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American University of Kosovo
School of Public Services
&
Rochester Institute of Technology
Master of Science Degree in Professional Studies
Public Administration

“Donor Coordination in Kosovo 2010-2020”

By

Fatlinda NITAJ

“Submitted as a Capstone Project Report in partial fulfillment of the requirements for the degree of Master of Science at the RIT - Center for Multidisciplinary Studies & American University in Kosovo”

DRAFT - FINAL

May 16, 2012

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“Improved coordination among donors is an important step toward improving the impact of development assistance globally” --- “Foreign Aid International Donor Coordination of Development Assistance “

*Marian Leonardo Lawson
Analyst in Foreign Assistance*

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Abbreviations & Acronyms

ADA	Austrian Development Agency
BC	British Council
CIMONLINE	Center for international Migration and Development
DFID	Department for International Development
ECLO	European Commission Liaison Office in Kosovo
EUO	European Union Office
FAO	Food and Agriculture Organization of the United Nations
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IMF	International Monetary Fund
JICA	Japan International Cooperation Agency
KWF	KfW Bankengruppe
MAFRD	Ministry of Agriculture, Forestry and Rural Development
MCR	Ministry of Community and Returns
MCYS	Ministry of Culture, Youth and Sports
MED	Ministry of Economic Development
MEI	Ministry of European Integration
MESP	Ministry of Environment and Spatial Planning
MEST	Ministry of Education, Science and Technology
MFA	Ministry of Foreign Affairs
MFE	Ministry of Finance and Economy
MI	Ministry of Infrastructure
MIA	Ministry of Internal Affairs
MLSW	Ministry of Labour and Social Welfare
MoD	Ministry of Diaspora
MoH	Ministry of Health
MoJ	Ministry of Justice
MPA	Ministry of Public Administration
MTI	Ministry of Trade and Industry
NGO	Non-governmental Organization
OECD	Organization for Economic Co-operation and Development
OPM	Office of Prime Minister

SDC	Swiss Agency for Development and Cooperation
SIDA	Swedish International Development Cooperation Agency
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNHABITAT	United Nations Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children’s Emergency Fund
USAID	United States Agency for international Development
WB	World Bank
WHO	World Health Organization
MTEF	Medium Term Expenditure Framework
ODA	Official Development Assistance

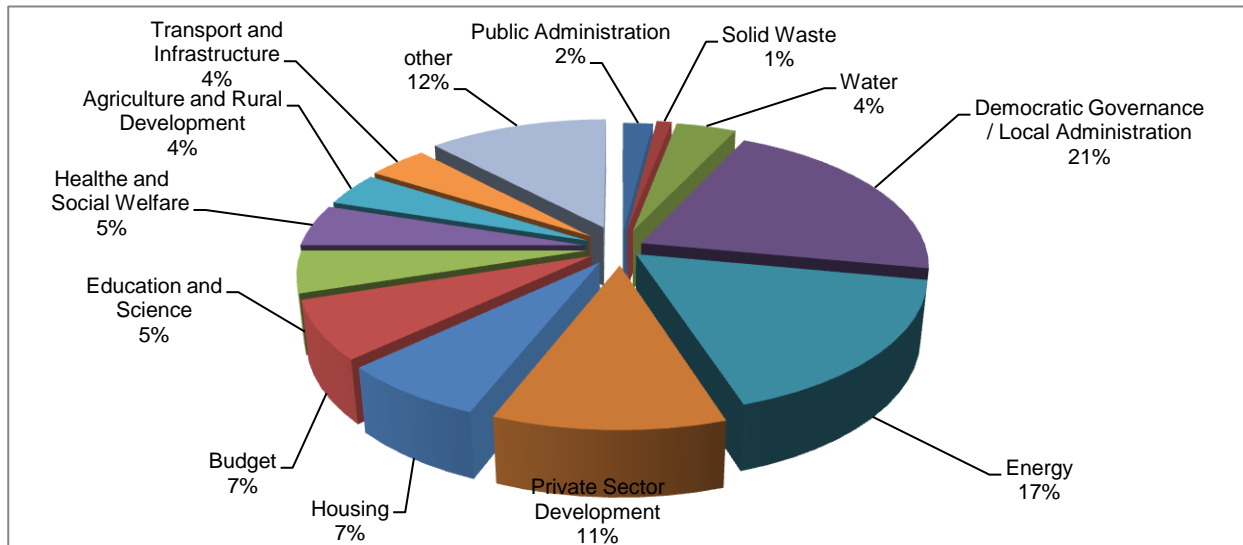
Executive Summary

This capstone project explored directions to be undertaken in improving the aid effectiveness in coordination of external assistance between the donor community and the Government of Kosovo. It gives particular emphasis to aid needs by the donor community to move towards a more coordinated form of assistance leading to strengthening the economy. Since 1999, Kosovo has received a total of donor assistance €3.5 Billion. To date only € 2.7 Billion has been allocated for the period 1999-2007.

There are three main stages in this Capstone Project. (1) The first stage was a collection of all documents from the Government of Kosovo in donor activities from 1999 till 2010. (2) The second stage was the analysis of reports and an assessment on financing activities published by different international and national organizations and other available sources containing this kind of information and direction of aid in the last 10 years. 3) The third stage was the interview and questionnaire process.

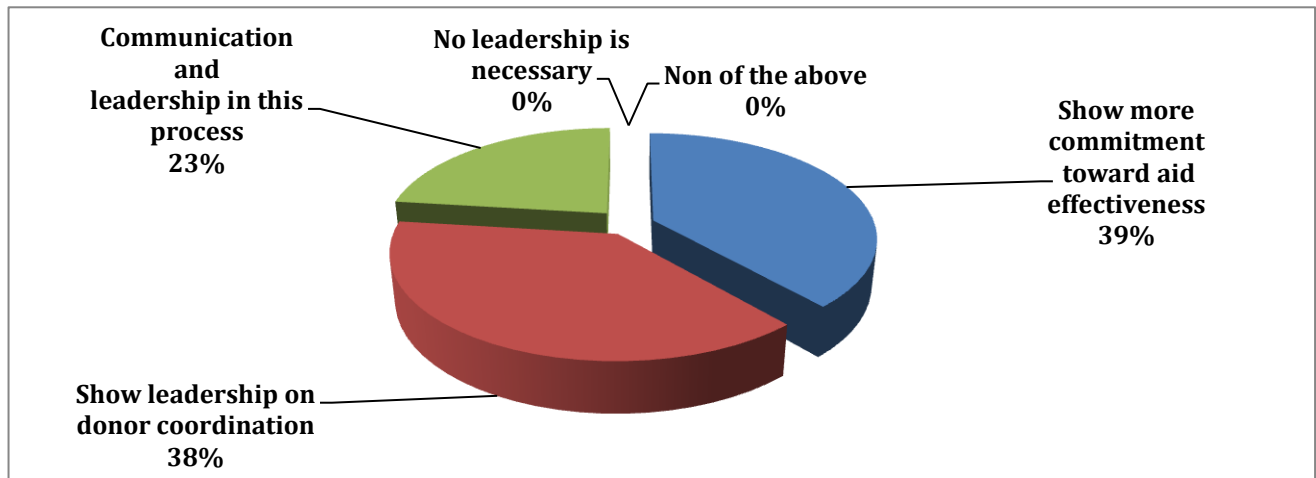
The survey lasted for two months and included 40 government officials, (34 of them responded) and 20 donor organizations (18 of them responded) who gave feedback on donor coordination assistance and aid effectiveness. Also, case studies from regional countries were included in order to provide an improved analytical and comparative approach to this topic. The sectors which received the largest amount of external financing between 1999-2007 were the public and the private sector.

Figure 1: Donations to Kosovo: Percentage by ranging sector 1999 – 2007

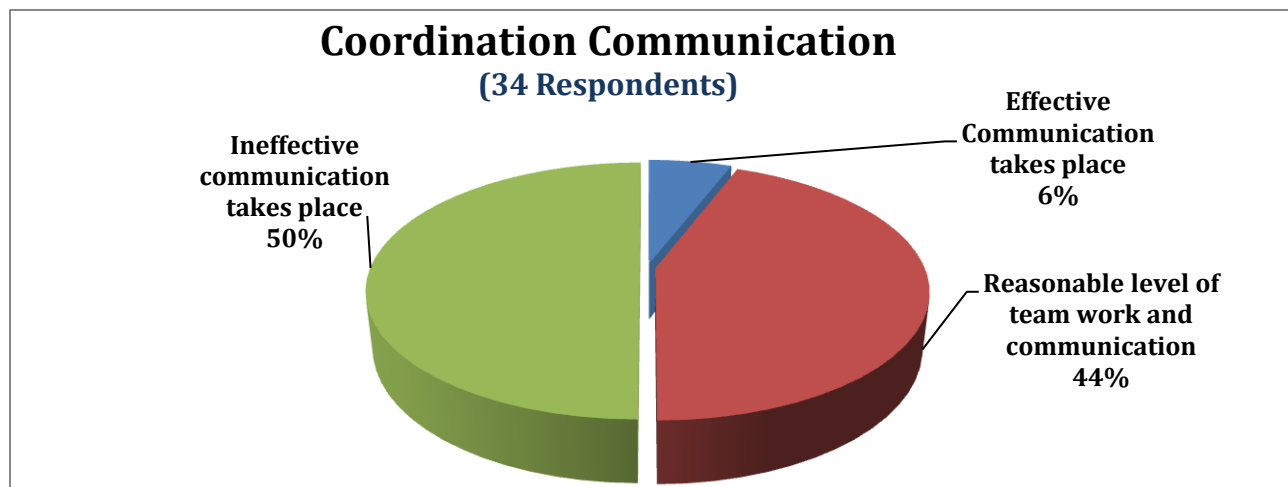


The findings identify that the most important action that the Government of Kosovo should undertake to coordinate donations as given in the Figure 2. below. The Government among other things has to show more commitment toward aid effectiveness. About 44% of respondents answered that, followed by the answer on showing more leadership on donor coordination. According to the responses, the third most important element that Government of Kosovo need to undertaken in the process of donor coordination is communication and leadership in this process.

Figure2: Actions for Government of Kosovo should undertake to coordinate donations



As a result, two major recommendations step out from these findings when the Government of Kosovo should undertake in the donor coordination *to improve the coordination and communication* between all the stakeholders. As illustrated in Figure 3 below, 50% of respondents answered that there is ineffective communication takes place. Therefore, improving the coordination and communication will help the Government to strengthen more the coordination mechanism itself and be an active party in whole this process.



Further recommendations include the following:

- The government should increase the effectiveness of communication channels
- Increase the level of monitoring and reporting system between Government and the Donor Community
- The Government should show more effective leadership and commitment when coordinating the foreign assistance
- The Government should have a satisfactory result oriented framework
- The Government and Donors should set a framework on meeting specific goals
- The Government should have a stronger and more balanced mechanism to support accountability
- The Government should identify priorities to benefit from external assistance and promote donor coordination
- The Government should have reliable public financial management systems

Chapter 1

Donor Coordination in Kosovo

Kosovo is a low middle income country with a population of 1.815 million¹. In 2010 Kosovo's GDP was 4.22 billion and GDP per capita 2.383². Considering the fact that Kosovo is one of the poorest countries in Europe, Kosovo also faces significant political challenge. Ethnic conflict in 1999 culminated in NATO intervention. After several years of being under UN control, the Republic of Kosovo declared its independence in 2008.

In 2008, a donor conference was held in Brussels to discuss the future of Republic of Kosovo and its relations with donors. The Government presented several major objectives with respect to aid. Broadly these objectives are to improve the standard of living, reduce poverty and to move towards full membership in the European Union³.

Based on consultations with all the stakeholders donor and Government Institutions, it has been agreed that there is a need for change in the approach to planning external assistance, i.e. moving from a project-based to a sector/or programme -based approach. In particular, the European Commission informed Kosovo authorities as well as EU member states and other donors present in Kosovo about the revision of its planning approach in April 2010 and invited other stakeholders' input to MIPD (Multi Indicative Planning Document). To streamline Kosovo's and donors' efforts and thus improve the effectiveness and impact in Kosovo, the government decided to embark on a sector-based approach to planning and implementing assistance.

As a responsible institution for coordinating external aid for the Republic of Kosovo the Ministry of European Integration (MIE), created some structures, including the High Level Forum which is responsible for organizing an annual meeting gathering the highest officials of the Kosovo Government, the donor community and other agencies to discuss relevant issues relating to promises made at the Donor Conference, held on 11th July 2008 in Brussels.

¹ World Bank, World Development Indicators, 2012. Retrieved 1 May 2012 <http://data.worldbank.org/country/kosovo>. Preliminary results of the 2011 Census of Kosovo report a total population of 1.733.872; however, these figures do not include the population of several northern municipalities, so the World Bank figures are cited here.

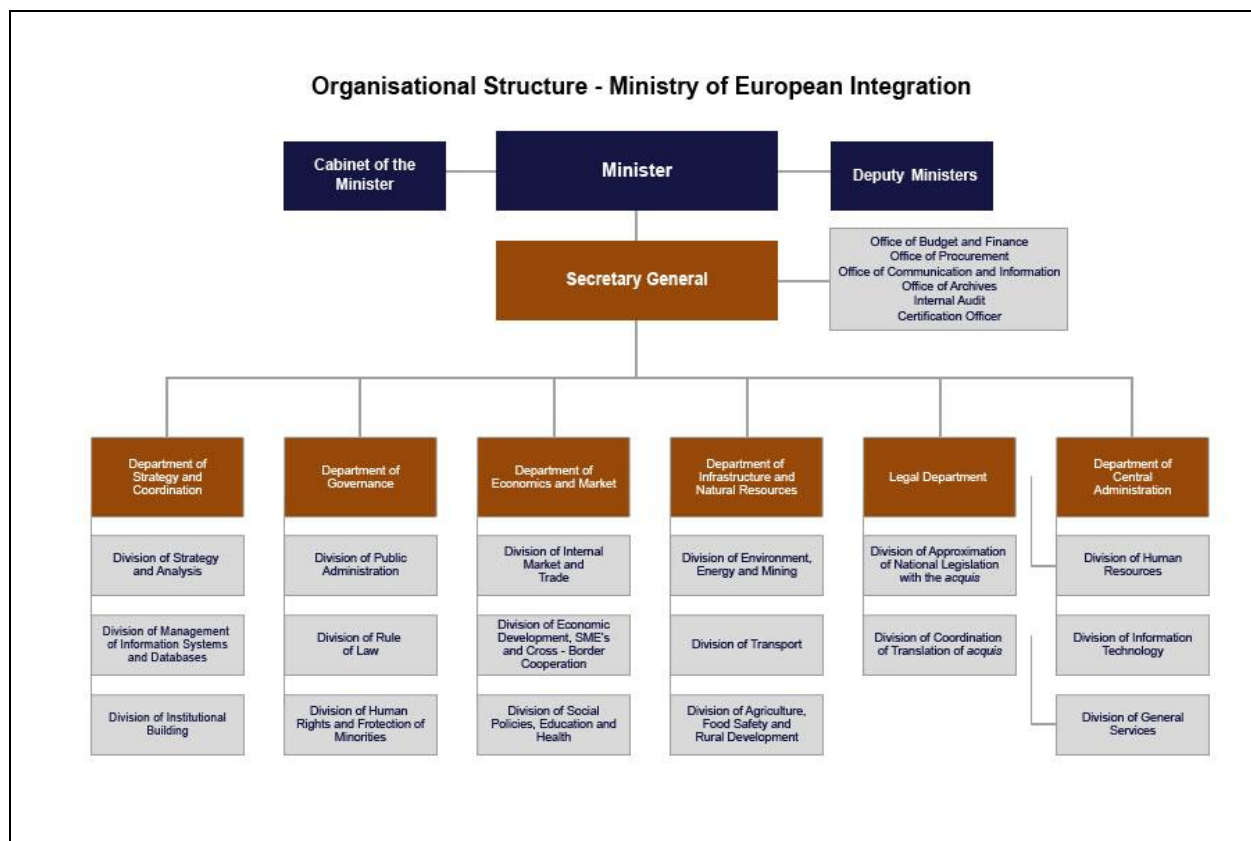
² 2011 Gross Domestic Product, Kosovo Statistical Agency (1 May 2012) <http://esk.rks-gov.net>

³ Principles on Aid Coordination, 11 July 2008 <http://ec.europa.eu/enlargement/archives/seerecon/kdc/poac.pdf>

The High Level Forum was established as a permanent mechanism with the purpose of analyzing and assessing progress in social and economic development and the efficacy of external aid. Furthermore, this forum is the highest decision-making body in the field of donation which takes political decisions. The aid effectiveness must increase significantly to strengthen governance and improve development performance in existing and new bilateral and multilateral initiatives leading to significant increase in aid. Kosovo should pay attention to such complex situation toward greater aid effectiveness.

