics (Dec 2011) the total number of registered unemployed people is 335.926; almost 47.5% of them are women; nearly 59.9% are registered as "unskilled" referring to the educational level; approx. 49% of the total number of Social Assistance Scheme beneficiaries is category II beneficiaries.

The EU-Beautiful Kosovo Programme (EU-BK Programme) first phase (2011-2013) is an IPA-funded project, implemented by the International Organization for Migration (IOM), in partnership with the Danish Refugee Council (DRC).

The EU-BK Programme was launched in 2011 and will end in August 2013. The programme was very well perceived by all the stakeholders, in particular by the municipalities as one of

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[4] Ref. AUK Research Centre study for MEST 'Cost of Installing Computer Classrooms throughout Kosovo Schools' (2009)

5 Pre-University Education Strategy (2007-2017) measures 4.5.3 & 4.1.4

the direct beneficiaries of the action. This can be proved by the large number of municipalities that expressed the interest in participating to the two calls for proposals, and by the number of people employed during the first phase of implementation.

2.5   LINKED ACTIVITIES AND DONOR COORDINATION

Activity 1 & Activity 2

Other EU-funded projects

The TEMPUS programme supports the reformation and modernization of higher education curricula and infrastructure. Currently there are around 20 projects on-going in Kosovo

IPA 2008, 2009 and 2010 education projects have and are supporting modernisation of teacher development and research capacity in Higher Education, in particular of Pristina University Faculty of Education.

The Young Cells Scheme[6] supports students of Kosovo through a post-graduate scholarship programme providing opportunities for the students to study in European Universities.

The EU Sector Wide Approach (SWAP) for Education project provides support to the Ministry of Education Science and Technology (MEST) to strengthen the education system in Kosovo and provide support to modernize the Kosovo curriculum and teacher development and teacher training structure in Kosovo (financed under IPA 2008)

EU - IT Pilot Project in the field of Education project (IPA2008) which ended January 2012 provided ICT training to teachers in Kosovo and training in elearning. The project also provided ICT equipment to a select number of pilot schools and support to the setting up of KOSNet/EDUNet.

Teacher Training and Capacity Building of school Directors in Kosovo technical assistance project to support development of teacher including development of Pristina University Faculty of Education teacher training programme (financed under IPA 2009)

Assistance to Kosovo in the education – Diploma Recognition project (IPA2010) managed by SPARK. The purpose of this project is to ensure the recognition of university diplomas issued in Kosovo and in Serbia in order to enable further studies, public employment, career development - for holders of these diplomas. Recognition is to be ensured by means of verification of the authorisation and accreditation authorities in Kosovo and the confirmation of the diplomas as issued in compliance with European University Association (EUA) /European standards. Verification has to be ensured by an independent authority generally recognised as competent in its area of expertise and present in the field. The EUA is competent, but not present in Kosovo and Serbia. Therefore, third party verification is

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[6] Young Cells Scheme is an EU initiative to strengthen the human capacity of selected public institutions to meet the obligations arising from Kosovo's European Perspective at all levels of the government; and to offer scholarships for civil servants and/or graduated students, including entry, and mid level management, (particularly women and minorities) in EU universities in EU-integration related sectoral areas.

required. SPARK is to be the third party Agent in this process and is contracted to do this work through this project.

The ICT project will build on the achievements of the EU IT Pilot Education project and further increase and raise awareness about the potential of using of ICT in education. The phase II of the project will include a wider number of local experts in IT, teachers, managers and educational sector staff, in particular those who had not benefited from the IT pilot project, to contribute to the analysis of the existing situation and to the development of future actions plan in this field.

Support from other donors

Existing donors support to the work of IBCM: the Netherlands, Denmark (€1 million each), SIDA (€3.3 million), DFID-UK (€300.000), Swiss Development Cooperation Agency (€1 million) and MEST (€1.5 million). UNDP cooperates with IBCM in support of the business studies programme, internship programme and business development initiatives. The municipality of Mitrovica has provided public land for the southern premises.

USAID "Basic Education Programme" supports school management capacity building, strengthening the assessment of learning outcomes and improvement of in-service teacher training in basic education in Kosovo and also supports ICT in education.

The World Bank 'Institutional Development for Education' (IDEP) (a grant of USD10 million over four years) - an initiative which supports, among others, the work of MEST in the field of educational development, financial management of schools' resources, teacher development

The Austrian Development Cooperation continuously supports higher education in Kosovo by contributing to development of higher education institutions that work on the quality assurance of the education, as well as internationalization of higher education through establishment of partnerships between higher education institutions in Kosovo including the Kosovo Accreditation Agency.

Swisscontact, GIZ, Microsoft–Partners in Learning, Intel are implementing projects in the field of ICT.

MEST has made a commitment to invest in e-content development in order to advance e-Learning methodologies and practices as part of the new Curriculum Framework of Kosovo.

The Ministry of Public Administration is also contributing and supporting ICT in education and supporting the development of the electronic communications network for education - EDUNet/KOSNet. The EDUNet is linked to the government's electronic communications Network which is maintained by the Ministry of Public Administration. The Ministry of Infrastructure and Ministry of Economic Development are working in collaboration with MEST on projects in the field of ICT in Education.

The University of Pristina is an active player in the project implementation through their contribution in EDUNet and E-Learning Centre (Faculty of Education and of Electrical Engineering). Higher Education Institutions (HEIs) in Kosovo, both public and private will benefit in terms of facilitating their administrative procedures to register their students through an electronic system as well as to channel their reporting of number of students and relevant

data regarding student enrolment available to relevant institutions, like MEST.

Activity 3 – Beautiful Kosovo II

<u>Other EU-funded projects</u>

EU KOSVET VI

This project is supporting the government with its ongoing reform of the Kosovo VET system in order to bridge the gap between formal education and training and the labour market, to promote demand driven trainings and to organize relevant trainings for young unemployed job seekers. The project addressed among other groups also the members of disadvantaged and marginalised groups and communities such as people with disabilities, members of ethnic minority groups or those facing particular difficulties in getting access to employment or training. Based on this experience, Beautiful Kosovo II will develop more customised interventions to address the specific needs of vulnerable groups. Additionally, the project had revealed the need to increase job search skills of those who did not succeed to find sustainable employment after the project completion.

The implementation of the EU-Beautiful Kosovo phase II will continue building up on the synergies created between the EU-Beautiful Kosovo Phase I and the EU-KOSVET VI Programme in relation to the identification of beneficiaries to be enrolled in the implementation of the public works within the EU-Beautiful Kosovo programme.

Thus this cooperation will allow:

- EU-BK potential beneficiaries to receive the necessary vocational training to improve their skills prior their employment within the public works scheme through their enrolment in the courses organized within the EU- KOSVET Programme;
- Beneficiaries previously enrolled in EU-KOSVET Training programmes and still registered as unemployed within the Employment centre's lists to have the possibility to be employed in the implementation of the selected public work projects;
- Avoiding duplication of efforts and achieving inter-programmatic coordination.

EU Support to the Ministry of Labour and Social Welfare

The overall objective of this project is to promote economic and social cohesion as well as to contribute to poverty alleviation. The activities targeting capacity building of MLSW, Regional and Municipal Employment Offices, Centres for Social Work and Municipal Departments of Health and Social Welfare contribute to increase the effectiveness of social and employment services and address the challenges of the decentralisation process. The project developed a draft legal framework for future implementation of the Active Labour Market Measures, preparing the grounds for more efficient interventions. Additional, minimum standards for employment services were developed, which need now to move on the implementation at a larger scale of the ALMM and guide the future development of private employment service providers. An introductory training programme was delivered to representatives of all central and local units of DLE, aiming to increase the level of knowledge and skills for programming, designing, implementing, monitoring and evaluating of active employment measures.

Beautiful Kosovo II builds on work done to date and uses the positive experiences and progress made, as a platform for further development, linking into existing initiatives and activities and

developing additional ones. The EU-Beautiful Kosovo phase II will contribute to the implementation of the Active Labour Market Measures through its public works component.

The EU-Beautiful Kosovo Programme (BK) phase I

The European Union allocated 5 million Euros for the implementation of the EU-Beautiful Kosovo Programme phase I, to address poverty and unemployment through active labour market measures promoting job opportunities linked to public regeneration schemes that enhance quality of life for all Kosovo inhabitants. As mentioned above, the programme was very well perceived by all stakeholders and is currently generating new job opportunities for long term unemployed beneficiaries while improving living conditions for Kosovo citizens. The programme is currently implemented in over 20, out of 37, Kosovo municipalities which were awarded in a competitive process organized for all municipalities. The implementation of a second phase of the Programme will enlarge the area of intervention, reaching the full coverage of Kosovo and replicating the best practices, maximizing the results of the intervention in the second phase.

The Regional Economic Development Programme in Kosovo (EU-RED) aims at building capacity of local authorities by providing technical assistance and developing skills and competencies for a full and proper implementation of the regional development approach. Through EU-RED, five Regional Development Agency (RDA) offices were established in the five economic regions of Kosovo. During the implementation of the EU-Beautiful Kosovo Programme phase I, the RDAs supported the interested municipalities in developing project proposals to be submitted within both Call for Proposals for municipalities taking into consideration that the projects had to be in line with Municipal and Regional Development Plans. It is foreseen to increase the involvement of RDAs in the implementation of the EU-Beautiful Kosovo Phase II by delegating to RDAs additional competences previously detained by the IOM as implementing partner, i.e. stronger role in supporting municipalities identifying priorities and developing the project proposals as well as active monitoring of project implementation. Additional involvement of the RDAs will contribute to the handing over process from international to local organizations as well as to strengthen capacities of local authorities.

The Municipal Social and Economic Infrastructure Programme IV (Muninfra) supported the development of infrastructure projects in municipalities of Kosovo.

The best practices and lessons learned obtained during the implementation of the Muninfra Programme were taken into consideration while developing some of the relevant instruments used within the EU-Beautiful Kosovo Phase I, such as guidelines as well as application forms and other annexes. The latter created the basis for inter-programmatic coordination between EU funded projects, maximizing results.

Support from other donors and donor coordination mechanisms

Within the area of the proposed project, there are several other projects funded by UNDP (e.g. Active Labour Market Programme for Youth), by Lux-Development (e.g. Strengthening Vocational Training in Kosovo) or by World Bank (e.g. Kosovo Public Works Program)

Starting in July 2011, donor coordination within MLSW has been addressed by establishment of a Working group for donor coordination. Also, additional staff was recruited for donor

coordination and projects implementation/monitoring within Department of Labour and Employment. The process to improve the capacity of MLSW for donor coordination and project implementation will continue as envisaged in the MLSW Action Plan.

Additionally, the recently established Sectorial Working Groups and Sub-groups under Ministry of European Integration have as main objective early identification of potential overlapping and building synergies among the donor funded projects.

MLSW sector is already equipped with some well-prepared strategies and planning structures, the MLSW Sector Strategy and Action Plan which aims to add value and as the Donor Coordination Sector Group on "Education & Employment" should focus on cross-cutting themes such as employment, strategic monitoring, budget issues and lesson's learned.

The other structure of the working group on European Integration 'Innovation and Social Cohesion" has regular monthly meetings to better integrate inter-sector issues aiming to increase inter sectorial cooperation in employment and education.

Therefore, these mechanisms will further support and achieve results toward a better donor coordination activity among various donor communities.

In addition, coordination with the UN Kosovo Team (UNKT) was and will be further ensured by participating to the relevant UN Theme Groups (UNTGs), in particular the UN TG for municipalities, avoiding duplication of efforts and joining resources in case municipalities awarded within the EU-Beautiful Kosovo Programme are also beneficiaries of other donor's initiatives.

2.6 LESSONS LEARNED

Activity 1 - Support to IBCM

- Empowerment, capacity building and ownership of the project and its initiatives by the local beneficiaries is essential to ensure sustainability of the actions;
- Effective coordination among donors contributing to education and employment sectors and alignment with Kosovo education and employment strategic plans, matched by realistic aims and objectives
- Effective communication and transparent decision making between all concerned actors and stakeholders
- Co-financing by the government of Kosovo and sector budget is crucial as a means to demonstrate commitment and engagement in the project initiatives.
- Active measures to assure equality of opportunity, equity and non-discrimination requires direct involvement of local majority and minority communities and organisations representing disadvantaged constituencies;

Activity 2 – ICT project in the field of Education-Phase II

- The importance of a clear political commitment and engagement by the beneficiaries, stakeholders and relevant donors;
- The importance of co-financing from the Kosovo budget in support of ICT in education

and e-learning to support sustainability of project activities and results in this field;

- The importance of transparent and good communication and coordination between experts and project partners/beneficiaries;
- The need for realistic objectives and time-lines and effective application and follow-up of recommendations on all levels of the target field
- The need to actively reach out to and assure the involvement of representatives of minority, disadvantaged and discriminated groups in order to achieve their inclusion in education and promote their employability.

Activity 3 – Beautiful Kosovo II

The EU-BK Programme started its implementation on 19 February 2011 and will end by 18 August 2013. The total budget of the EU-BK Programme is €5,249,977.68, including the 5% co-funding which was recently secured by voluntary municipal contribution.

Since its starting phase, the programme has been very well perceived by all the stakeholders, in particular by the municipalities as one of the direct beneficiaries of the action. The latter can be proved by the large number of municipalities that expressed the interest (all 37 municipalities in Kosovo) in participating in both Call for Proposals and by the total number of applications eventually submitted: 35 municipalities submitted 82 applications within the first round of Call for Proposals launched in 2011 and 34 municipalities submitted 86 applications within the second round of Call for Proposals launched in 2012.

In total one hundred sixty eight (168) project proposals were sent by 35 municipalities within the First and second round of Call for Proposals, which were further evaluated by the Project Steering Committee. During the first round, out of 82 proposals, 19 projects submitted by 14 municipalities were selected for funding; during the second round, out of 86 proposals, 14 projects submitted by 13 municipalities were selected for funding.

The EU-BK Programme was very well accepted by all municipalities and majority of them proved to be very cooperative during the implementation of the selected projects. An additional indicator of the high municipal interest in the action is the municipal contribution voluntarily provided by the municipalities as a co-funding for the entire action, largely exceeding the co-funding needs of the EU-Beautiful Kosovo Programme.

Another important element is that in general the contractors were very satisfied with the workers identified through the Employment Centres and some of them offered long term employment to some beneficiaries, even if it was not foreseen in the original contractor's offer.