The Ministry of European Integration⁴ is the main body to coordinate donor assistance in Kosovo on behalf of the Government of Kosovo, so in the figure below is the organizational structure of the Ministry.

Chart A: Organizational Structure of the Ministry of European Integration in Kosovo



Source: Ministry of European Integration

⁴ Ministry of European Integration of Kosovo <http://www.mei-ks.net/?page=2,10>

According to the organizational chart within the Ministry of European Integration there are six departments: 1) Department of Legislation; 2) Department for Economy and Trade; 3) Department of Governance; 4) Human and Infrastructure Department; 5) Department for Strategy and Coordination and 6) Central Administration Department.

1.1 The Department of Legislation

The department of legislation (DoL)⁵ operates within the Ministry of European and its main functions are coordination and monitoring of the harmonization process of the draft laws with *acquis communautaire*. The Department of Legislation within its competence ensures that all the draft laws are prepared and proposed for adoption to be in compliance with all the principles and standards sourcing from *Acquis Communautaire*⁶. Thus, the Department for Legislation issues two main standard documents: 1) The Statement of Compliance and 2) Opinion Juris) for any ongoing procedure with regard to the evaluation of compliance of the draft law with the general principles of *acquis communautaire*. Documents contain the analysis on the draft law compliance with the principles sourcing from *acquis communautaire* and advisory opinion on possible adjustments of the proposed draft law in cases where it is considered necessary.

The statement of Compliance – contains the conclusions coming from analysis on the draft law compliance with general principles of *acquis communautaire*, especially the probable braches of the general principles by the draft law.

Opinion Juris – contains all specific and concrete recommendations on the feasible changes on the draft law’s specific provisions, the aim to be in compliance with *Acquis Communautaire*. In cases where the draft law is not in full compliance then the Department for Legislation overturns the draft law in the sponsoring Ministry to include the proposed remarks. The existing procedure guarantees that any draft law cannot be preceded in the Government Meeting or in the Kosovo Assembly, if it does not pass through the scrutiny of the harmonization procedure.

Taking into consideration the integration criteria’s’, the harmonization of the Kosovo legislation with the European Union’s is one of the key criteria, and the function of the Department for Legislation is in the duty of fulfilling the latter requirement.

⁵ <http://www.mei-ks.net/?page=2,184>

⁶ *Acquis communautaire* is a French term referring to the cumulative body of European Community includes all the treaties, regulations and directives passed by the European institutions, as well as judgments laid down by European Court of Justice

Therefore, Department of Legislation within its duties makes that the Annual Legislative program of the Government to be in compliance with the European Partnership Action Plan.

The Department assists the Ministries to identify the EU legislation from the relevant fields and facilitate all line Ministries in all the concerns that deal with the process of harmonization. Apart from focusing in harmonization, Department is also responsible for coordination of the translation process of the Acquis Communautaire. In each and every new accession of candidate and potential candidate countries, all European Community legislation shall be translated in the language of the country before its accession into EU, with the purpose to inform the citizens on their rights and obligations after the country accession into EU. In function of translation process of EU legislation of the normative acts in Kosovo's official languages. Thus, the Department of Legislation is engaged to provide standardized procedure related to the process of translation of the EU normative acts into the official languages of Kosovo. As regards the monitoring data for translation process Department establish cooperation with the EU bodies, institutions and individuals included in the process of preparations of the national version of Acquis Communautaire.

1.2 Department of Economy and Trade

The Department of Economy and Trade (DET)⁷ is one of the six departments of the Ministry of European Integration, which mainly focuses on the issues of the economy and market. Within its competence, the department is responsible to coordinate and harmonize the work of the state administrative bodies and other bodies and institutions in European Integration in the area of acquis. Department of Economy and Trade is organized in four units: 1) Unit for internal market, trade and custom; 2) Unit for economic development and support to the SME; 3) Unit for regional economic development and cross-border cooperation; and 4) Unit for employment, social policy, health and education. Main responsibilities of this department are: coordination and participation in the preparation of the Action Plan for Implementation of the European Partnership and other key documents of the Government of the Republic of Kosovo related to the process of development and integration. Participation, coordination and monitoring the institutional development for implementation of the EU law in the area of acquis within its competence of the Department of Economy and Trade. Among other duties and responsibilities is also participation in the cooperation with non-governmental sector and programming the use, scope and values of the EU programs, their monitoring and preparation of the reports for realization of the programs.

⁷ Ibid <http://www.mei-ks.net/?page=2,184>

The Department among other responsibilities has also monitoring and utilization of EU community programs and instruments such TAIEX and Twinning instruments. This department supports ministries and other state administrative bodies in the preparation of the draft projects and programs for assistance and their implementation. This department coordinates bilateral foreign assistance related to the development and European Integration issues, and participation in negotiations with the EU Member States, other countries and with the international organizations for the use, scope and value of the programs.

1.3 Governance Department

The Governance Department (GD)⁸ is mainly focused in the issues of governance, rule of law, public administration, human and minority rights. This department is responsible to coordinate and harmonize the work of the state administrative bodies and other institutions in European Integration in the area of acquis. Organization of the Governance Department is within four units:1)Unit for Public Administration, Decentralization and Statistics;2)Unit for Public Finances, Financial Control and Procurement;3)unit for Rule of LAW;4)Unit for Minorities, Civil Society, Media and Cultural Heritage.

Main responsibilities of Governance Department are to coordinate and participate in the preparation of the Action Plan for the implementation of the European Partnership and other key documents of the Government of the Republic of Kosovo related to the process of development and integration. Moreover this Department participates in the work of the working bodies of the Government for development and European Integration related issues, cooperation with the non-governmental sector and programming the use, scope and value of the EU programs , their monitoring and preparation of reports for realization of the programs.

1.4 Human and Infrastructure Development Department

The Human & Infrastructure Development Department (HIDD)⁹ is focused in the issues of human development and infrastructure. Within the competence this department is responsible to coordinate and harmonize the work of the state administrative bodies and other bodies and institutions in European integration in the area of acquis.

⁸ Ibid <http://www.mei-ks.net/?page=2,184>

⁹ Ibid <http://www.mei-ks.net/?page=2,186>

The organizations of the Human and Infrastructure Department is within four units: 1) Unit for Agriculture, food safety and Rural Development;2) Unit for Energy, mining and environment;3)Unit for Transport;4)Unit for Health and Education.

The main responsibilities of this Department are: Coordination and participation in the preparation of the Action Plan for Implementation of the European Partnership and other key documents of the Government of the Republic of Kosovo related to the process of development and integration. Coordinating and monitoring the institutional development for implementation of the EU law in the area of aquis within its competence, participation in the work of the working bodies of the Government for development and European integration related issues. This department also cooperates with the non-governmental sector in programming the use, scope and values of EU programs, aiming to coordinate and monitor the utilization of EU programs and instruments within the competence of the department. It also supports ministries and other agencies in the preparation of the draft projects and programs for assistance and the implementation of projects.

Apart from this, Human and Infrastructure Development Department coordinate the bilateral foreign assistance from the EU Member States and of other bilateral and multilateral foreign assistance to the development and European Integration issues for the better use of EU programs and support coming from the foreign assistance.

1.5 Department for Strategy and Coordination

The department for strategy and coordination (DSC)¹⁰ deals with the issues of strategic and general policy directions on the basis of analysis, policy coordination and methodologies. Within the competence, this department is responsible to coordinate and undertake measures for implementation of the European Partnership, including coordination and facilitation of the preparation of the European Partnership Action Plan (EPAP).Department for Strategy and Coordination is organized in four units;1)Unit for policy Coordination and Analysis;2) Secretariat to High Level Forum;3)Unit for Database and Management of Information Systems;4) Unit for Capacity Building.

The main responsibilities of this Department are to coordinate and prepare all meetings of different coordination structures, including coordination mechanism of EU-Kosovo bodies, for

¹⁰ Ibid <http://www.mei-ks.net/?page=2.189>

the Stabilization and Association process Dialog Meeting (SAPD). Communication and coordination with all other institutions is also a task of this Department, which takes care to work with all the Department for European Integration and Policy Coordination in all line ministries and other bodies of the state administration. This department does overall coordination and planning and programming of the priorities of Kosovo for the use of foreign technical foreign technical assistance from the EU Member States and other bilateral and multilateral foreign assistance related to reforms. Along with the programming, monitoring and evaluation of the EU assistance (IPA national, regional /horizontal and cross border allocations, TAIEX, Twinning Community Programs and Agencies for Bilateral and multilateral assistance form Member States and others this department makes a long-term planning of resources in support of the integration process in the EU including consistency with the MTEF, Public Investment Program, Annual Government Plan and Annual Kosovo Budget.

Last but not least, this department is responsible for preparation and coordination of the capacity building program including training program for civil servants in EU issues.

1.5 The Department of Central Administration

The Department of Central Administration (DCA) ¹¹is responsible for managing and taking care of human and resources, internal organization and offering different trainings for the increase of the quality of personnel development, administrative and logistic support as well as offering of the services of Information Technology. Department for central Administration is organized in these divisions: 1) The Human Resources Division; 2) Information Technology Division; 3) Division for General Services. The role of this department is to conduct the procedures for the selection and employment of the qualified personnel for the Ministry of European Integration (MEI) in accordance with the applicable legislation.

This department monitors the implementation of all policies of the personnel, including the assessment and the classification of the works, recruitment, selection, filling the vacant positions based on the preparation and the specifications, experiences in agreements with the respective department and offices. Furthermore, this department leads the preparation and the implementation of the qualification programs for the employees of the Ministry of European Integration, prepares the annual budget for the Central Administration and implement policies and instructions that come out from the regulation of civil service in accordance with the labour legal

¹¹ Ibid <http://www.mei-ks.net/?page=2.214>

framework. In the organization aspect this department organizes, maintains and offers services of the Information Technology and ensures the necessary logistic services for organizing of the activities inside and outside the Ministry.

Chapter 2

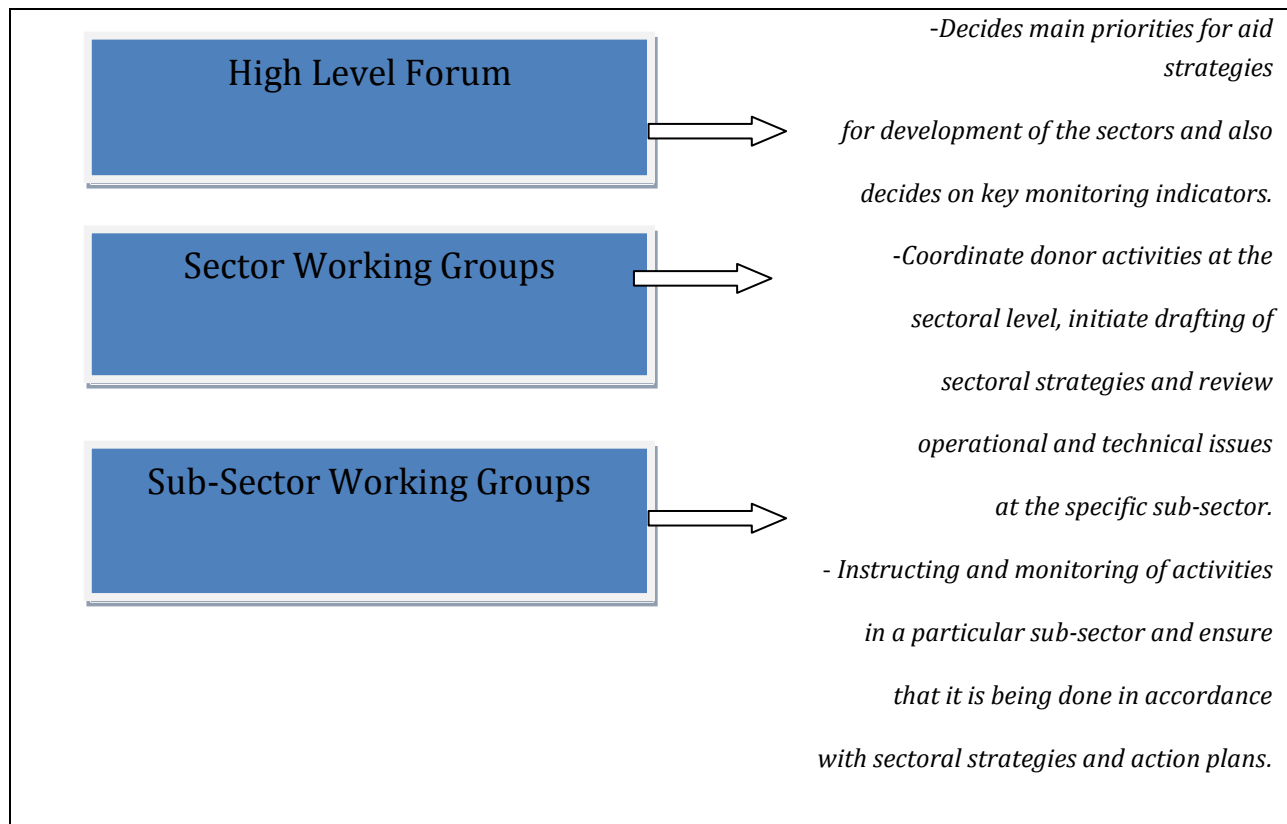
Organization structure of the coordination mechanisms

2.1 Description of current situation of donor coordination

The Government of Kosovo has recently approved the Regulation on Donor Coordination Nr.04/2011¹² which has entered into force on 03 June 2011 and aims to coordinate the foreign aid, creating a system that ensures effectiveness and transparency between the activities of Government of Republic of Kosovo and the donor community.

2.2. Established Bodies by the Regulation on Donor Coordination

Figure 2.1 .Bodies for Donor Coordination Assistance within the Ministry of European Integration.



¹² Regulation Nr.04/2011 on Donor Coordination, establishing structures for donor coordination, signed by Prime Minister on 03 June 2011 (Annex 1 Division of Sector Working Groups)

2.3 The High Level Forum

The high level forum (HFL)¹³ is the highest body to approve the annual and multi annual priorities for donor assistance in all sectors, which should be in full compliance with the key strategic documents of the Government of Kosovo. This forum approves defines the key indicators for monitoring progress and recommends improvement of donor coordination in all sectors.