Due to programme needs, the implementation of the projects selected within the first round of Call for Proposals was divided in two waves of implementation. During the first wave which consisted in the implementation of only 7 quick impact projects, 163 persons benefited through the implementation of the respective projects; beneficiaries are long term unemployed and/or beneficiaries in social assistance category II registered at the respective Employment Centres. Out of the 163, 55 persons are from vulnerable groups, namely youth (18-25 y.o.) 40, women 1, persons with disabilities 11, minority groups 3.

The implementation of the other 26 municipal projects selected within the first (second wave of the first round) and second round of call for proposals is ongoing, generating additional employment. In fact, it is expected to produce, at the end of the Programme implementation,

approximately 1200 new jobs while communities in Kosovo will be "beautified" for the benefit of all citizens of selected communities.

During the current implementation of the EU-BK Phase I, the following lessons learned have been identified:

1. Extension of time frame of Implementation:

It is strongly recommended to devote additional time for carrying out preparatory activities to the implementation of the selected projects, such as: a) stronger guidance and support to municipalities in developing strong proposals to be submitted within the competition; b) preparation of technical specification and detailed design; c) preparation of tendering documentation; d) identification of potential beneficiaries to be employed in the public works projects.

2. Revision of criteria for municipalities to develop detailed proposals:

In order to be able to evaluate the best Project Proposal submitted by municipalities, it is suggested to adjust the criteria and to ensure that the applying municipalities will include more details at the initial phase such as: a) Technical specifications and b) Detailed Design and Bill of Quantities; c) Confirmation that future project site is free of any legal issue that might delay the implementation. With the provision of the above mentioned documents, the evaluation panel will better understand the project and at the same time the preparation for the tendering process will be accelerated avoiding any further delays in the next steps of implementation.

3. Difficulties in employing vulnerable categories (women, people with disabilities, minorities and youth):

Taking into consideration the fact that not all unemployed people are registered with the MLSW respectively at the Regional/Municipal Employment Center, especially marginalised and/or vulnerable groups, it was challenging to ensure their inclusion in the labour market. In particular, significant difficulties were faced in employing women. The reasons being the following: a) lack of women registered as job seekers; b) lack of inclusion of civil society organizations in the identification and selection process of women beneficiaries; c) type of profiles requested for the implementation of the selected projects.

Taking into consideration the above mentioned lessons learned, during the second call for proposals for municipalities, the following corrective measures were taken:

- Municipalities were invited to develop/design their project ideas foreseeing the inclusion of women and persons with disabilities during their implementation;
- During the selection of the submitted project proposals, the Project Steering Committee awarded a number of projects that by their nature could allow the employment of particularly vulnerable groups;
- Involvement of Civil Society Organizations as well as Municipal Return Offices in the identification and selection process of beneficiaries cooperating closely with the Regional/Municipal Employment Centers, such as women's associations active in the target municipality/region, associations for persons with disabilities or organizations protecting minorities' rights.

3 DESCRIPTION

3.1 OVERALL OBJECTIVE OF THE PROJECT

Activity 1 - Support to IBCM

To improve the education and employability of young people in Kosovo by promoting a Mitrovica regional initiative in higher level vocational education and training relevant to the labour market needs of the region, which builds community relations and promotes sustainable, multi-ethnic collaboration.

Activity 2 – ICT project in the field of Education-Phase II

To support the Kosovo government in improving the quality and efficiency of education and training services through the integration of ICT technology into the teaching and learning process, thereby improving lifelong learning and employability perspectives.

Activity 3 – Beautiful Kosovo II

To contribute to poverty reduction through the enhancement of economic opportunities for Kosovo's population, especially the most marginalized groups

3.2 SPECIFIC OBJECTIVE(S) OF THE PROJECT

Activity 1 - Support to IBCM

To support the IBCM in its efforts to:

- To strengthen the link between further education and labour market needs with particular attention to the employment requirements in the Mitrovica region;
- To successfully implement internationally accredited Further Education and Higher Education Programmes relevant to the local economy notably in the field of business studies, public administration, environmental and agricultural management;
- To facilitate and ensure participation and student enrolment of and from all communities of Kosovo, majority and minority communities, with particular attention to disadvantaged young persons such as from low income families, from RAE communities and students with disabilities;
- To support multi-ethnic and cross-community contact and communication through participation in the IBCM programmes;

Activity 2 – ICT project in the field of Education-Phase II

- Increased number of teachers and support staff of which both upper primary and secondary school level, trained on eLearning and e-content development and its application in teaching
- Expansion and further development of the e-content repository and e-content materials to be used by schools in Kosovo for teaching and learning, as well further strengthening of LMS
- Improve the ICT Infrastructure through supply with equipment for schools and education institutions.
- Develop further the Human Resources in maintaining the ICT Infrastructure for

education.
- Consolidation of the Kosovo ICT education network (EDUNet) connecting education beneficiaries and stakeholder institutions involved in the project at central and local level providing central services for all users;

Activity 3 – Beautiful Kosovo II

- To support short and medium term job opportunities for selected beneficiaries
- To improve urban infrastructures in the selected municipalities through the implementation of small and medium scale projects according to identified municipal and regional priorities.

3.3   RESULTS

Activity 1 - Support to IBCM

Result 1:
Internationally accredited high level education and vocational training programmes in Business Studies, Public Administration and Environmental and Agricultural Management studies implemented, engaging and enrolling students from all ethnic communities in Kosovo and both the northern and the southern part of Mitrovica

Result 2:
A sustainable scholarship scheme is established, engaging students from both the northern and the southern part of Mitrovica, from ethnically diverse backgrounds, and from disadvantaged groups

Result 3:
Career Guidance and Business Start-up Centre operationalised.

Result 4:
Quality assurance of all IBCM programmes and operations undertaken, including both internal and external assessment and evaluation;

Result 5:
Provision of professional development/in-service professional development training to public and business sector established;

Result 6:
Financial sustainability of the IBCM programmes attained by end 2014

Activity 2 – ICT in Education-Phase II

Component 1: Providing ICT training and enhancing capacity of ICT training institutions

Result 1:

Teachers, school directors and educational staff and relevant University personnel (such as working in the Faculty of Education) trained in e-learning, use of ICT in education and e-content material development;

Result 2:
ICT Training Centre is established by MEST and Pristina University Faculty of Education to train and licence teachers in ICT in education, as well as provide support to researchers and educators in ICT.

Result 3:
Local e-content developers, teachers from pre-university education and IT technicians give advance training in ICT maintenance.

Component 2: Development of e-Content Material for Education

Result 1:
e-Content material suitable for teaching and learning programmes for pre-university education to be produced for a limited and select number of subjects in local languages of Kosovo as well as in English and use of this material initiated in the teaching and learning process in schools in Kosovo.

Component 3: Technical assistance provided to prepare for receipt and incorporation of ICT equipment into the Project and to monitor installation and testing undertaken

Result 1:

Field assessment of schools, technical support to ensure the readiness of schools and education establishments to receive the ICT equipment undertaken;

Result 2:

Identification of schools to receive equipment made following field assessment;

Result 3:

Monitoring of installation and testing of ICT equipment undertaken and reported on.

Component 4: Supply of ICT equipment to schools

Result 1:

MEST, approximately 40 schools, after-school clubs and educational institutions/ICT support centres have received ICT equipment and are linked to the KOSNET/EDUNET;

Activity 3 – Beautiful Kosovo II

Result 1:
Short-term jobs for long-term unemployed created;

Result 2:
Public infrastructure for citizens renovated;

Result 3:
Capacity of all local actors involved strengthened;

Result 4:
Regional capacity to deal with labour demands strengthened (Cf. Regional Employment Services).