2.4 Structure and operations of the High Level Forum

The High Level Forum is chaired by the Government of Kosovo, it is represented by the Prime Minister, member of which are ministries other Ministries, independent institutions, ambassadors or head of agencies representing bilateral and multilateral donor organizations. High Level Forum meet at least once a year under the coordination of the Ministry for European Integration and decisions are taken with the agreement of the majority of the members.

According to the regulation there are seven working groups on donor coordination which represent different Ministries in charge to coordinate the donor assistance at the specific sectors. These Sector Working Groups have certain responsibilities to initiate drafting of sectoral strategies in their absence and reviews the existing sectoral strategies.

The aim of these groups is to establish common performance indicators to measure the progress of development of the sector in general and reporting on the donor funds related to project planned in the Medium Term Expenditure Framework.¹⁴ Verification of database of the Aid Management Platform (AMP)¹⁵ of donor projects related to specific sub-sectors is also a task of this department which is responsible to ensure i regular updating by the ministries and donors, as well as provide regular reports of activities for all stakeholders. Furthermore, this department review the progress of sub-sectors and make the exchange of information on their best practices in providing and promoting inter-sectorial cooperation, promoting collaboration across Sub-Sector Working Groups.

This department also, takes the lead in preparing annual reports to the High Level Forum on the progress of the sector and reports on issues agreed during SWG's quarterly and identify the potential donors to support priority needs and taking care to avoid multiple donations to the same matter by more than one donor so needless.

¹³ The High Level Forum <http://www.mei-ks.net/?page=2,90>

¹⁴ Medium Term Expenditure Framework

<http://ec.europa.eu/enlargement/archives/seerecon/kdc/MTEF%20%202008-2011%20June%2012.pdf>

¹⁵ Aid Management Platform (AMP) <https://www.amp-mei.net/>

2.5 Structure and Operations of Sector Working Groups

Members of the Sector Working Groups are representatives of the relevant sectors, representatives from the Ministry of European Integration, representatives of independent institutions and representatives of the donor community aid portfolio which represents the sector. Secretariat of the Sector Working Groups is Ministry of European Integration who is responsible for modality of functioning of the Secretariat defined in the Rule of Procedure of the Ministry of European Integration. Meetings of these groups take place quarterly. Moreover, each member of the Sector Working Groups has the right to initiate proposals for making decisions within the Sector Working Groups, on consensus basis. They include: Reviewing of activities in the sub-sector in order to verify the fulfillment of the target indicators of the sub-sector, identifying key priorities that need funding and donor support in the sub-sector level, active supporting in implementing strategies and action plans of existing sector.

This is to create synergy between donor-funded projects in sub-sectors and avoiding duplication, reviewing and monitoring proposals for donor assistance in sub –sectors and to report it to the SWG about the progress of sub-sectors.

2.6 Structure and Operations of the Sub-Sector Working Groups

Relevant ministries are responsible for selecting the structure and functioning of the Sub-Sector Working Groups. These groups are made up by officials of the ministries who are heads of a particular sub-sector, level of directors of the departments, Ministry of European Integration officials in charge of sector and donor community representatives.

The Sub-Sector Working Group is chaired by one of the Directors of the Department in charge of a particular sub-sector, and if necessary will be co-chaired by the Director of the Department of other relevant Ministries. On the other hand, the Department of European Integration and Policy Coordination of that Ministry is the Secretariat where the Sub-Sector Working Group is represented. All the materials from these meetings are placed in the Aid Management Platform.

2.7 Monitoring and Evaluation of Donor Coordination System

All the data of monitoring and evaluation of the whole system of donor coordination in Kosovo are: The data in the Aid Management Platform, other data about the public spending and the use of external funds. Reports issued by the High-Level Forum, the Sectoral Working Groups

and Sub-Sector Working Groups. Basic indicators to measure the results of the system for donor coordination are based on the Paris Declaration Survey. There are eight sectoral working groups:

Sector Working Groups: 1. Governance; 2. Rule of Law; 3. Agriculture and Rural Development; 4. Education and Employment; 5. Public Finance; 6. Economy Trade and Industry; 7. Transport and Infrastructure; 8. Environment.

2.8 Financial instruments

2.8.1 Instrument for Pre Accession Assistance (IPA)

IPA¹⁶ is a financial instrument used by the EU to help countries in the process of joining the EU, which was created in 2007. There are 5 key objectives that Instrument for Pre Accession includes: 1) Strengthening democratic institutions; 2) Reforming the administration and economy; 3) Promoting and protecting human rights and freedoms; 4) Improving and respecting the rights of minorities, and 5) Developing civil society.

Assistance offered in the context of documents regulating relations of a country with the European Commission, mainly European Partnerships for potential candidates and Accession Partnerships for candidate countries. Of the countries benefiting from the IPA, are included the five states of the former Yugoslavia (excluding Slovenia which is now an EU member), Albania and Turkey. However, IPA is a flexible instrument which can be used to help other countries outside the process of pre-accession always bearing in mind that measures financed by the IPA are part of a regional, cross-border, inter-state or international framework and do not supersede other EU programs for external assistance.

IPA assistance offers five components including:

1. Support during the transition and building of institutions;
2. Cross border cooperation;
3. Regional development;
4. Human resources development;
5. Rural development.

¹⁶ Instrument for Pre Accession Assistance (IPA)
http://europa.eu/legislation_summaries/agriculture/enlargement/e50020_en.htm

This IPA assistance is based on multi-year strategic planning which includes the Multi-annual Financial Indicative Framework - a document which defines the amount the European Commission intends to spend in a country for a defined period and the priority fields to which IPA allocates funds. In addition, strategic planning is done through programs which can be annual or multi-year. IPA assistance, amongst others, can be divided into investment, subsidies, administrative cooperation, participation in EU programs and budgetary assistance. The latter is divided in rare cases and is subject to oversight.

For the allocation of IPA funds, every year a cycle of IPA programs is developed during which projects are defined which will be financed through this instrument. The management of IPA programs is achieved depending on the capacities of a country to implement them. In Kosovo, the institution responsible for managing IPA programs was till 2012 Liaison Office of the European Commission., now European Union Office to Kosovo. For the years 2011-2013, IPA funds for Kosovo will focus on the field of rule of law, including in general law and order bodies, such as the police and courts, reform of public administration and economic development. These priority areas are specified in the Multi-annual Indicative Planning Document 2011-2013 which is also the key reference document for IPA projects.

2.8.2 TAIEX – Technical Assistance and Information Exchange

Technical Assistance and Information Exchange (TAIEX)¹⁷ is an instrument of the General Directorate for Enlargement in the European Commission. TAIEX assists countries in the Balkans with harmonization of legislation, application and use of EU legislation. Its services are offered on the basis of need, which it coordinates and at the same time contributes with its expertise in solving problems as swiftly as possible.

TAIEX offers technical aid and advice on the transposition of EU legislation into domestic legislation for benefiting countries and for administration in general and implementing and putting into force that legislation. Besides this, TAIEX also offers:

- Technical training and assistance for partners of benefiting countries, Information.

¹⁷ Technical Assistance and Information Exchange instrument (TAIEX) http://ec.europa.eu/enlargement/taieux/what-is-taix/index_en.htm

- Database for making easier the monitoring of harmonization progress and identifying other needs for technical assistance.

Those benefiting from TAIEX are: the public and private sector undertaking the transposition, implementation and putting into force of EU legislation. TAIEX is focused in supporting:

- Civil servants employed in public administration at the national level and in local government associations;
- Courts and authorities responsible for implementing the law;
- Parliament members and civil servants employed in the Parliament and in Legislative Councils;
- Professional and commercial associations which represent social partnerships and representatives of trading unions and employment associations;
- Persons harmonizing and translating legislative texts.

TAIEX is mandated to offer assistance for the following beneficiary countries:- Croatia, the Former Yugoslav Republic of Macedonia and Turkey;- Albania, Bosnia and Herzegovina, Kosovo, Montenegro and Serbia;- Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Israel, Jordan, Lebanon, Libya, Moldavia, Morocco, the Palestine Authority, Syria, Tunisia, Ukraine and Russia. New EU member states continue to benefit from TAIEX for one year after joining the EU. TAIEX does not offer services for ordinary citizens or private companies.

2.8.3 Twinning Instrument

Twinning¹⁸ aims to assist beneficiary countries in developing a modern and efficient administration, with structures, human resources and managerial skills, necessary for achieving implementation of European standards and the Acquis Communautaire.

During the process of European integration, the administrations of potential candidates are offered mostly technical assistance, and twinning is considered the most successful instrument for this purpose. Consequently, twinning is offered as a form of assistance, especially in the more advanced stages of the European Integration process. Hence, with Kosovo's progress towards European Integration, twinning is offered as a comprehensive form of assistance, affecting a large number of institutions. Besides this, twinning offers greater benefits, by bringing closer together public

¹⁸Twinning http://ec.europa.eu/enlargement/how-does-it-work/technical-assistance/twinning_en.htm

administrations from different parts of Europe, offering possibilities to exchange experiences, solutions to problems and expanding perspectives about issues of shared interest.

Regardless of the goals of each twinning project, this type of assistance can help with the clarifying of institutional functions, in the context of European Integration, assisting institutions through assessing obstacles to their functionality and through assisting in management. This occurs through the experience of partner institutions in twinning as well as from the countries from where they come, besides countries integrated into the EU in the last decade.

Chapter 3

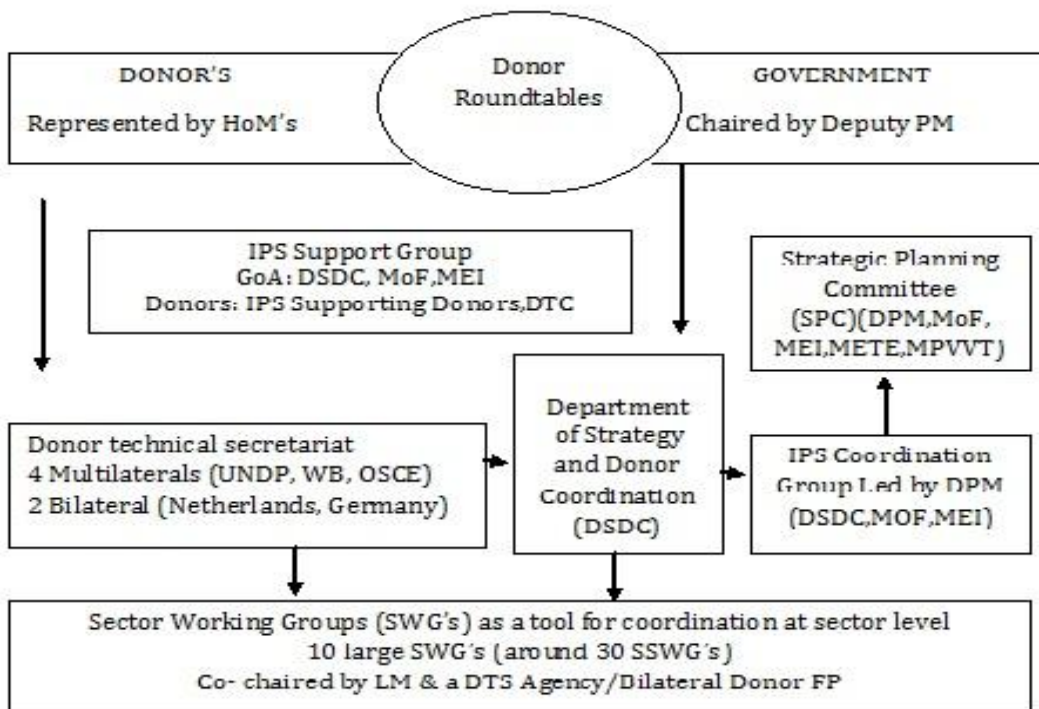
Donor Coordination at the International and Regional level

3.1 Donor Coordination in Albania

Is currently going through a rapid transition phase from a donor-led approach to country-owned coordination. If this process continues Albania will be elevated from a best practice case in Europe to one of the globally-interesting models for aid effectiveness.

Coordination Structure

Figure 3.1 Source: Donor Coordination structure in Albania

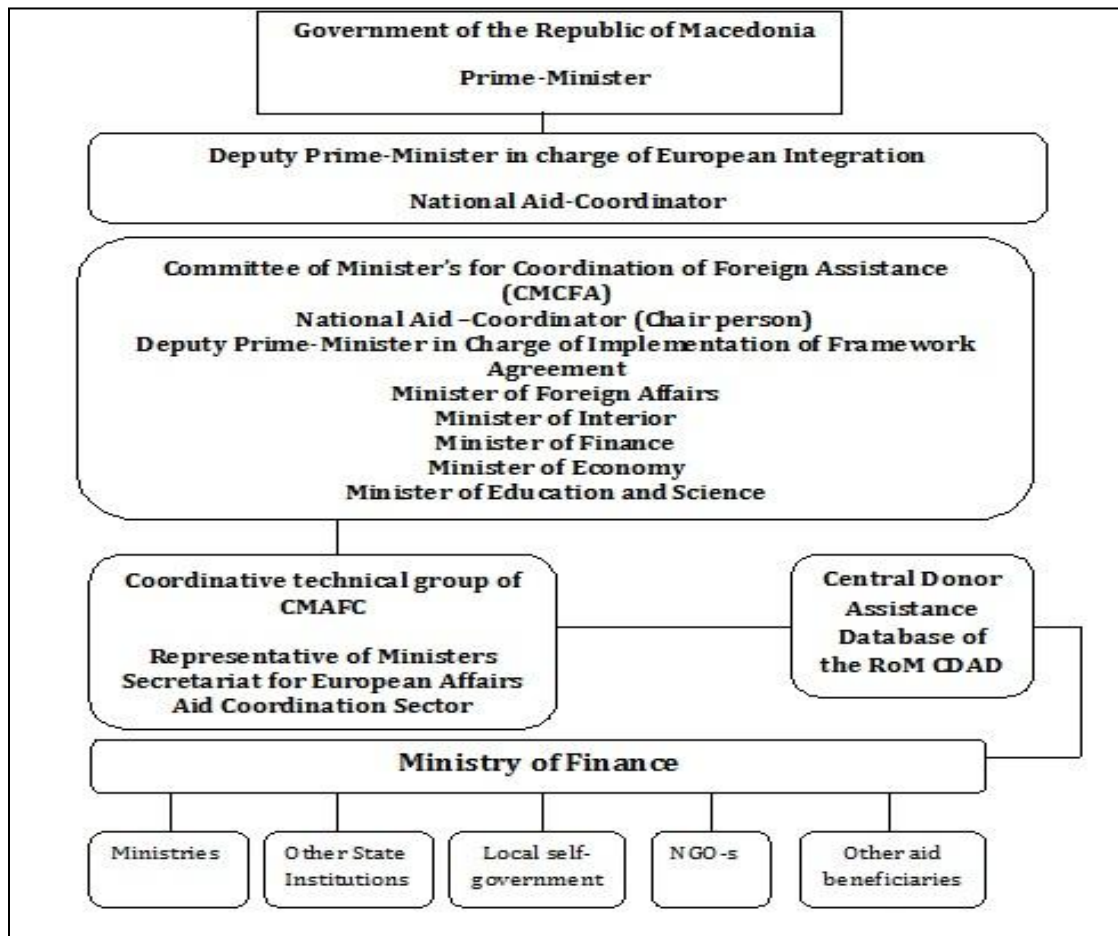


Source: Donor Coordination in Albania

3.2 Donor Coordination in Macedonia

Donor Coordination in Macedonia is facing difficulties while the Government designs the overall and sectoral strategies and policies, the main mandate of the National Aid Coordinator and the Committee of Ministers for Coordination of Foreign Assistance is to secure strategic directions of the foreign assistance in accordance with the Government priorities and to strengthen its effectiveness through inter-sectoral coordination.

Figure 3.2. Donor Coordination Structure in Macedonia



Source: Coordination structure in Macedonia

3.3 Donor Coordination in Montenegro

The Ministry for EU Integration, jointly with the Ministry of Foreign Affairs, is in charge of overall donor coordination. The inclusion of non-state-actors and municipalities in the development dialogue with the government, in coordination through line ministries (Tourism, Economic Development, Spatial Planning and Environment, Education and Science, Labour and Social Affairs), is a key aspect of this strategy. Firm commitment of development partners and the Government to the principles of aid effectiveness is needed to achieve sustainable long-term results under strong government leadership.

Figure 3.3. “Proposal for Donor Coordination in Montenegro”

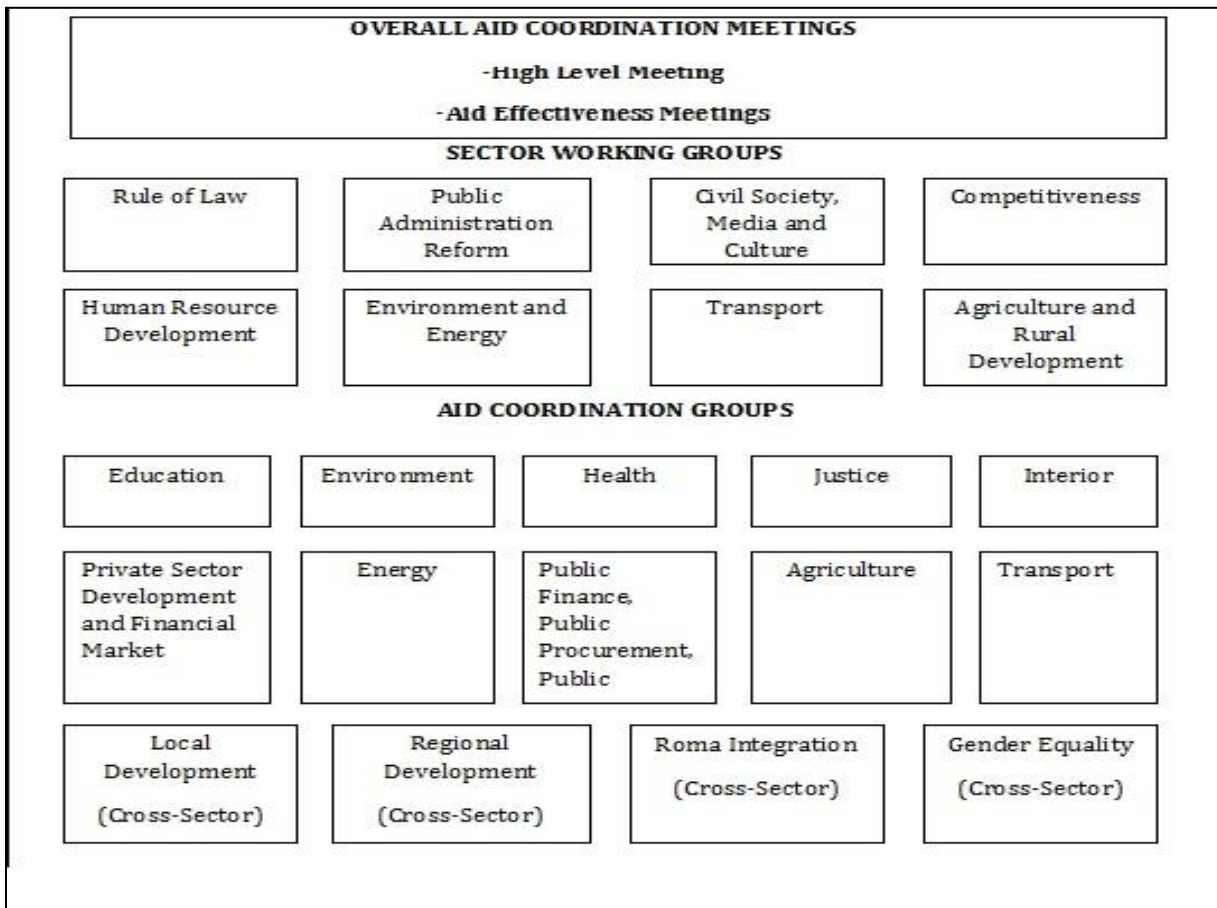
	Led by	Scope	Participants	Date
Structures and Bodies		Proposal of coordination on 3 levels: political, technical & sectoral with significant participation by the Prime Minister	Donors	
	Government	SEI:to take over donor coordination previously del with the Ministry separately	ECD EU Member States UNDP UNHCR OSCE Other Donors	Quarterly
Sectoral Coordination meetings	Donors	Proposal prepared by ECD, UN and OSCE for sectoral coordination meetings. The scheduling of these sectoral meetings will be developed once the relevant information on assistance to Montenegro has been provided by each donor	Sector Ministries and Donors' involved	Proposal for periodical meetings
Tools and Instruments	Government	Database containing information about donors (under development)	SEI	

Source: EU doc “Donor Coordination in country systems” – Donor Conference Brussels 23-24 October 2008

3.4 Donor coordination in Serbia

Serbian European Integration Office has established a consultative process which is based on sectoral civil society organizations, in order to ensure their participation in planning development assistance, especially programming and use of Instrument for Pre-accession. The section **Cooperation with civil society organizations** presents detailed information on the consultative mechanism, composition of seven SECOs, network members as well as their activities. With the aim of efficient and coordinated international assistance programming and monitoring process, in particular IPA, eight sector working groups have been established, comprising representatives of relevant national institutions and Sector for Planning, Programming, Monitoring and Reporting on EU Funds and Development Assistance.

Figure 3.4 Aid Coordination Mechanisms in Serbia



Source: Setting up a more effective coordination mechanism in Serbia

3.5 Donor coordination in Bosnia and Herzegovina

The Bosnia and Herzegovina Government has taken concrete steps to adopt a more proactive approach to management of external assistance. This includes the establishment of new aid coordination architecture, improvements of public expenditure planning process, programming and management of external funds in line with the Bosnia and Herzegovina Government development priorities, as well as participation in initiatives aiming to improve the effectiveness of external assistance flows to Bosnia and Herzegovina.

CHAPTER FOUR

4.1 Donor and UN implementing agencies profiles

4.1 Switzerland

Name of Organization Swiss Cooperation Office

Organization Type Bilateral

DAC Member Yes

Head of the Organization Marchus Baechler

Key priority areas/sectors for the Switzerland to support Kosovo are: 1) Economy and Employment; 2) Rule of Law and Democracy; 3) Public Infrastructure; 4) Diaspora and Migration. Switzerland will continue its support to Kosovo’s transition processes towards socially inclusive, market economies and democratic political systems in view of the European Integration of the Western Balkans Region.

In the following table it is presented the disbursements

Table: 1 Disbursement 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Capital Investment	0	0	102	0
General (or direct) Budget Support (GBS)	0	174	923	129
In Kind / Supplies	0	238	306	0
Project	1.631	1.798	2.943	5.943
Targeted or Earmarked Sector Budget Support (SBS)	600	397	1.230	88
Technical Cooperation /Assistance	713	1.396	2.174	1.565
Total	2.945	4.002	7.679	7.724

The overall goal of the Swiss programmers is to support Kosovo in its transition and state building process, by contributing to improve:

- economic growth and sustainable employment;
- governance at central and local levels,
- rule of law and democratic processes;
- access to basic services.

Switzerland’s cooperation programme in Kosovo began with its participation in an OSCE verification mission. During the armed conflict in 1998–1999, it set up an extensive humanitarian aid programme. Since the year 2000, humanitarian actions and programmes to assist the return of persons displaced by the war were soon complemented by reconstruction-assistance measures and by projects to foster livelihoods, to promote culture and to aid development.

4.2 Department for International Development – DFID

Name of Organization Department for International Development

Organization Type Bilateral

DAC Member Yes

Head of the Organization Richard Taylor

Key priority areas/sectors for Department for International Development – DFID to support Kosovo in the future are:1)Civil Service;2)Public Administration;3)Public Finance, 4)Private Sector Development;5)Statistical Systems Development;6)Social Protection;7)Health Sector Reform;8)Rule of Law

In the following table there are presented disbursement from 2008-2011.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Project	0	364	256	468
Targeted or Earmarked Sector Budget Support (SBS)	0	0	0	1.169
Technical Cooperation /Assistance	3.593	2.770	3.842	3.391
Grand Total	3.594	3.133	4.098	5.029

DFID has worked in Kosovo since 1999, initially providing immediate post-conflict humanitarian assistance. DFID programme has evolved over the last 12 years into one which currently focuses on supporting reforms in the areas of governance, rule of law, and improving economic growth. Since 1999 DFID has contributed over €240 million (£170 million) to bilateral development projects, and in UK financial year 2010/11 bilateral assistance to Kosovo totaled €8.8 million (£7.5 million).

Key achievements in supporting the Government of Kosovo have included:

- Reform of the Kosovo health and social welfare system
- Laying the foundations for a professional civil service
- Supporting the Government in meeting international standards that were pre-conditions to Kosovo's independence in February 2008

On 1 March 2011 the UK Secretary of State for International Development announced that DFID would close 16 country programmes by December 2012, including the Kosovo programme. Plans are in place to phase down activity over the transition period, culminating in the closure of the DFID office on 30 November 2012. DFID will fulfill all current UK bilateral programme commitments and is fully committed to working closely with the Government of Kosovo (GoK) and other partners to do so. UK Government through the British Embassy will continue to play a crucial role in maintaining Political Stability and promoting economic growth for Kosovo.

4.3 Global Fund

Name of Organization	The Global Fund to Fight AIDS, Tuberculosis and Malaria (The Global Fund)
Organization Type	Multilateral
DAC Member	No
Head of the Organization	Gabriel Jaramillo, General Manager
Key priority areas/sectors:	Health sector, country-wide

Current Country Strategy / Short description on planned initiatives (long term)

Main strategies (HIV), until end of 2014:

- 1) Reduce HIV vulnerability among most at risk population groups, with a special focus on IDUs, sex workers, MSM, drug-using prison inmates and young people at higher HIV risk.
- 2) Improve the quality of life of people living with HIV/AIDS (PLWHA) in Kosovo by promoting a supportive environment.

- 3) Create a supportive environment for a sustainable response to HIV and AIDS in Kosovo, and
- 4) Strengthen the evidence base for a targeted and effective response to HIV and AIDS in Kosovo.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Project	1.052	929	1.469	1.004
Grand Total	1.052	929	1.469	1.004

Since 2005, the Global Fund has supported Tuberculosis diagnosis and treatment activities in Kosovo through a Round 4 TB grant. Further, there is a Round 7 HIV grant focusing on HIV prevention among most at risk population groups and a Round 9 TB grant focusing on TB diagnosis and treatment, including Multi-Drug Resistant Tuberculosis (MDR-TB).

The Program activities will also focus on decreasing the burden of tuberculosis and HIV in populations affected by both diseases. Health systems will be strengthened through implementation of the Practical Approach to Lung Health strategy and involvement of all relevant care providers (both private and public sector) in the National TB Program. The Program will create conditions to support the engagement of private and public health sectors in the Stop TB Strategy implementation in Kosovo. Activities and consequential results are expected to have a large impact on health system strengthening in general.

With a key purpose to facilitate patients’ adherence to the tuberculosis treatment and to decrease stigma and discrimination towards TB patients, the Program involves the general population, community leaders, policy makers and journalists in advocacy, social mobilization, and information and education activities.

4.4 Austria

Name of Organization	Austrian Development Agency
Organization Type	Bilateral
DAC Member	Yes
Head of the Organization	ADA: Ambassador Brigitte Öppinger-Walchshofer Kosovo Office: Christian Geosits

Key priority areas/sectors (including municipalities) for Austria to support Kosovo in the next coming years are: 1) Basic Infrastructure and Water; 2) Support to socially vulnerable groups,3) Education and Youth (focus on Higher Education);4)Private Business Support (direct and institutional through MTI / KCC);5)Rural Development (focus on agriculture);6)X-Cutting: Interethnic Cooperation / Support to ethnic minorities - Good Governance / Rule of Law , Gender and Environment.

Table: Disbursements 2008 – 2011 (in Million Euro)

Aid Modality	2008	2009	2010	2011
Capital Investment	80	31	0	0
In Kind / Supplies	0	0	115	0
Project	1.969	1.396	1.636	1.117
Technical Cooperation / Assistance	695	849	140	1.570
Grand Total	2.744	2.277	1.891	2.687

Since 1999, Austria has been assisting Kosovo in developing basic infrastructure, such as roads and water supply, and in education, democratization and economic development.

Austrian Development Cooperation focuses its work on rural development, which affords particular scope for poverty reduction and economic growth. With a view to sustainable and socially equitable development, ADC also assists in promoting the private sector.

Framing education programmes and building capacity is another priority. Austria supports the development of an educational system to meet needs at the higher education and vocational training level. ADC also helps Kosovo to implement measures in good governance and rule of law and seeks to foster democratic values by promoting conflict prevention and human rights programmes, peaceful co-existence among the various sections of the population.

4.5 Denmark

Name of Organization Danish Ministry of Foreign Affairs

Organization Type Bilateral

DAC Member Yes

Key priority areas/sectors to support Kosovo are: Private sector and agriculture

Current Country Strategy / Short description on planned initiatives (long term)- is to promote open and democratic societies founded on the rule of law and based on a stable political and economic development.

Thus, the programme supports Denmark’s foreign policy priority of promoting a peaceful and stable Europe in progress and prosperity. A total of DKK 742 mill was allocated to the programme during 2004-2007. The Neighborhood Programme is continuing in a second phase from 2008-2012 with a total of DKK 1 billion.

Table: Disbursements 2008 – 2011 (in Millions Euro)

Aid Modality	2008	2009	2010	2011
Project	308	1.256	2.546	1.249
Technical Cooperation /Assistance	0	0	135	372
Grand Total	308	1.256	2.682	1.621

In early years the assistance of Denmark was focused on humanitarian assistance and reconstruction, while later on, it was more focused on larger development assistance programmes within the private sector, education and agriculture. Through the Danish Neighbourhood Programme, Kosovo is benefiting from assistance aimed at economic and business sector development.

In 2008, the implementation of a private sector development programme was initiated. The main goal of the programme is to create sustainable growth and employment through:

- support to the horticulture value chains,
- support to Kosovo's four agriculturally oriented Vocational Education and Training (VET) schools and

-an improvement in access to credit in the rural areas provided through the European Fund for Southeast Europe (EFSE).

The overall aim of the assistance is to reduce the country’s massive unemployment. The total budget is 80 million DKK over a five-year period 2008-2012.

Furthermore, a number of smaller programmes are being carried out in Kosovo, including support for:

- Rule of law and access to justice in Kosovo (in collaboration with UNDP),
- A multi-ethnic educational institution in Northern Kosovo (Mitrovica),
- Support for the 2011 population and household census, and
- The Kosovo Sustainable Employment Development Policy Program (in cooperation with the World Bank and other development partners).

New assistance covering the 2012-2015 periods within the area of the private/agriculture sector development is presently being programmed.