3.4 MAIN ACTIVITIES

Activity 1 - Support to IBCM

To support ICBM in undertaking the following

Activities to achieve Result 1:

- Develop and implement appropriate preparatory trainings for all students/trainees of the courses/programmes to include English language training.
- Define criteria, processes and procedures for transparent selection of trainees/students for the IBCM programmes, implement outreach to potential students in particular from disadvantaged groups;
- The IBCM implements educational and training programmes in Public Administration; Business Studies; and Environment and Agricultural Management and a transitional one year preparation programme and an English language training programme.
- Finalise the design, develop existing diploma programmes into BA Bachelors programmes; programmes sensitive to labour market needs in the region and designed to meet the skills, knowledge and competency requirements demanded by employers in the region.

Activities to achieve Result 2:

- Define eligibility criteria, processes and procedures for scholarship scheme
- Undertake information and communication activities to raise awareness about the scheme and mobilize applications
- Provision of scholarships successfully engaging students from disadvantaged groups, in particular from low income families and students with disabilities.

Activities to achieve Result 3:

- IBCM provides career guidance to students, with career guidance centre up and running, established and providing effective support in the running of the IBCM internship scheme, and in providing job-skills training and support students and graduates in the search for employment.
- IBCM links with the existing SPARK-run Business Start-up Centre established in order to successfully support graduates in starting up of their businesses or expanding of existing businesses.

Activities to achieve Result 4 :

- Internal and external evaluation mechanisms put in place and implemented;

-Internal and external assessment of the education and training programmes of IBCM undertaken;

- International accreditation of both the Diploma and Bachelors' Degree programmes of IBCM completed;

- Provision of on-going monitoring and evaluation of students and teachers, based on results-oriented and performance criteria, undertaken by internal and external bodies/authorities.

Activities to achieve Result 5:

-In-service professional development training delivered to the business sector, in particular SMEs operating in the region, and towards local and central government and governance bodies. The prospective beneficiaries are expected to participate, principally, in the educational programmes Public Administration and Business Studies.

Activities to achieve Result 6:

- IBCM business plan and financial management plan to support activities for generation of sustainable income, and assures financial sustainability and IBCM financial independence for the running of IBCM programmes;

-Implementation of sound and transparent financial management procedures;

-External, independent auditing of the IBCM and its activities undertake annually.

Activity 2 – ICT in Education-Phase II

Component 1

- ICT training/capacity building of MEST staff, relevant higher education personnel, teachers, school directors and education administrators.

Component 2

- Development of further e-Content materials in a core subject areas linked to the new Kosovo Curriculum Framework with accompanying training on how use of this material in the class room, in teaching;

Component 3

- Field assessment of schools' needs in ICT undertaken and schools to receive equipment identified

- Supply tender for ICT equipment produced;

- Independent expert monitoring of ICT equipment installation and testing undertaken.

Component 4

- ICT equipment supplied, delivered, installed and tested among a select number of schools and education institutions according to needs analysis and an e-readiness analysis – schools which are committed to participation in and operationalization of e-learning network and the EDUNet/KOSNet.

Activity 3 – Beautiful Kosovo II

1. Selection of project proposals in line with Municipal and Regional Development Plans and targeting the improvement of urban public areas and social infrastructure

> 1.1 Creation of Project Steering Committee

> 1.2 Organization of call for proposals for municipalities and development of relevant support documents to guide municipalities in the project proposals development

> 1.3 Creation of Project Identification Committees to support municipalities during the development of the project proposals

2. Implementation of selected small and medium scale municipal projects to improve urban public areas and social infrastructures and creation of employment opportunities:

> 2.1 Carry out tendering process, including selection of local small and medium enterprises (SMEs) to implement the projects

> 2.2 Identification of potential beneficiaries to be enrolled in the project implementation and respective creation of new employment opportunities for long term unemployed beneficiaries, in particular for vulnerable groups, such as women, persons with disabilities, youth and minority groups.

> The small and medium scale municipal projects to improve urban public areas and social infrastructures could target the following areas:

> - Urban Environment Regeneration;
>
> - Social Infrastructures;
>
> - Reconstruction/refurbishment of public buildings;
>
> - Sites of architectural, historical, cultural and tourist importance, including monuments, museums, religious buildings and their surrounding areas;
>
> - Creation of sport and youth facilities
>
> - Creation and/or renovation of parks and green areas;
>
> - Reconstruction and renovation of kinder gardens, school yards, children's playgrounds and small sport facilities within schools

3.5 ASSESSMENT OF PROJECT IMPACT, CATALYTIC EFFECT AND CROSS BORDER IMPACT (WHERE APPLICABLE)

Activity 1 - Support to IBCM

-Development of vocational training programmes at higher educational level which are relevant

for the local labour market;

- Skills upgrading of local people, in particular, young people of the Mitrovica region in support of their employment promotion and the development of the local economy;

- Possibilities to build inter-community communication and relations through the IBCM programmes to the benefit of the Mitrovica region

Activity 2 – ICT in Education-Phase II

- Building ICT skills of young people of Kosovo will improve their employability in a modern economy;

- Supporting educational development and skills development through e-learning, modernising and facilitating access to teaching and learning materials on-line to supplement those existing which are of variable quality;

- Promoting interactive communication between teachers, students, parents and education authorities in Kosovo through ICT

Activity 3 – Beautiful Kosovo II

The EU-BK II is meant to provide job opportunities for the most marginalised groups of people in Kosovo. It is aimed at making Kosovo more attractive for potential tourists including those who are traveling to other places in the Balkans. Ultimately it should trigger economic development opportunities at municipal level and throughout Kosovo. The EU-Beautiful Kosovo Programme Phase I was recently evaluated in the framework of the EU-Result Oriented Monitoring visit (ROM). The report ranked the programme very high in terms of relevance and quality of the design, efficiency of implementation to date, effectiveness to date, impact prospects as well as potential sustainability. As key observation, the report states that "the project is on track and is very well managed. It has potential for strong long-term impact."

3.6   SUSTAINABILITY

Activity 1 - Support to IBCM

The sustainability of the project depends on how well IBCM manages its resources and secures an independent income and financial autonomy through student fees, the hiring out of teaching rooms/venues, engagement of local business support and implementation of a profit-making professional development training programme.

Sustainability of the project also rests on the level of interest and engagement, in the IBCM programmes, of the target beneficiaries and stakeholders in Kosovo. A reasonably stable political climate in the Mitrovica region is important for the success of the project.

Activity 2 – ICT in Education-Phase II

The Kosovo government is committed to ensure the sustainability of the results through adequate support and funding. MEST is committed to implement projects in the field of ICT as a result of implementing the e-Learning Strategy of Kosovo and Strategic Plan for Education Development 2011-2016. MEST has earmarked €100 000.00 in the 2012 budget for ICT in education and will provide further earmarked allocations in the 2013 budget. Municipal Education Directorates will support the schools in maintenance of equipment. Maintenance of the IT system will have to be ensured by schools, MEST and other beneficiaries.

Activity 3 – Beautiful Kosovo II

The EU-BK II Programme will aim at improving and stabilizing the socio-economic prospects of Kosovo inhabitants, particularly those of marginalized groups through the implementation of active labour markets measures that will enable the generation of short and medium-term employment opportunities, the upgrading of labour skills and the employability perspective of the selected beneficiaries and development of sustainable livelihoods in Kosovo's local communities via regeneration of urban environments and social infrastructure.