4.6 Finland

Name of Organization Finland
Organization Type Bilateral
DAC Member Yes
Head of the Organization Ms. Anne Meskanen, Chargée
 d’Affaires Mr. Vesa Kotilainen, First Secretary

Key priority areas/sectors to support Kosovo are: 1)Stability and security;2)Environment Aid for Trade;3)Social sustainability

Current Country Strategy / Short description on planned initiatives (long term)

The current framework for development cooperation will end after 2013. In 2012 and 2013 the current programme will be evaluated, and based on the results a new framework programme will be designed.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
General (or direct) Budget Support (GBS)	4.500	0	0	0
Project	1.436	1.423	6.193	979
Technical Cooperation / Assistance	0	171	715	1.109
Grand Total	5.936	1.594	6.909	2.087

Finland has carried out bilateral development cooperation in the Kosovo since 1999. Currently the implementation is based on the Framework Programme for the Western Balkans in 2009-2013. The amount of bilateral assistance to Kosovo is projected to be 16 million Euros between years 2009-2013.

Most of the support is channeled through projects implemented by international organizations (UNDP, FAO, IOM, WB). Currently there are projects in the fields of employment, forestry, environment, trade, gender equality and rule of law. Also work of international NGOs is funded – with Finnish contribution European Center for Minority issues has worked the recent years to support communities during the decentralization process.

In addition, Finnish educational institutions and companies (Edu Cluster Finland, JAMK University of Applied Sciences and Savonia University of Applied Sciences) are working to develop among other things inclusive education system and vocational training. Embassy of Finland has also yearly allocation of Local Cooperation Fund of 300,000 Euro for Kosovar NGOs.

4.7 USAID

Name of Organization	USAID
Organization Type	Bilateral
DAC Member	Yes
Head of the Organization	Maureen A. Shauket, Mission Director

Key priority areas/sectors are: 1) Rule of Law; 2) Local Government; 3) Economic Growth; Energy;
4) Agriculture; 5) Education.

Current Country Strategy / Short description on planned initiatives (long term)

The 2010-2014 USAID/Kosovo strategic plan is based on the implementation of three assistance objectives. Given the strong synergies among the objectives and intermediate results, USAID will continually assess the sequencing and prioritization of interventions.

All USAID assistance will continue to support Kosovo’s integration into Europe

Table: Disbursements 2008 – 2011 (in thousands Euro)

Aid Modality	2008	2009	2010	2011
Capital Investment	6	4.392	6.417	5.343
Project	573	83.895	1.986	173
Technical Cooperation / Assistance	16.992	27.273	42.577	43.863
Grand Total	17.571	115.560	50.979	49.378

After addressing immediate post-conflict humanitarian needs to house, feed and provide for the basic requirements of an enormous number of displaced persons following the conflict, USAID helped to establish basic government institutions, most significantly the Ministry of Economy and Finance. New government institutions and the foundations of a judicial system were developed with major assistance from USAID and other donors. While the major work to establish these key governance institutions has been successfully concluded. USAID continues to provide technical assistance in a few key areas including financial policy, judicial strengthening, and energy. USAID activities have transitioned from starting up economic ministries and independent agencies to enhancing the ability of these public organizations to manage the overall economy. Currently, USAID implements activities that contribute to Kosovo’s economic growth, democracy and governance to help achieve lasting security, prosperity and stability. USAID’s community-based programs have rehabilitated and built community infrastructure, engaged young people and supported businesses in minority areas of Kosovo. Activities are supporting stability by increasing the confidence and ability of Kosovo Serbs to enable them have a viable future in Kosovo through programs focused on increasing education and economic opportunities, and an improved quality of life.

Overall economic growth activities are focused on developing Kosovo’s private sector with the aim of improving/modernizing the business enabling environment, increasing local production, and employment for the short and long-term growth of local enterprises and reducing imports. Governance and democracy activities are implemented to strengthen rule of law, support a stronger democracy, good governance and decentralization.

4.8 The Embassy of the Kingdom of the Netherlands

Name of Organization	The Embassy of the Kingdom of the Netherlands
Organization Type	Bilateral
DAC Member	Yes
Head of the Organization	Robert Bosch, Ambassador

Key priority areas/sectors to support Kosovo in next years are:1)Human rights - Gender rights,2)Minority rights;3)The rule of law;4)Good governance and 5)Free and independent media.

Current Country Strategy / Short description on planned initiatives (long term)

The long term strategy consists of supporting civil society and the strengthening of the rule of law in Kosovo.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
General (or direct) Budget Support (GBS)	0	0	0	131
Project	3.591	5.864	9.527	408
Technical Cooperation / Assistance	0	0	596	944
Grand Total	3.591	5.864	10.124	1.483

After the war in 1999 the Dutch Government supported Kosovo with emergency aid in the form of support for the balance of payment. The amounts spent were ca. 45 million in 1999, 27 million in 2000, 18 million in 2001 and 12 million in 2002. From 2003 onwards the Dutch government started supporting Kosovo in the form of projects which aimed to support infrastructure, the integration of returnees, social economic development and the environment. The average annual support in 2003 and 2004 was 8 to 10 million.

For a while, starting in 2005, the Dutch government supported regional development project, targeting Serbia, Montenegro, Kosovo, Macedonia, Bosnia and Herzegovina and Albania simultaneously. Projects were implemented supporting the environment, internal security (disarmament), the development of small and medium businesses and higher education in the form of a European accredited summer university programme in Pristina and in Mitrovica. The average

annual amount spent by the Dutch Government on development co-operation from 2005 to 2011 in Kosovo was 5 to 7 million.

From 2008 onwards the Dutch Embassy in Pristina was responsible for a fund that supported small projects in the areas of sports and development, culture and development, human rights, gender rights, minority rights, the rule of law, good governance and free and independent media.

At the same time the Dutch government aimed to support business by making available subsidies for foreign companies that form a joint venture with Kosovo companies and by providing support for Kosovar companies to find a Dutch business partner. The Dutch government also has a programme through which Kosovar professionals can receive fellowships to study at Dutch universities. Finally the Dutch government can offer sector support on request of the Embassy. At the end of 2011 Kosovo was no longer categorized as a development country by the Dutch government so the budget for development aid was reduced, and large sector support will be phased out. Furthermore, apart from the sports and culture funds, the other mentioned development aid programmes since 2008 are still in place.

4.9 The Italian Cooperation (Cooperazione Italiana)

Name of Organization Italian Cooperation (Cooperazione Italiana)

Organization Type Bilateral

DAC Member Yes

Head of the Organization Dott. Santa Mole'

Key priority areas/sectors (including municipalities) to support Kosovo

are:1)Agriculture;2)Culture;3)Health and 4)Social Inclusion.

Current Country Strategy / Short description on planned initiatives (long term)

The IC in Kosovo foresees to maintain the focus of his work in the aforementioned key priority areas.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
General (or direct) Budget Support (GBS)	0	3.000	0	0
Project	0	0	9.034	2.912
Technical Cooperation /Assistance	0	230	140	125
Grand Total	0	3.230	9.174	3.037

Since 1999 the Italian Cooperation has been running projects dedicated mainly on the area of the emergency, through the various channels of funding .Over time, the action has been expended to initiatives directed towards supporting the inter-ethnic dialogue and the preservation of cultural heritage (by means of restoration of religious sites aimed at dialogue between the Serbian and Albanian part), the adoption of “capacity- institution building ”programs to encourage the consolidation of local government and economic and socio-educational development, under the standards set by the international community.

At the International Donors Conference held in Brussels in July 2008, the new government of Kosovo presented to the international community its development strategy for the period 2008-2010, to which Italy has pledged 13 million Euros.

Main ongoing initiatives funded by the Italian Ministry of Foreign Affairs:Health,Technical Assistance for the drafting of the National Disability Plan of Kosovo, Experts’ fund for technical assistance to the ministry of Health in Kosovo, Society, Enhancement and improvement of social and health services for elderly residents and refugee Heritage, Art and Dialogue - Preservation of Artistic Heritage, Cultural Cooperation, dialogue and peace enhancing in Kosovo. Interventions for the Protection and Reconstruction of Cultural Heritage to Promote Resumption of Dialogue in the Context of Conflict.

4.10 European Office in Kosovo

Name of Organization	The European Office in Kosovo
Organization Type	Bilateral
DAC Member	Yes
Head of the Organization	Mr Samuel Žbogar, Head of the European Union Office/ EUSR

Key priority areas/sectors (including municipalities) to support Kosovo are: To support in the programming period 2011-2013, the EU will focus its assistance primarily on the following sectors: Justice and Home Affairs (focus on visa liberalization and the judiciary),Private Sector Development (focus on trade and business environment, meeting EU standards as well as socio-economic development),Public Administration Reform (focus on the functional review).

Current Country Strategy / Short description on planned initiatives (long term)

The overall objective of EU financial assistance to Kosovo is to support its efforts for reform and towards compliance with EU standards and progress in the implementation of its European reform agenda. Initiatives will include activities in the sectors mentioned above. To this end, and as part of the EUSR mandate, advice and support (including projects and activities) is also given within the domains of Religious and Cultural Heritage, Human Rights, Media, Regional Cooperation and Community Affairs.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Capital Investment	0	3.108	13.483	13.775
General (or direct) Budget Support (GBS)	0	14.500	0	3.990
In Kind / Supplies	0	1.172	4.436	2.831
Project	6.648	18.790	31.506	37.022
Technical Cooperation / Assistance	2.811	11.260	26.767	26.010
Grand Total	9.459	48.829	76.191	83.629

The European Union has been an integral part of the international effort to build a new future for Kosovo since 1999. The European Union - both its Member States and its institutions, notably the European Commission - plays a prominent role in the reconstruction and development of Kosovo. The European Union is by far the single largest donor providing assistance to Kosovo and the South Eastern European region as a whole and is at the forefront of the reconstruction effort. Kosovo has received more than € 2 billion in EU assistance since 1999. While it initially focused on emergency relief actions and reconstruction, it now concentrates on fostering Kosovo’s development of stable institutions and sustainable economic development and ensuring Kosovo’s European future.¹⁷ EU Member States maintain a representative office in Kosovo and numerous non- governmental organizations from EU member states are active in Kosovo.

The EU has reiterated (most recently at the December 2010 European Council) that Kosovo has a clear European perspective in line with the European perspective of the Western Balkans region. The EU remains committed to playing a leading role in ensuring the stability of Kosovo through a European Security and Defense Policy (ESDP) mission in the rule of law area, through its Special Representative and also its contribution to the International Civilian Office. The European

Commission accompanies Kosovo's European reform efforts and provides recommendations and help also on achieving the targets that the Council set out in the European Partnership for Kosovo.

On 11 July 2008, the Commission hosted a Donors' Conference for Kosovo in Brussels. At the Conference, the Commission called upon donors (EU member states, non-EU donors, and international financial institutions) to contribute to Kosovo's socio-economic development and help bridge a funding gap of some €1.4 billion years for the period 2009-2011. The amounts pledged exceeded €1.2 billion, with a total EU contribution (Commission + EU member states) of almost €800 million.

The European Union is present in Kosovo through: The European Union Office in Kosovo/European Union Special Representative (EUSR), European Union Rule of Law Mission(EULEX) ,The EU Member State representations (Embassies and Liaison Offices).Moreover, following the entry into force of the Lisbon Treaty, the European Commission Liaison Office jointly with the EUSR mandate became the European Union Office in Kosovo. Before merging into the European Union Office in Kosovo, the European Commission Liaison Office has been functioning since September 2004, and the EUSR since 2008.

4.11 The World Bank

Name of Organization	The World Bank
Organization Type	Multilateral
DAC Member	World Bank participates as observer in DAC
Head of the Organization	Jan-Peter Olters, Country Manager, World Bank Kosovo Office

Key priority areas/sectors (including municipalities) to support Kosovo are: The priorities are aligned in to main pillars, as listed below: 1) Accelerating growth and employment generation;2)Macroeconomic and fiscal monitoring; 3)Energy;4) Private sector development and financial sector strengthening; 5)Rural and agriculture development;6)Sustainable employment and inclusion; 7)Education and skills;8) Public Financial Management and Procurement Strengthening; 9)Public sector reform; 10)Cadastre;11) Improving environmental management;12)Environment and energy efficiency.

Current Country Strategy / Short description on planned initiatives (long term)

The World Bank Group is preparing the first four-year Country Partnership Strategy (CPS) for Kosovo, representing the framework of cooperation between the World Bank Group and the Government of Kosovo. The CPS proposes a strategic set of activities focused on (i) accelerating broad-based economic growth and employment generation; and (ii) improving environmental management. The main focus of the new lending under the CPS program is the energy sector, aimed at addressing Kosovo’s energy crisis in a comprehensive way—seeking to balance energy security and energy affordability with efforts to minimize socio-environmental externalities and mitigating adverse environmental, public health, and economic impacts on affected citizens.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Project	0	0	15.291	909
Grand Total	0	0	15.291	909

Since 1999, the World Bank has provided and managed around US\$400 million to Kosovo through more than 30 operations, including trust funds. As of March 1, 2012, there are seven active lending operations with commitments totaling US\$76.8 million and four Trust Funds with total commitments of US\$8.9 million. They provide support in a wide array of sectors, including energy, education, public sector reform, business environment, cadastre, agriculture, social inclusion and financial sector strengthening.

Since Kosovo was not a member of the World Bank until June 2009, all Kosovo operations supported by the Bank were financed through grants from a variety of sources, principally the Bank’s net income, the Trust Fund for Kosovo, the Post-Conflict Fund, and the International Development Association (IDA). In June 2011 there were nine active projects, representing about US\$69.6 million in net commitments. Kosovo was approved the first IDA credits by the Board of Executive Directors of the World Bank on February 4, 2010.

4.12 British Embassy in Prishtina

Name of Organization	British Embassy in Pristina
Organization Type	Bilateral
DAC Member	Yes
Head of the Organization	Ian Cliff, Her Majesty’s Ambassador to Kosovo

Key priority areas/sectors (including municipalities) to support Kosovo are:1) Stability, 2) Prosperity, 3) Good Governance, and 4) the Rule of Law. North of Kosovo is a priority in light of restoring the rule of law. Since 1999, British Embassy has worked with almost all Kosovo municipalities.

Current Country Strategy / Short description on planned initiatives (long term)

Unfortunately, at the end of 2012 DFID will graduate from Kosovo leaving the FCO (Embassy) as the sole deliverer of UK’s strategy in Kosovo.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Project	787	594	463	498
Technical Cooperation /Assistance	0	0	645	416
Grand Total	787	594	1.109	915

4.13 Japan International Cooperation Agency (JICA)

Name of Organization	Japan International Cooperation Agency (JICA)
Organization Type	Bilateral
DAC Member	Yes
Head of the Organization	Mr. Ken Yamada, Acting Resident - Representative of JICA Balkan Office

Key priority areas/sectors (including municipalities) to support Kosovo are: Social and economic stabilization including Human Resource Development and Environment Protection.

Current Country Strategy / Short description on planned initiatives (long term):

The key priority areas are under reviewing process, however, the main scope of cooperation will be in line with: 1) Social and economic stabilization and 2) Environment protection.

Likewise the current development scope, the newly revised priority areas for future cooperation will be duly coordinated with the Embassy of Japan in Vienna.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Project	0	0	233	9
Technical Cooperation /Assistance	0	8	193	1.845
Grand Total	0	8	426	1.854

Since 1998, Japanese ODA has been provided to Kosovo mainly through the multi-lateral cooperation. Past assistance was mostly concentrated in humanitarian and reconstruction assistance. In 2009, the diplomatic relation was established between Kosovo and Japan; and since then, JICA has been operating in Kosovo with main focus on: 1) Support Social and economic stabilization including Human Resource Development and 2) Environment protection.

Currently, technical and grant assistance are provided to Kosovo. JICA has provided a series of trainings in education, health, agriculture, private sector development, administration, and environment sectors for human resource capacity development. During 2011, a total of 19 governmental personnel participated in respective trainings, and the total cost is approximately 39

million yen. As well, the first grant assistance is being provided to Kosovo (provision of compactor trucks) which is worth 0.543 billion yen.

4.14 Royal Norwegian Embassy / Norwegian Ministry of Foreign Affairs

Name of Organization Royal Norwegian Embassy / Norwegian Ministry of Foreign Affairs

Organization Type Diplomatic mission

DAC Member Yes

Head of the Organization H.E. Ambassador Jan Braathu

Key priority areas/sectors (including municipalities) to support Kosovo in coming years are:

1) Education, 2) Private sector development 3) Rule of law and 4) Support to civil society.

Current Country Strategy / Short description on planned initiatives (long term)

The Royal Norwegian Embassy / Norwegian Ministry of Foreign Affairs will continue to support in the future the sectors as mentioned above.

The Embassy is Norway’s official diplomatic representation to the Republic of Kosovo and the Republic of Albania. Besides serving as Norway’s political representation to Kosovo, the Embassy also offers various consular services and is the local contact point for Norway’s development assistance to Kosovo. The Embassy also provides grants to small-scale development initiatives. Furthermore, the Norwegian Ministry of Foreign Affairs (NMFA) has contributed a substantial grant to the Government of the Republic of Kosovo, Ministry of Education, Science and Technology (MEST). The Norwegian Embassy Fund supports every year a variety of projects coming from

Aid Modality	2008	2009	2010	2011
Capital Investment	934	0	0	0
General (or direct) Budget Support (GBS)	0	0	0	953
In Kind / Supplies	45	0	0	0
Project	11.574	13.572	16.449	9.998
Technical Cooperation /Assistance	3.096	1.530	2.658	3.850
Grand Total	15.651	15.103	19.108	14.803

different sectors and spread out around Kosovo, as in: Social Services, Democratization, Economic Sustainability, Education and Others.

Also ,the Norwegian Embassy provides small grants in support of projects targeting the development of human capacities for youth and the generation of employment opportunities. As of September 2011, the Norwegian Embassy Fund is supporting around 70 projects spread out in different parts of Kosovo, in the main sectors as: Democracy, Human Rights and Socio-political Issues, Enterprise Development, Gender, Education and Youth, Minorities, Reconciliation and Dialogue and Justice Sector.

4.15 Embassy of France

Name of Organization Embassy of France

Organization Type Bilateral

DAC Member

Head of the Organization H. E Jean-François FITOU, Ambassador

Key priority areas/sectors (including municipalities) to support Kosovo are:1)Culture, French language, 2)Decentralization;3)Support to administrative capacities within sectors of Public Administration and European Integration.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
General (or direct) Budget Support (GBS)	0	6	76	0
Project	0	8	25	0
Technical Cooperation / Assistance	0	22	0	0
Grand Total	0	36	101	0

France recognized Kosovo on 18 February 2008, just after its proclamation of independence. It has played an active role in settling the Kosovo issue, first as a member of the Contact Group, a group of States tasked with monitoring the UN trusteeship over Kosovo, then, after 2004, during negotiations on the status led by the Special Envoy of the Secretary-General of the United Nations. France presence is marked in the supply of advice and expertise in many sectors, roads, telecommunications, development and communication.

For many years, France has conducted cooperation actions in Kosovo in various fields, specifically civil security, health, education, and university cooperation. It also conducts renowned cultural

actions, involving activities in the areas of film, music and heritage, the dissemination of French teaching and the promotion of French as a world language (*francophonie*).

4.16 Germany – KfW

Name of Organization	Germany - KfW
Organization Type	Bilateral
DAC Member	Yes
Head of the Organization	René Eschemann, director of KfW Regional Office Kosovo and Albania

Key priority areas/sectors (including municipalities) to support Kosovo are: 1)Energy sector (incl. sub-sectors electricity transmission, district heating, energy efficiency) covering Kosovo wide and Municipality of Prishtina,2)Water Sector (incl. sewerage) covering Southwestern Kosovo and Prishtina Region,3)Private sector development (deposit insurance, SME, energy efficiency), Kosovo wide.

Current Country Strategy / Short description on planned initiatives (long term) are:

Improvement of living conditions through rehabilitation, modernization and expansion of basic infrastructure (energy, water supply and sewerage) and promotion of economic development by deepening of financial sector intermediation.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Capital Investment	0	0	0	0
General (or direct) Budget Support (GBS)	0	0	0	0
Project	10.000	0	0	150
Grand Total	10.000	0	0	150

On behalf of the Federal government, KfW implements Financial Cooperation with the Republic of Kosovo with the aim to promoting the economic and social development of the Republic of Kosovo. Upon definition/agreement on the priority areas of the Financial Cooperation between the two governments, development and upgrade of the energy, water and transportation infrastructure as well as private sector development have been the focus of the German Financial Cooperation since

1999. The cooperation commenced with emergency measures in sectors in 1999 to continue with sustainable long-term projects, key to the economic growth of the country and improvement of living conditions of the population.

4.17 German Government

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Name of Organization	German Government Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Organization Type	Bilateral
DAC Member	Yes
Head of the Organization	Dr. Michael Nebelung, Country Director for Kosovo and Macedonia

Key priority areas/sectors to support Kosovo in the next coming years are:

Supporting Kosovo in achieving political stability and democracy based on the rule of law.

GIZ promotes economic development, higher educational standards, and a more efficient and decentralized public administration.

Cooperation between Germany and Kosovo focuses on the following priority areas:

Sustainable economic development, Economic development and employment promotion (improving competitiveness), regional economic development, vocational training public administration, democracy, civil society, Land management/development of land registers, promotion of municipal services, reform of the public finance system, legal reform, EU integration, development of youth work structures ,Education- Basic education.

Integrating Kosovo into initiatives and networks for the entire region is another priority area. GIZ provides support on central as well as local level (municipalities).

Current Country Strategy / Short description on planned initiatives (long term)

Continuation of support in economic promotion, good governance and education.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
In Kind / Supplies	0	7	8	0
Project	16.176	7.222	10.278	10.392
Technical Cooperation /Assistance	2.618	4.581	8.813	8.750
Grand Total	18.794	11.810	19.100	19.142

GIZ started work in Kosovo in 1999 with main priority on emergency relief, and then in early 2000 the nature of projects shifted towards reconstruction and sustainability. Today, in order to support political and economic stability as well as establishment of a democratic constitutional state, GIZ advises the country in three priority areas: 1) Sustainable economic development, 2) Public administration and 3) democracy, civil society & Education

4.18 Swedish International Development Cooperation Agency (SIDA) represented by Embassy of Sweden

Name of Organization	Swedish International Development Cooperation Agency Embassy of Sweden
Organization Type	Bilateral
DAC Member	Yes
Head of the Organization	Maria Melbing, Head of Cooperation Development

Key priority areas/sectors (including municipalities) to support Kosovo in the next coming years are:

- 1) Environment and climate, 2) Education, 3) Democratic governance and human rights.

Current Country Strategy / Short description on planned initiatives (long term)

Strategy for development cooperation with Kosovo 2009 – 2012.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Capital Investment	912	0	0	2.237
In Kind / Supplies	75	58	64	0
Project	952	681	880	0
Technical Cooperation / Assistance	4.762	6.872	7.291	6.600
Grand Total	6.701	7.611	8.236	8.837

Sweden’s assistance to Kosovo prior to the year 2000, mainly involved humanitarian aid. This was gradually replaced by development initiatives of a more long-term nature.

4.19 United Nations Implementing Agencies

UN-Habitat -has been engaged in the establishment of the central level institutions dealing with spatial planning issues, property and cadastre (Institute for Spatial Planning, Kosovo Cadastre Agency and Housing and Property Directorate. It continued with capacity building in these institutions and extended its activities to the local level. On the job assistance has been the core of UN-Habitat’s activities over the last six year with the particular focus on spatial and urban planning skills.

WHO - is supporting the development of key health policy and strategic documents on public health and particularly: health, policy and planning, primary care and family medicine, maternal and child health, emergency medical services, mental health, communicable and non-communicable disease, immunization, health promoting schools, environmental health, and developing health programmes and building capacity of the health system.

UNFPA - works in Kosovo since July 1999 starting with a goal to restore basic and safe conditions for women and their newborn babies. In early 2000, the Ministry of Health mandated UNFPA as the lead agency in reproductive health in Kosovo.

UNFPA is committed to strengthening the capacity of all Kosovars to protect their reproductive health and those of their partners, to access and receive reproductive health services when needed and to strengthen institutional capacity to collect, analyze and utilize population-based data.

UN Women – is in Kosovo since 1999, previously UNIFEM, now UN Women, primary approach has focused on supporting women to claim their rights in the context of post-conflict and rehabilitation processes by the facilitation of partnerships for the capacity building of women’s organizations and government institutions. Since programmes began, UN Women fostered women’s leadership for civic participation and local governance, supported the establishment of Kosovo’s gender machinery at both the central and local level and contributed to the gender legislation framework.

UNICEF-took a leading role in supporting local authorities to act inclusively towards vulnerable and marginalized families and children, UNICEF has been supporting Kosovo’s development challenges through the UNICEF programme - driven by a high priority on evidence-based and long-term planning to improve public accountability for achieving measurable results for children and

women. In line with international human and child rights standards, UNICEF has had a unique chance to leverage change for children in both the emergency as well as the development phase

United Nations Development Program (UNDP)

Name of Organization United Nations Development Program in Kosovo
Organization Type Multilateral UN Agency
DAC Member Observer
Head of the Organization Ms. Osnat Lubrani, Resident Representative

Key priority areas/sectors (including municipalities)

The UNDP Kosovo Programme has the following components: Inclusive Growth and Development; UNDP sees as its priority to contribute to the creation of better opportunities for marginalized people. It will also contribute in taking to the local level the implementation of the Millennium Development Goals, developing capacities needed for translating policy into delivery of quality public services, including at municipality, community and family levels for vulnerable groups, Democratic Governance, Environmental Sustainability.

Current Country Strategy / Short description on planned initiatives (long term)

UNDP Kosovo Strategy/Action Plan for 2011-2015 aims to assist Kosovo with its development agenda, focusing on social inclusion and human development for all. UNDP will contribute to Kosovo’s priorities and development of capacities of various partners through three programme components: 1)Inclusive growth and development;2)Democratic governance, and 3) Environmental sustainability.

Table: Disbursements 2008 – 2011 (in thousands Euro)

Aid Modality	2008	2009	2010	2011
Project	0	0	47	33
Technical Cooperation / Assistance	0	262	2.583	1.067
Grand Total	0	262	2.630	1.100

UNDP - is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life, spread in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.

UNDP Kosovo office was established in August 1999 soon earning a strong reputation as an independent and experienced partner in the effort to rebuild and engage in development. UNDP assistance in the first years of its operation in Kosovo has been largely in the field of emergency reconstruction and rehabilitation.

Since 2002, the programme shifted to longer-term development challenges continuing its work in helping to establish, develop, and strengthen Kosovo institutions, promote economic growth, enhance people's everyday security and improve environmental sustainability. All programmes emphasized the role of partnership and the use of local expertise where possible to provide solutions that suit Kosovo. UNDP is focused in the area of economic development and employment, public administration reform and decentralization, returns and reintegration, security and rule of law, and influencing the policy debate in Kosovo.

Through its activities, UNDP Kosovo improved living conditions and relations in communities; established effective judicial and policing institutions and contributed to increased personal security; established an effective and responsive civil service at central and municipal levels; increased employment opportunities; assisted with the development of new legislation

UNICEF – United Nations Children’s Fund

Name of Organization	UNICEF – United Nations Children’s Fund
Organization Type	Multilateral UN Agency
Head of the Organization	Luciano Calestini, AHO

Key priority areas/sectors (including municipalities) to support Kosovo in the next coming years are: Health, Education, Youth , Social Policy.

Current Country Strategy / Short description on planned initiatives (long term)

The Kosovo Programmatic Action Plan (KPAP) is designed to complement Kosovo's own strategic priorities outlined in the MTEF, which aims to increase spending on social development as a proportion of Kosovo's GDP, as well as boosting budget execution

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Project	0	0	0	24
Technical Cooperation / Assistance	0	3.198	169	415
Grand Total	0	3.198	169	439

Name of Organization **UN Women**
Organization Type Multilateral UN Agency
Head of the Organization Ms. Flora Macula, Head of Office a.i

Key priority areas/sectors (including municipalities) to support Kosovo are:

Support for the implementation of UNSCR 1325 on Women, Peace and Security (WPS), Ending Violence against Women through UNKT joint programme on Domestic Violence in Kosovo, Gender Mainstreaming within Security Sector and Judiciary, Women’s political representation and leadership; Access to justice for women survivors of violence; Capacity development for marginalized women, Inter-ethnic dialogue between minority and majority groups; Strengthen the capacity and coordination of women’s civil society organizations, governmental institutions and international organizations to advance the implementation Women, Peace and Security.

United Nations Population Fund- UNFPA

Name of Organization **United Nations Population Fund- UNFPA**
Organization Type Multilateral UN Agency
Head of the Organization Ms. Doina Bologna

Key priority areas/sectors:

With many years of global experience, UNFPA works on reproductive health with focus on family planning, mother and child health, youth, population data gathering and gender.

Current Country Strategy / Short description on planned initiatives (long term)

Improvement of mother and child health including youth with focus on reproductive health, Prevention of Gender based Violence. Strengthen institutional capacity on data management.

Table: Disbursements 2008 – 2011 (in Million Euro)

Aid Modality	2008	2009	2010	2011
Technical Cooperation / Assistance	0	355	506	318
Grand Total	0	355	506	318

WORLD HEALTH ORGANIZATION

Name of Organization **WORLD HEALTH ORGANIZATION**
Organization Type Multilateral UN Agency
DAC Member Yes
Head of the Organization Dr. Skender Sylja

Key priority areas/sectors: Health Sector

Current Country Strategy / Short description on planned initiatives (long term)

Development of Mother and Child Health Programme, Emergency Medical Services, Mental Health, Health Policy, Communicable and Non-Communicable Diseases, Health Promoting Schools, Environmental Health; developing of the health programmes, and building capacity of the health system.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Technical Cooperation / Assistance	0	1.142	115	5
Grand Total	0	1.142	115	5

UN-Habitat

Name of Organization	UN-Habitat
Organization Type	Multilateral UN Agency
Head of the Organization	Krystyna Galezia, Head of UN-Habitat - Kosovo Office

Key priority areas/sectors to support Kosovo in the next coming years:

Spatial and urban planning, capital investment projects, informal settlements, participatory and gender – sensitive approach to planning and urban design, capacity building of municipal staff.

Current Country Strategy / Short description on planned initiatives (long term)

Support to small Kosovo municipalities in drafting municipal and urban development plans through an “in-house” approach. Consolidation of integrated planning practices and linking them to the development of capital projects, improvement of access to services, mobility, environmental issues are another priority of the ongoing phase of the project. The streamlining of organizational structures for spatial and urban planning, plan implementation and monitoring, as good governance practices is also in the focus of the UN-Habitat’s Municipal Spatial Planning Support Programme. Supporting a better dialogue between the central and local level is another objective of the programme.