In addition, the EU-Beautiful Kosovo Programme phase I proved to be a successful thanks to the high involvement and commitment of the municipalities as one of the main beneficiaries of the action. The voluntary contribution as well as the commitment of the municipalities in maintaining the renovated project sites upon completion of the project implementation has illustrated their ownership and responsibility towards the results.

Transferring additional responsibilities to RDAs and municipalities during phase II of the project will also serve as a capacity-building measure gradually facilitating the hand-over process from international to local actors and further contributing to the sustainability of the action. In fact the programme activities will be designed based on the consideration of a hand over process that would allow authorities at the central and governmental level to plan and carry out autonomously similar initiatives in the future.

3.7   ASSUMPTIONS AND PRE-CONDITIONS[7]

Activity 1 - Support to IBCM

- Effective coordination between IBCM, the donor partners supporting the IBCM initiative, key local stakeholders and institutions;
- Accurate information on labour market skills needs identified;
- A reasonably stable political climate in Mitrovica region;
- Good cooperation and communication between project and local beneficiaries and stakeholders;
- Financial sustainability and sufficient own-resources to support and to ensure adequate and sustainable implementation of IBCM operations.

Activity 2 – ICT project in the field of Education-Phase II

- Active support from government in the phase of implementation.

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[7]   Assumptions are external factors that have the potential to influence (or even determine) the success of a project but lie outside the control of the implementation managers. Such factors are sometimes referred to as risks or assumptions but the Commission requires that all risks shall be expressed as assumptions. Pre-conditions are requirements that must be met before the sector support can start.

- Co-funding from MEST and the government of Kosovo secured

- Maintenance of IT system by MEST and schools, beneficiaries assured

- Functionality of e-learning platform established by Phase I of the ICT Pilot project assured

Activity 3 – Beautiful Kosovo II

- Security and political stability maintained throughout Kosovo;

- Both governmental and local partners are committed to support the programme and create an environment conducive to reaching the expected results; relevant stakeholders at local level (municipalities) willing to cooperate with authorities at the central level as well as with IOM;

- Favourable weather conditions during the implementation of the small and medium scale projects;

- Transparency and full respect of public procurement rules and regulations ensured by the municipalities which will carry out procurement processes, especially regarding the tendering procedures.

4   IMPLEMENTATION ISSUES

Activity 1 - Support to IBCM

Implementation: 1 grant contract of € 1.0 million to be awarded to SPARK without call for proposals in accordance with Financial Regulation IR Article 168(1)(c). SPARK is in a de facto monopoly situation as it manages the only international, multi-ethnic business college that provides higher level vocational educational and training opportunities for young people in both south and north Mitrovica.

Activity 2 – ICT project in the field of Education-Phase II

Contract 2.1 – service contract – €1.0 million
Contract 2.2 – supplies contract – €0.8 million

Activity 3 – Beautiful Kosovo II

The project will be implemented Joint Management with the IOM. To this end, EUO will sign a Contribution Agreement with IOM (€5 million) in accordance with Article 53d of the Financial Regulation.

IOM has been chosen as the implementing partner for this project because it has already implemented Beautiful Kosovo phase 1 with very good results.

After programme adjustments and the revision of its methodology, the IOM demonstrated to be a reliable partner and the results delivered by IOM were much appreciated by the EU Office, the Ministry of Labour and Social Welfare as main beneficiary of the action as well as the final beneficiaries. In addition, IOM, which is operating in Kosovo since 1999, has

extensive experience in implementing such kind of actions, has excellent connections and reputation among stakeholders, including in the northern municipalities, is successfully implementing other EU funded projects and signed the Financial and Administrative Framework Agreement. IOM Kosovo is familiar with the specific objectives, methodology and programme's needs and acquired important lessons learnt and best practices, which will be key aspects to ensure successful implementation of the next programme phases. Last but not least, IOM has already in place some of the resources needed for the implementation of the programme, such as purchased vehicles and office equipment. The above will allow maximizing resources as well as will guarantee to have the necessary pre-conditions to jointly manage a complex intervention such as the proposed action.

4.1 INDICATIVE BUDGET

Indicative Project budget (amounts in EUR)

PROJECT TITLE	IB (1)	INV (1)	TOTAL EXPENDITURE EUR (a)=(b)+(c)+(d)	IPA CONTRIBUTION EUR (b)	% (2)	BENEFICIARY CONTRIBUTION Total EUR (c)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	PRIVATE CONTRIBUTION EUR (d)	% (2)
Activity 1			1.0	1.0	100							
contract 1.1 - direct grant contract	X		1.0	1.0	100							
Activity 2			2.325	1.8	78	0.525	22	0.525				
Contract 2.1 - Service	X		1.0	1.0	100							
Contract 2.2 - Supplies		X	0.8	0.8	60							
Co-financing		X	0.525			0.525	40	0.525				
Activity 3												
Contract 3.1 – Contribution Agreement		X	5.0	5.0	100							
TOTAL IB			2.0	2.0	100							
TOTAL INV			6.325	5.8	92	0.525	8	0.525				
TOTAL PROJECT			**8.325**	**7.8**	**94**	**0.525**	**6**	**0.525**				

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

Amounts net of VAT

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

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

4.2 INDICATIVE IMPLEMENTATION SCHEDULE (PERIODS BROKEN DOWN BY QUARTER)

Contracts	Start of Tendering/ Call for proposals	Signature of contract	Project Completion
Contract 1.1- direct grant agreement € 1.0 Million - (36 month project)	n/a	Q2 2013	Q2 2016
Contract 2.1 - Service Contract - (30 month project)	Q3 2013	Q1 2014	Q3 2016
Contract 2.2 – Supplies Contract	Q2 2014	Q4 2014	Q3 2015
Contract 3.1 – Contribution Agreement	n/a	Q2 2013	Q4 2016

4.3 CROSS CUTTING ISSUES

4.3.1 *Equal Opportunities and non discrimination*

The promotion of inclusive education, equity, equality of opportunity, is the basis and fundamental objective for both projects. Minority inclusion and inclusion of disadvantaged groups is their primary focus. The projects' design and implementation will ensure gender equality and the full participation of both majority and minority communities, long term unemployed persons in particular women and persons with disabilities. IBCM currently has more than 50% female students and about 50% administrative and teaching staff.

4.3.2 *Environment and climate change*

Both the project will promote and advance respect for the environment, especially with regards to awareness-raising amongst education professionals, teachers and students and in the work on teaching and learning materials developed by the project. One of the study programmes at IBCM is on Environmental Management.

The projects' operation will ensure environmental efficiency measures are respected including efficient use of resources and their recycling (e.g. paper recycling, recycling of printer toner etc).

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

4.3.3 *Minorities and vulnerable groups*

The promotion of inclusive education, equity, equality of opportunity, is the basis and fundamental objective of both projects. A special effort is being made by IBCM to enrol RAE

students in the programme.

4.3.4 *Civil Society/Stakeholders involvement*

The IBCM will work with local stakeholders and in particular civil society organisations in the Mitrovia region. IBCM is and will continue to reach out to civil society (local NGOs) to inform of the work of the IBCM and to encourage local civil society partnership and support in order to reach out to young persons and encourage participation and enrolment in the IBCM programmes. As part of its organisational structure the IBCM has a community council, with representatives of the local community.

The ICT project in the field of Education-Phase II will work with schools and social clubs involved in IT as a means to engage with students and build student-teacher networks around ICT use in education and in school and youth clubs.

ANNEXES

1.   Log frame

2.   Description of Institutional Framework

3.   Reference list of relevant laws and regulations only where relevant

4.   Details per EU funded contract(*) where applicable:

5.   **Project visibility activities**

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Project title and number:	**Education and Employment: 08 – 2013 / 3**
		Contracting period expires three years after signing the financing agreement	Execution period expires two years following the final date for contracting
		Total budget €8.325 million	
		IPA budget: €7.8 million	
Overall objective	**Objectively verifiable indicators (OVI)**	**Sources of Verification**	
Activity 1: Support to IBCM To improve the education and training opportunities and also the employability of young people in Kosovo. To promote a Mitrovica regional initiative in higher level vocational education and training relevant to the labour market needs of the region and which builds community relations, between majority and minority communities and promotes a sustainable, multi-ethnic collaboration.	Decrease in unemployment in Mitrovica region Decrease in inter-community tensions	Statistical data News	
Activity 2: ICT in Education-Phase II Support the Kosovo government in improving the overall quality and efficiency of the education system through usage of ICT and improve the lifelong learning and employability perspective.	Decrease in unemployment rate Decrease in drop-out rate	Statistical data, specific surveys	
Activity 3: Beautiful Kosovo II To contribute to poverty reduction through the enhancement of economic opportunities for Kosovo's population, especially the most marginalized groups	Decrease of poverty level; - Reduction of unemployment particularly among low-skilled and marginalized groups; - General living condition improved for residents of Kosovo;	Reports and statistics from the MLSW, the Employment Centers and Centers for Social Welfare; - Studies/measurement exercises; - Reports of domestic revenue collection by Tax Administration; - PES data on job placements.	
Specific objective(s)	**Objectively verifiable indicators (OVI)**	**Sources of Verification**	**Assumptions**

Activity 1	level of engagement of local businesses in the IBCM work and programmes	IBCM Reports	Effective coordination between IBCM, the donor partners supporting the IBCM initiative, key local stakeholders and institutions;
- To strengthen the link between further education and labour market needs with particular attention to the employment requirements in the Mitrovica region; - To successfully implement internationally accredited Further Education and Higher Education Programmes relevant to the local economy notably in the field of business studies, public administration, environmental and agricultural management; - To facilitate and ensure participation and student enrolment of and from all communities of Kosovo, majority and minority communities, with particular attention to disadvantaged young persons such as from low income families, from RAE communities and students with disabilities; - To support multi-ethnic and cross-community contact and communication through participation in the IBCM programmes.	-employability and employment figures of graduated IBCM students - BA degree certification achieved -the level of minority and majority community participation, numbers of students participating from northern and southern Mitrovica; -numbers of students from vulnerable and disadvantaged communities, RAE, students with disabilities.	External assessment by EUO and donor partners External Audit of IBCM activities	Accurate information on labour market skills needs identified; Stable political climate in Mitrovica Region; Good cooperation and communication between project and local beneficiaries and stakeholders; Financial sustainability and sufficient own-resources to support and to ensure adequate and sustainable implementation of IBCM operations.
Activity 2 -Increased number of teachers and support staff of which both upper primary and secondary school level, trained on eLearning and e-content development and its application in teaching -Expansion and further development of the e-content repository and e-content materials to be used by schools in Kosovo for teaching and learning, as well further strengthening of LMS -Improve the ICT Infrastructure through supply with equipment for schools and education institutions. -Develop further the Human Resources in maintaining the ICT Infrastructure for education. -Consolidation of the Kosovo ICT education network (EDUNet) connecting education beneficiaries and stakeholder institutions involved in the project at central and local level providing central services for all users;	-numbers of teachers, ICT technicians, e-content developers trained and accredited -e-content materials produced -schools supplied with equipment -network connectivity and operability	Data and reports from MEST, MPA. MI, MED, UP and other public and private Universities Field survey reports Project Reporting School Reports to the EMIS – education management information system	Support and Leadership from Ministerial levl Inter-ministry and inter-sector collaboration

Activity 3 - To support short and medium term job opportunities for selected beneficiaries -To improve urban infrastructures in the selected municipalities through the implementation of small and medium scale projects according to identified municipal and regional priorities.	Number of short and medium-term jobs opportunities created; - Number of beneficiaries receiving social assistance from the social schemes decreased;	Project Reports; - Assessment Report; - Labour Market Information Reports; - Labour Department Annual Report.	
Results	**Objectively verifiable indicators (OVI)**	**Sources of Verification**	**Assumptions**
Activity 1: Support to IBCM Result 1: High level education and vocational training programmes in Business Studies, Public Administration and Environmental and Agricultural Management studies implemented engaging and enrolling students from all ethnic communities in Kosovo – from both North and South Mitrovica. Result 2: Establishment of a substainable scholarship scheme engaging students from both North and South Mitrovica, from ethnically diverse backgrounds, from disadvantaged groups Result 3: Career Guidance and Business Start-up Centre operationalised. Result 4 : Quality assurance of all IBCM programmes and operations undertaken, including both internal and external assessment and evaluation; Result 5: Professional development/in-service professional development training to public and business sector Result 6: Financial sustainability of the IBCM programmes attained by end 2014	Activity 1 -employability and employment figures of graduated IBCM students -number of students enrolled during the 36 month period; -IBCM income levels acquired from student fees -the level of minority and majority community participation, -numbers of students enrolled from different Kosovo regions and municipalities -numbers of students from vulnerable and disadvantaged communities, RAE, students with disabilities. -level of engagement of local businesses in the IBCM work and programmes -number of businesses participating in internship scheme of IBCM students	IBCM Reports External assessment by EUO and donor partners External Audit of IBCM activities	

Activity 2: ICT in Education-Phase II Component 1: Providing ICT training and enhancing capacity of ICT training institutions Result 1: Teachers, school directors and educational staff and relevant University personnel (such as working in the Faculty of Education) trained in e-learning, use of ICT in education and e-content material development; Result 2: ICT Training Centre is established by MEST and Pristina University Faculty of Education to train and licence teachers in ICT in education, as well as provide support to researchers and educators in ICT. Result 3: Local e-content developers, teachers from pre-university education and IT technicians give advance training in ICT maintenance. Component 2: Development of e-Content Material for Education Result 1: e-Content material suitable for teaching and learning programmes for pre-university education to be produced for a limited and select number of subjects in local languages of Kosovo as well as in English and use of this material initiated in the teaching and learning process in schools in Kosovo. Component 3: Technical assistance provided to prepare for receipt and incorporation of ICT equipment into the Project and to monitor installation and testing undertaken Result 1: Field assessment of schools, technical support to ensure the readiness of schools and education establishments to receive the ICT equipment undertaken; Result 2: Identification of schools to receive equipment made following field assessment; Result 3: Monitoring of installation and testing of ICT equipment undertaken and reported on. Component 4: Supply of ICT equipment to schools Result 1: MEST, approximately 40 schools, after-school clubs and educational institutions/ICT support centres have received ICT equipment and are linked to the KOSNET/EDUNET;	Activity 2 -4000 pre-university education teachers, teacher trainers and pre-university education staff are trained in use of ICT, e-Content development, technical and didactically support for all users of ICT. Structures and methodology for sustainable training provision of e-Content developers for pre-university education are established and pilot tested and a select number of e-Content developers are trained. -e-Content material suitable for teaching and learning programmes for pre-university education are produced and at disposal for all levels of pre university education and select number of subjects in local languages of Kosovo(Albanian, Serbian Bosnian and Turkish) as well as in English and use of this material. -the concept to create and enhance an e-Content register or repository is explored and developed. -Component 4 : 100 primary, secondary and other education institutions received ICT equipment. LMS is developed and is sustainable.	Activity 2 Data from Education Management Information System (EMIS) Study and reports from Pedagogical Institute of Kosovo comparative school exam results International monitoring and discussion presented in a public event E-content is used in teaching for different levels of Pre university education internal and external pre-, post-, and continuous evaluation program results Comprehensive Connectivity data analyses Project reports Gathered data from MEST, MPA, MI Data from municipality level. Field visits Gathered data from MEST comparative data from Education Management Information System (EMIS) Project reports, Higher Education reports.	– Effective coordination and collaboration between MEST, University of Pristina and other education institutions, as well service provider. Active support from government in implementation. Co-funding from MEST and the government of Kosovo secured Maintenance of IT system by MEST and schools, beneficiaries assured Functionality of e-learning platform established by Phase I of the ICT Pilot project assured