4.20 Luxembourg

Name of Organization	Government of the Grand-Duchy of Luxembourg (represented in Kosovo by the Office of the Grand-Duchy of Luxembourg)
Organization Type	Bilateral
DAC Member	Yes
Head of the Organization	Minister for Development Cooperation and Humanitarian Action, H.E. Madame Marie-Josée JACOBS (represented in Kosovo by Mr. Pierre WEBER, Head of the Office)

Key priority areas/sectors (including municipalities) to support Kosovo in the coming years are: Health, water, vocational training & education

Current Country Strategy / Short description on planned initiatives (long term)

Luxembourg has a commitment to invest some 6-6.5 million EUR per year in Kosovo for the coming 4 years at least. The main priorities will remain health, water and vocational education.

Table: Disbursements 2008 – 2011 (in Million Euros)

Aid Modality	2008	2009	2010	2011
Capital Investments	0	61	250	1.365
In kind supplies	0	112	8	0
Project	6.370	4.039	3.082	1.880
Technical Cooperation / Assistance	131	595	3.451	3.594
Grand Total	6.500	4.807	6.790	6.839

Significant involvement of Luxembourg is in agriculture sector and even more so in the field of vocational training and education. Currently there are 4 bilateral projects running: One in health, two in vocational training/education, and one in the water sector.

CHAPTER 5

Research methodology & survey respondents

This capstone project clarified the main factors that influence the donor coordination in Kosovo which intend to improve the coordination of donations among the Government of Kosovo and Donor Community in Kosovo. The project focused more on solutions that would lead to a Strategy on Donor Coordination in Kosovo. The project scope and objectives of the research demanded the application of appropriate methods and techniques, i.e a collection of all documents from the Government of Kosovo in donor activities from 1999 till 2010, analysis of reports and an assessment on financing activities published by different international and national organizations and the survey method which includes standardized questionnaires.

5.1 Methodology of the survey work

The methodology used in the survey standardized written questionnaires for data collection was the most suitable and most cost effective for this kind of research. Two questionnaires, one for the government officials and the other one for the donor community questionnaire including information for this capstone project content was circulated and conducted via-email, phone calls and face-to face interviews. The Government officials' questionnaire was prepared in English and Albanian in order to give possibility to respond in the language that better fit to them, whereas the Donor community questionnaire was prepared only in English. The survey was e-mailed to 40 government officials intended respondents, while 34 of them responded, and the survey for donor community representatives 20 intended respondent, while 18 of them responded.

The survey was completed over a two month from March till end of April. It is worth mentioning that it was not difficult to gain information from the people in charge to coordinate donations and other senior management having in mind their availability to fill in this questionnaire. Therefore, the survey result described below will give a current situation of the problem in donor coordination in Kosovo and steps to be undertaken by both sides the Government and Donor organizations.

5.2 Survey results Facts & Figures

The Government questionnaire is accomplished in all 18 Ministries of the Government of Kosovo and the target group had been people in charge of donor coordination within Departments for European Integration and Policy Coordination and also some of the managerial executive staff as General Secretaries and other Chief Executives of different Agencies. The Government questionnaire contained the total of 28 different questions, open-ended, multiple choice questions/including few optional alternatives.(As given in Annex 1).While the donor community questionnaire contained the total of 25 questions, multiple choice questions giving space to alternatives proposed by them. The findings gained through questionnaires are entirely presented in the following pages.

5.3 Government questionnaire

The first **Figure** given below **5.1** represents the gender of government respondent's, while the **Figure 5.2** represents the gender of donor respondents.

Figure 5.1 Government questionnaire - Gender Percentage (Female and Male) (34 respondents)

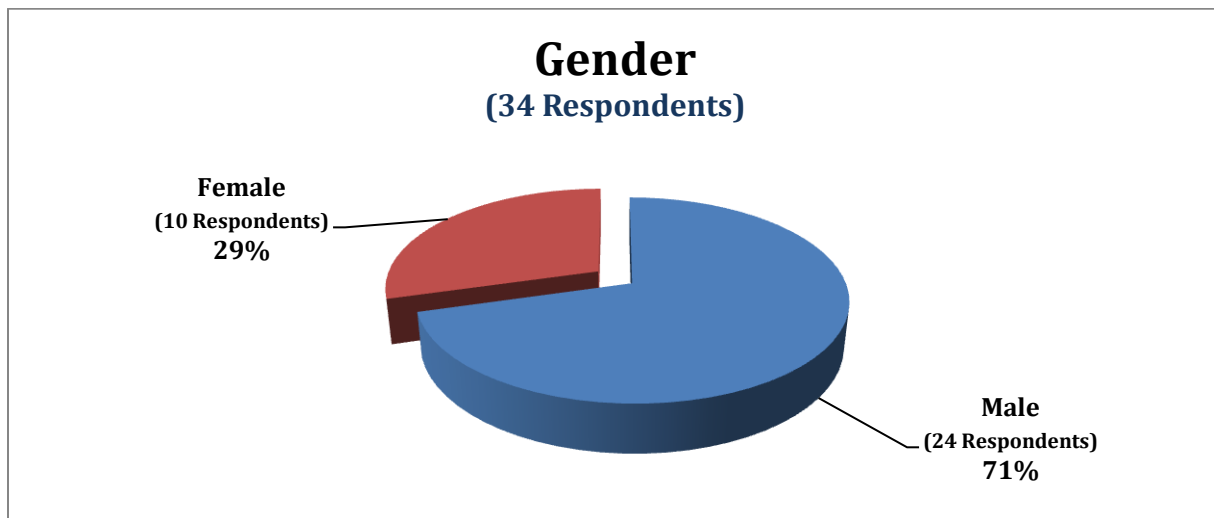
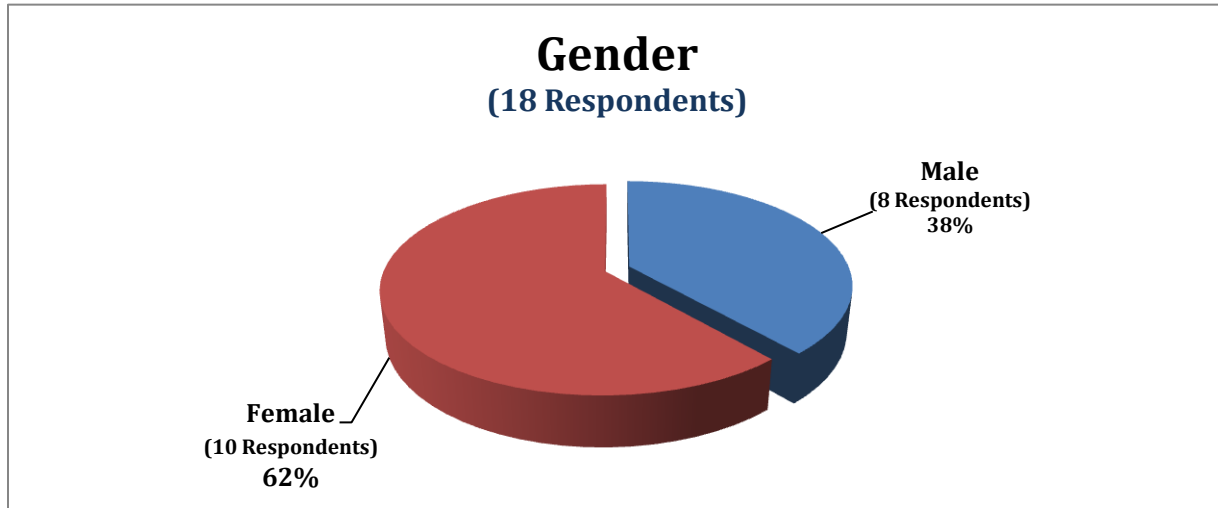


Figure 5.2 Donor questionnaire: The Gender Percentage (Female and Male) (18 respondents)



5.3 Gender variables : Figures 5.1 & 5.2 above presents the gender of these group members. Most of the respondents from government representatives are male 24 respondents (71%) and females 10 respondents (29%). While from the donor community questionnaire there are more female than male. Female in total 10 respondents (62%) and male 8 respondents (38%).

5.4 Age variable: Group members due to their age group, the highest number of government respondents are in the group age from 31-40 (about 60%) the second group following is age group 41-50 years (30%) while there are very few in above and below these ages. Figure 5.4 describes that the highest number of government respondents are in the age group from 31-40 (about 45%), followed by the group age 41-50 years about 39%. Whereas, from the donor community respondents the highest number of respondents belong to 41-50 years (39%), 31-40 years (44%) followed by the group age more than 60 (60+) with 11% of respondents.

Figure 5.4 Government questionnaire: (34 respondents) Member's age group (18 respondents)

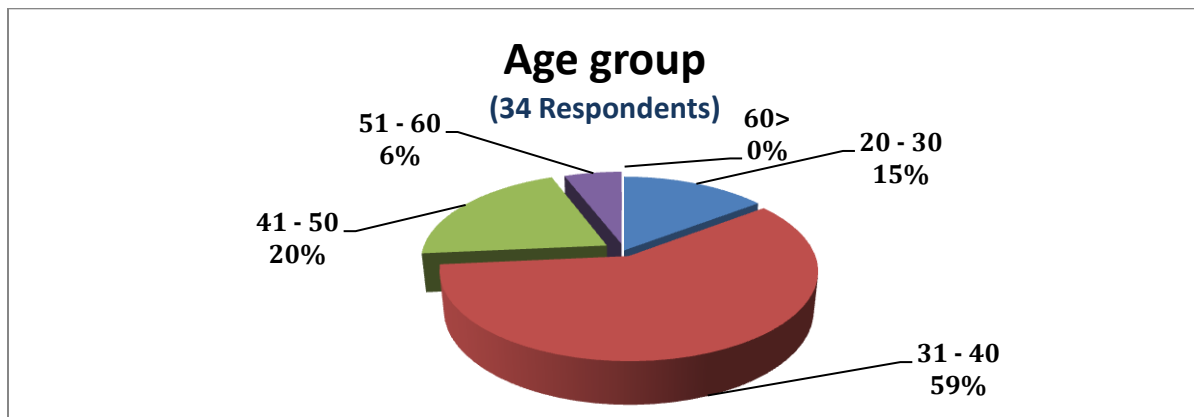
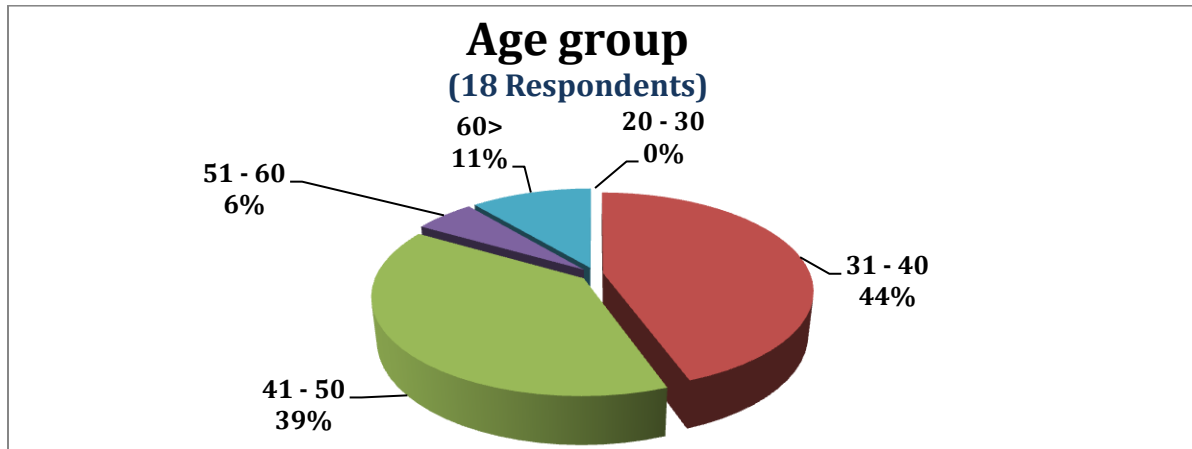


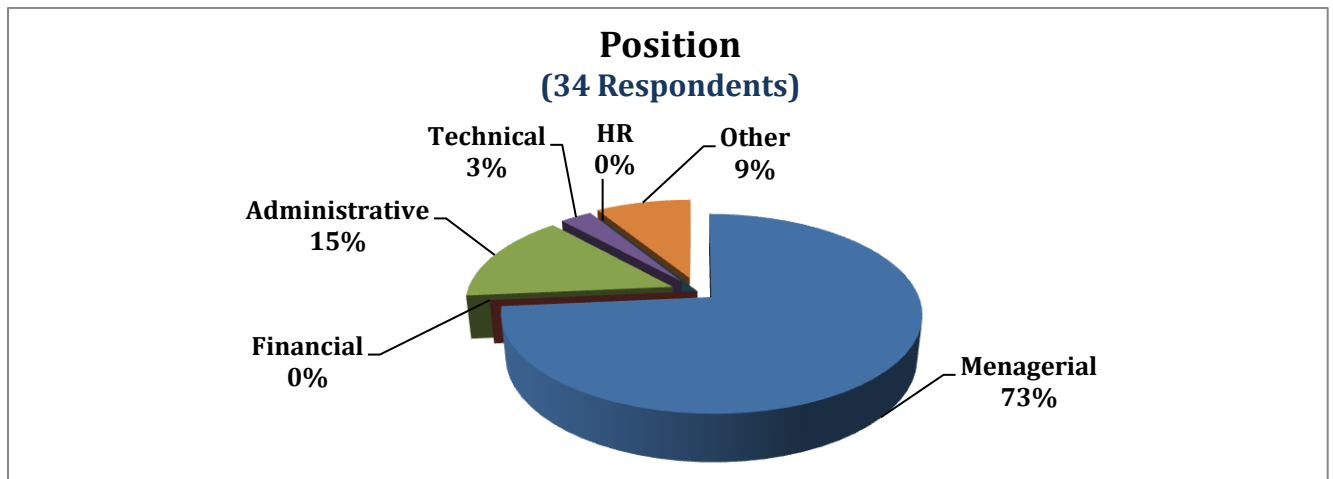
Figure 5.5 Donor questionnaire: Age group the age percentage data on



5.6 Government questionnaire: Responsibilities, administrative support and staffing

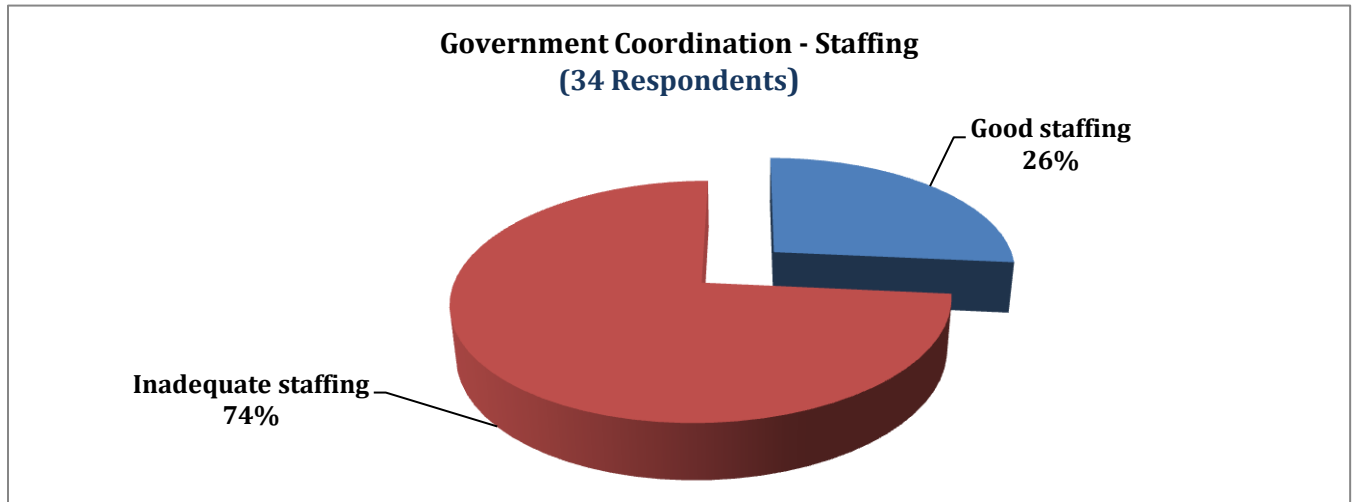
According to the research data from respondents (34 respondents) the highest percentage on responsibilities of the staff positions are managerial with 73%, followed by administrative 15% and other 9%.