Activity 3: Beautiful Kosovo II	- At least 1200 short and medium term jobs created; at least 15% of the beneficiaries employed are vulnerable and marginalized groups, such as: women, people with disabilities, minorities and youth;	Project Reports;	-Security and political stability maintained throughout Kosovo;
Result 1: Short-term jobs for long-term unemployed created;		- MLSW regular reports;	-governmental and local partners are committed to support the programme;
Result 2: Public infrastructure for citizens renovated;		- MFE reports;	
Result 3: Capacity of all local actors involved strengthened;	- At least 40 small and medium scale projects;	- Financial reports;	-Relevant stakeholders at local level (municipalities) willing to cooperate with authorities at the central level as well as with IOM;
Result 4: Regional capacity to deal with labour demands strengthened (Cf. Regional Employment Services);	- Up to 1200 beneficiaries selected through the Employment Centers.	- Labour Market Information Reports; - Labour Department Annual Report.	-Favourable weather conditions during the implementation of the small and medium scale projects; -Transparency and full respect of public procurement rules and regulations ensured by the municipalities which will carry out the full procurement process, especially regarding the tendering procedures
Activities to achieve results	**Means / contracts**	**Costs**	**Assumptions**

Activity 1: Support to IBCM	Direct Grant Agreement	€1.0 million	Inclusion of key actors, relevant institutions and other stakeholders;
Activities to achieve Result 1: -Develop and implement appropriate preparatory trainings for all students -Define criteria, processes and procedures for transparent selection of trainees/students for the IBCM programmes, implement outreach to potential students in particular from disadvantaged groups; -The IBCM implement educational and training programmes -Finalise the design, develop existing diploma programmes into BA Bachelors programmes; programmes sensitive to labour market needs in the region			Interest of private sector/businesses to participate;
Activities to achieve Result 2: -Define eligibility criteria, processes and procedures for scholarship scheme -Undertake information and communication activities to raise awareness about the scheme and mobilize applications - Provision of scholarships successfully engaging students from disadvantaged group in particular from low income families and students with disabilities.			
Activities to achieve Result 3: Career Guidance Centre and Business Start-up Centre operationalised. - Career guidance to students, effective support in the running of the IBCM internship scheme, job-skills training and support to students and graduates in the search for employment are provided, - IBCM links with the existing SPARK-run Business Start-up The Centre established in order to successfully support graduates in starting up of their businesses or expanding of existing businesses.			
Activities to achieve Result 4 : Quality assurance centre established -internal and external evaluation mechanisms put in place and implemented; -internal and external assessment of the education and training programmes of IBCM undertaken; -International accreditation of both the Diploma and Bachelors' Degree programmes of IBCM completed; -Provision of on-going monitoring and evaluation of students and teachers, based on results-oriented and performance criteria, undertaken by internal and external bodies/authorities.			
Activities to achieve Result 5: -in-service professional development training delivered to the business sector, in particular SMEs operating in the region, and towards local and central government and governance bodies.			
Activities to achieve Result 6: -IBCM business plan and financial management plan to support activities for generation of sustainable income, and assures financial sustainability and IBCM financial independence for the running of IBCM programmes;			

Activity 2: ICT in Education-Phase II Component 1: - ICT training/capacity building of MEST staff, relevant higher education personnel, teachers, school directors and education administrators. Component 2: - Development of further e-Content materials in a core subject areas linked to the new Kosovo Curriculum Framework with accompanying training on how use of this material in the class room, in teaching; Component 3: - Field assessment of schools' needs in ICT undertaken and schools to receive equipment identified - Supply tender for ICT equipment produced; - Independent expert monitoring of ICT equipment installation and testing undertaken. Component 4 - ICT equipment supplied, delivered, installed and tested among a select number of schools and education institutions according to needs analysis and an e-readiness analysis – schools which are committed to participation in and operationalization of e-learning network and the EDUNet/KOSNet.	Component 1, 2,3: Service contract Component 4: Supply contract	€1.8 million Co-financing: €0.525 million	

Activity 3: Beautiful Kosovo II 1. Selection of project proposals in line with Municipal and Regional Development Plans and targeting the improvement of urban public areas and social infrastructure: - Creation of Project Steering Committee - Organization of call for proposals for municipalities and development of relevant support documents to guide municipalities in the project proposals development - Creation of Project Identification Committees to support municipalities during the development of the project proposals 2. Implementation of selected small and medium scale municipal projects to improve urban public areas and social infrastructures and creation of employment opportunities: - Carry out tendering process, including selection of local small and medium enterprises (SMEs) to implement the projects - Identification of potential beneficiaries to be enrolled in the project implementation and respective creation of new employment opportunities for long term unemployed beneficiaries, in particular for vulnerable groups, such as women, persons with disabilities, youth and minority groups.	Contribution Agreement	€5.0 million	

2.   Description of Institutional Framework

International Business College Mitrovica (IBCM)

The IBCM is an international multi-ethnic business college in Mitrovica which opened its doors to students in March 2010. The aim of the college is to support Kosovo develop the skills of young persons of Kosovo, notably of the Mitrovica region, to the requirements of local labour market needs and to support local economic development. The aim of the IBCM is also to bring together students from all communities and regions in Kosovo.

The IBCM foundation was initiated by the NGO SPARK and is owned and managed by SPARK. The ownership structure is modelled in accordance with not-for-profit international schools. The IBCM is registered in the Netherlands, Amsterdam and also is registered in Pristina (in April 2011).

The IBCM curriculum has been developed together with the support of the Danish Tietgen Business College. The programmes will be subject to external, international accreditation via EVALAG, an EQAR recognised agency, and subsequently verified by the Kosovo Accreditation Agency (KAA).

The IBCM desired student enrolment capacity for academic year 2013/2014 is 400 students.

SPARK – NGO

SPARK is a not-for-profit development organisation (NGO) based in the Netherlands. It develops higher education and entrepreneurship so that young people are empowered to lead their post-conflict societies into prosperity. Founded in 1994, SPARK now has offices in Amsterdam (Head Office), Southeast Europe, the Middle East and Africa. SPARK field offices are established in regions that are grappling with the complex effects of recent conflicts, including high levels of unemployment and limited educational opportunities for their people. SPARK was formally requested by the former Minister of Education, Science and Technology (MEST), Prof. Dr. Enver Hoxhaj, to serve as implementing organisation for the IBCM.

The Ministry of Education, Science and Technology (MEST)

The Ministry of Education, Science, and Technology (MEST) was established in 2002, based on Constitutional Framework for Self-Governance in Kosovo and under UNMIK Regulation 11 - 3 March 2000 on the establishment of the Administrative Department of Education and Science.

The main responsibilities of the Ministry of Education, Science and Technology are to:
-Improve the quality of, and access to, the education system in Kosovo.
-Bring the education system in Kosovo in line with European Union standards.
-Integrate all children of Kosovo into compulsory education from ages six to eighteen.
-Encourage the development of the scientific community as a highly qualified market for innovation and development in a comprehensive system of higher education.
-promote life-long learning opportunities for all.

The Ministry is also responsible for the formulation of an overall strategy for the development of Education, Science and Technology in Kosovo and the promotion of a single, unified, non-discriminatory and inclusive educational system.

The Ministry of Labour and Social Welfare (MLSW)

This department was established in 2000 under UNMIK Regulation 24 - 21 April 2000 on the establishment of the Administrative Department Labour and Employment. Regulation No 2000/24 charges the labour administration with the formulation and implementation of policy aimed at supporting the unemployed by way of active employment policy measures such as job mediation, job creation, vocational training and re-training and small business development.

The MLSW is responsible for development and implementation of Labour and Employment Policies in Kosovo.
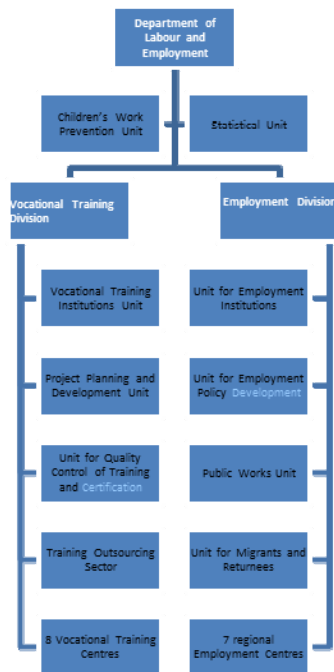
Department of Employment is responsible for implementation of Employment policies. It supervises the regional centres in Kosovo which deal with consolidating and analysing data for Labour market as well as the 22 municipal offices and 5 sub-offices for minorities. The Department of Employment together with the Regional Centres provide assistance and support job-seekers to find employment by means of active employment policy measures such as job mediation, job creation, small business development and vocational training. They also are tasked with registering unemployed persons, as well as investigating and analysing the Labour market.

Activity 3:

Ministry of Labour and Social Welfare (MLSW) is responsible for planning, designing and implementing the active labour market policies.

Department of Labour and Employment is a central labour administration institution.

Department of Labour and Employment operates through Regional Employment Centres, Municipal Employment Centres and Regional Vocational Training Centres

3.   Reference list of relevant laws and regulations only where relevant

Activity 1 + 2

- The Higher Education Law

- The Law on Scientific Research

- The Law on National Qualifications

- The Law on Vocational Education and Training

- Adult Education law,

- Kosovo Education Strategic Plan 2011-2016

- The National Research Program 2010-2015

- Financing Higher Education in Kosovo

- Framework for school based Vocational Education and Training,

- The Kosovo Curriculum Framework,

- The National Qualifications Framework

Activity 3

- Law No. 03/L-212 on Labour

- Law No 15/2003 on Social Assistance Scheme in Kosovo

- Law No.03 L-19 on vocational ability, rehabilitation and employment of people with disabilities

- Law No. 03/L-189 on State Administration of Kosovo

- Administrative Instruction Nr 08/2005 on Work Organizing, Systemizing and Management in Ministry of Labour and Social Welfare

- Administrative Instruction No 02/2009 on Amended and Modified of Administrative Instruction Nr 08/2005 on Work Organizing, Systemizing and Management in Ministry of Labour and Social Welfare

- Administrative Instruction No 05/2009 for Register and Evidency of Unemployed and Jobseekers

- Administrative Instruction No 07.2009 for Organizing, Functioning and Scope of Centres for Professional Skill in Kosovo

- Administrative Instruction No 18/2009 for the Amendment and Supplementation of the Administrative Instruction No 07.2009 for Organizing, Functioning and Scope of Centres for Professional Skill in Kosovo

4.   Details per EU funded contract (*) where applicable:

Activity 1

1 Grant contract of €1.0 million will be awarded to SPARK without call for proposals in accordance with Financial Regulation IR Article 168(1)(c).

Activity 2

Contract 2.1 – service contract €1.0 million
Contract 2.2 – supplies contract €0.8 million

Activity 3

The project will be implemented Joint Management with the IOM. To this end, EUO will sign a Contribution Agreement with IOM (€5.0 million).

Regarding the methodology of implementation, the following aspects should be highlighted at this stage:

1. The EU-Beautiful Kosovo II Programme will be will be jointly managed by EU Office in Kosovo and IOM. To this end, a contribution agreement will be signed between EUO and IOM.

2. The Regional Development Agencies (RDAs) will have a role in supporting the municipalities and will a) support the municipalities in developing the project proposals; b) support the municipalities in developing designs, BoQs and technical specifications; c) organize directly the project identification committees; d) promote ownership, transparency, capacity building and full compliance with EU standards.

3. The Project Steering Committee formed by representatives from the EU Office, MLSW and IOM will organize the Call for Proposals for municipalities and will further evaluate Project Proposals submitted by municipalities, including providing recommendations to EU Authoring officer for approval.

4. MoUs will be signed between EU Office, MLSW, IOM and respective municipality upon award of the project.

5. The municipalities will have possibilities to provide the Municipal Financial Contribution, on a voluntary basis.

6. The Ministry of Labour and Social Welfare together with the relevant Regional and Municipal Centres for Employment Services and relevant actors will coordinate the selection of potential candidates from unskilled & skilled labour force registered in the area where the projects were approved.

7. The Centres for Social Work and relevant NGO representatives will be involved in the identification and selection of beneficiaries (Cf. lessons learned of Bulgaria and EU-Beautiful Kosovo I phase) to ensure inclusion of vulnerable groups such as, minorities (including RAE communities), persons with disabilities, women and youth.

5.   Project visibility activities

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

Visibility activities of all projects to include:

- PR or information and communication experts engaged in preparing information and communication plan for the projects;

- Visibility materials produced (brochure, leaflets, folders, newsletters, project websites)

- Information sessions and outreach to target beneficiaries and stakeholders to inform and raise awareness about the opportunities provided by the project.

The EU-BK Programme Phase II and its achievements will be promoted among all relevant stakeholders, beneficiaries and media agencies in a comprehensive manner through the use of, but not limited to, the following communication tools:

- Press Releases

- Press conferences

- Press Visits

- Interviews/Talk shows in free media

- Leaflets/brochures and newsletters

- Banners

- Commemorative plaques

- Vehicles stickers

- Promotional items for different target groups

- Photo exhibition

- Catalogue of implemented projects

- Audio-visual productions

- Organization of public events like project inauguration's events, commemoration of specific days such as the international day for persons with disabilities, world environment day, etc during which specific achievements (employment of persons with disabilities, women, minorities or contribution to a cleaner environment) of the programme will be presented to the public.