Figure 5.6 Positions of the Government representatives



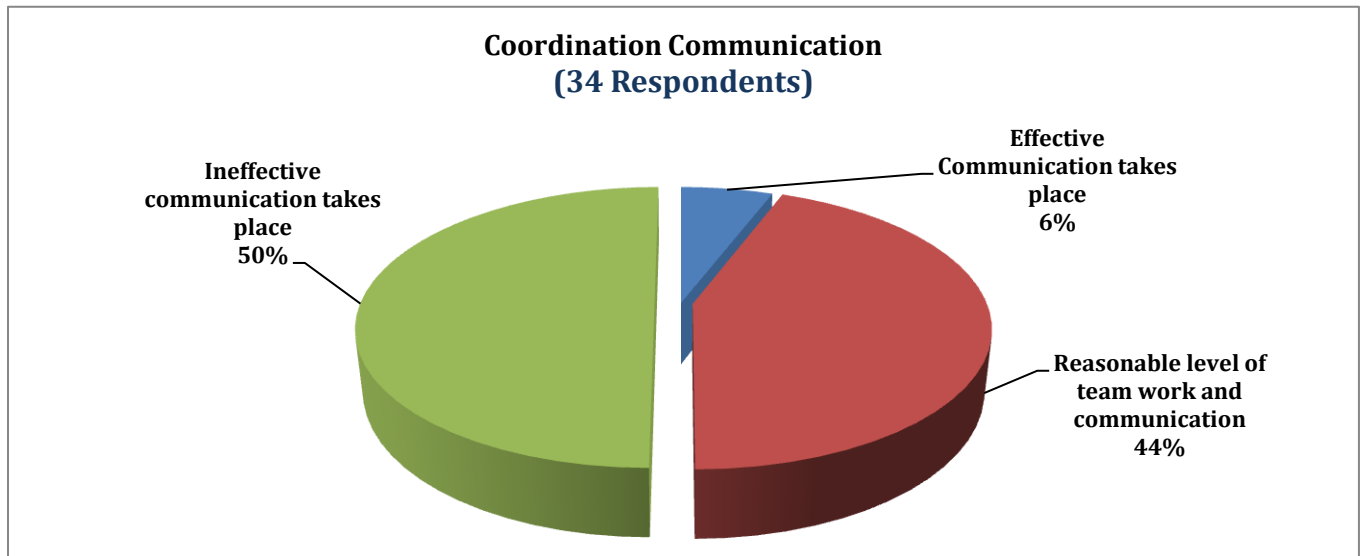
5.7 Government coordination – staffing -below describes the actual government staffing in coordination positions for the donor coordination issues, where 74% responded that there is inadequate staffing to deal with the coordination issues, and 26% of respondents responded that there is only 26% of adequate staffing for donor coordination.

Figure 5.7 Government coordination – staffing



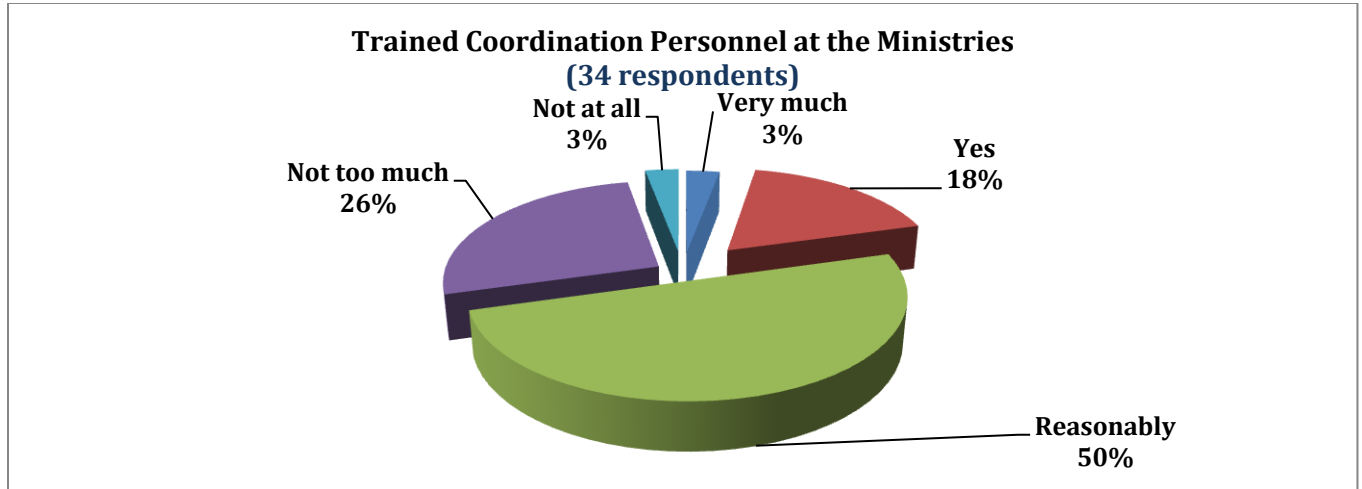
5.8 Coordination and communication – According to the research data 50% responded that ineffective communication takes place, followed by reasonable team work and communication that takes place 44%.

Figure 5.8 Coordination and communication among governmental staff and donor community



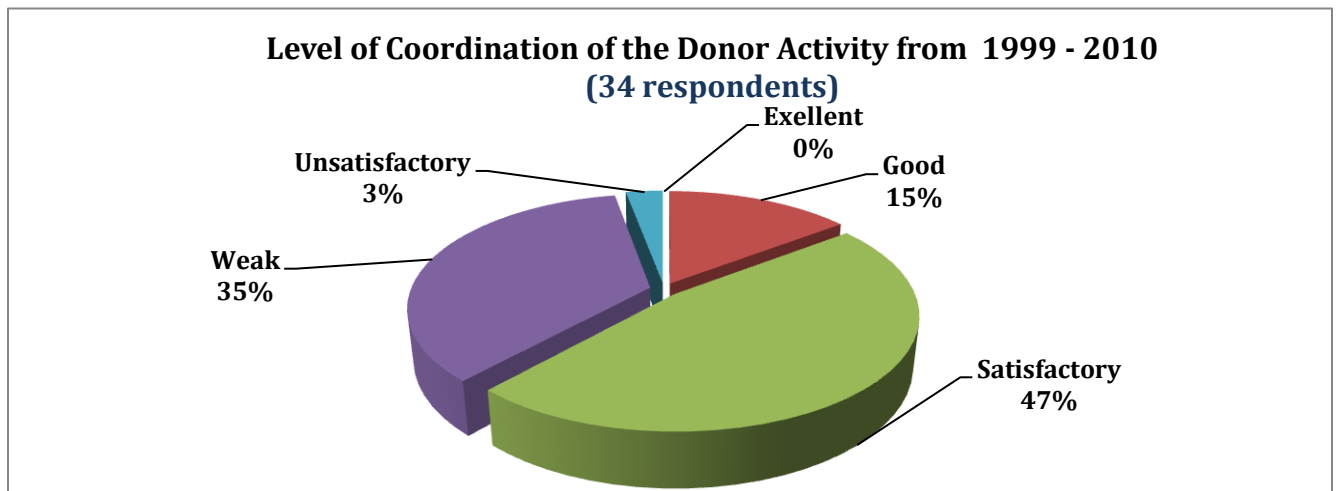
5.9 Trained coordination personnel at the Ministries: 50% of respondents answered that are reasonably trained at the Ministries, which gives a reason to recommend Government to train its staff in donor coordination.

Figure 5.9. Trained coordination personnel at the Ministries



5.10. Level of Coordination of the Donor Activity from 1999 - 2010: One of the most important issues of this research was to see how the level of donor coordination form 1999-2010 and how has it emerged through years , where most of the respondents answered that it is satisfactory (47.06%) and weak coordination (35.29 %).This gives another reason to improve this level of the coordination of donations, which is further explored in the figure bellow and some of the main reasons that needs to be improved as coordination communication concerns, where 50% of respondents responded that ineffective communication takes place.

Figure: 5.10 Level of coordination of the donor activity from 1999-2010

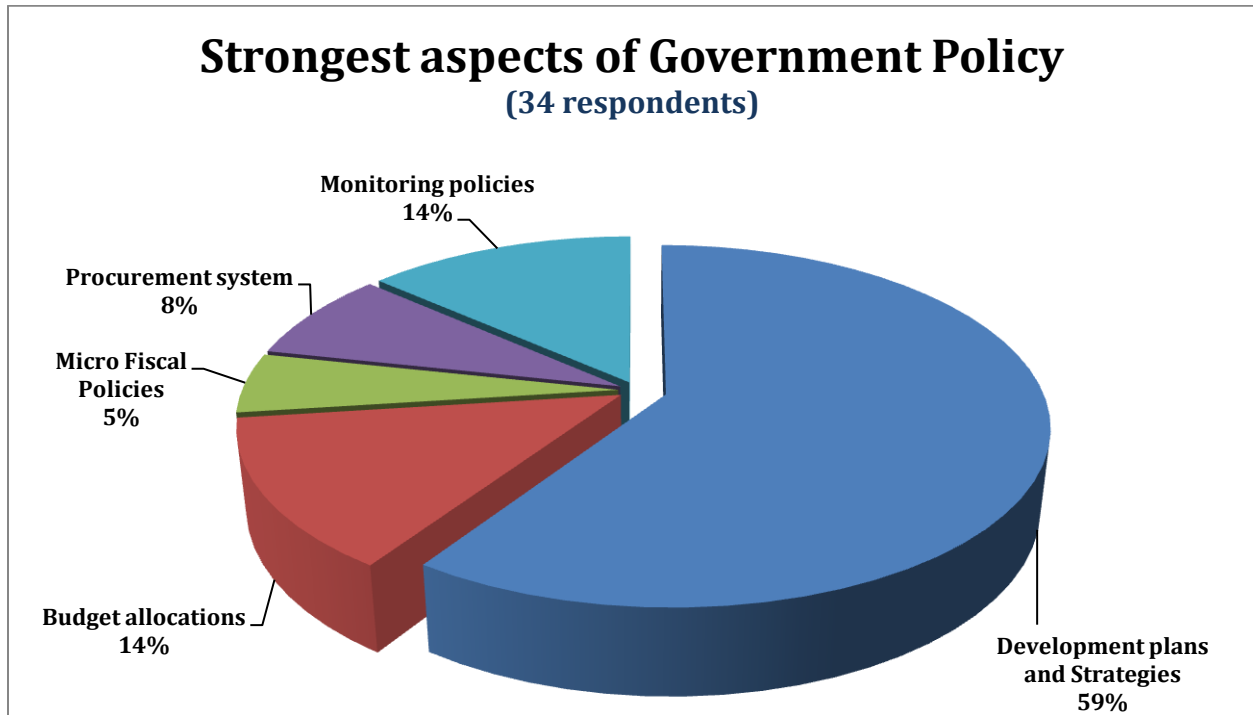


CHAPTER SIX

Government monitoring policies, donor future support and challenges

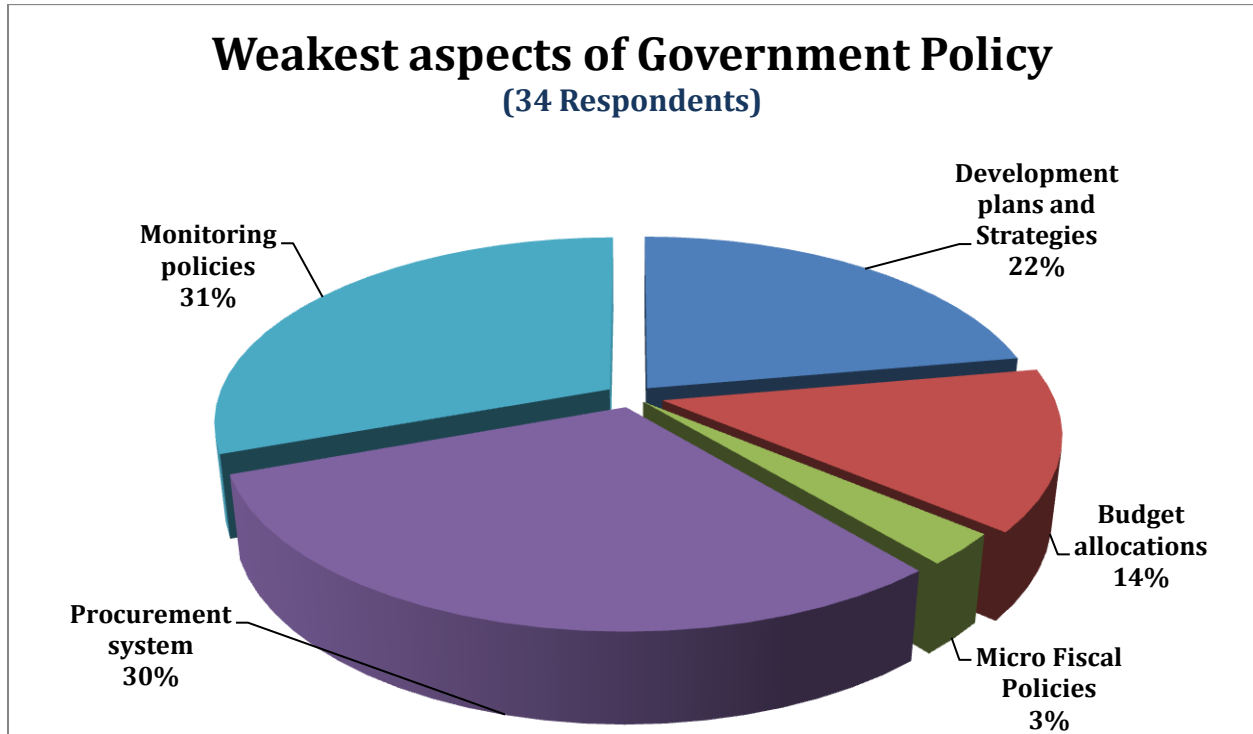
6.1 Government monitoring policies -according to the survey, I have received very interesting answers, which are incredibly valuable and should be set as priority by the Government of Kosovo as soon as possible. Figure 6.1 below present the percentages with explored documents as the strongest aspect of policies that Government have. According to the data presented in the Figure 6.1 below 59% of respondents answered that development plans and strategies is the strongest aspect of Government policies, followed by the answer budget allocations and monitoring policies 14%, where few of the respondents answered procurement systems and micro fiscal policies.

Figure 6.1 Strongest aspects of Government policies



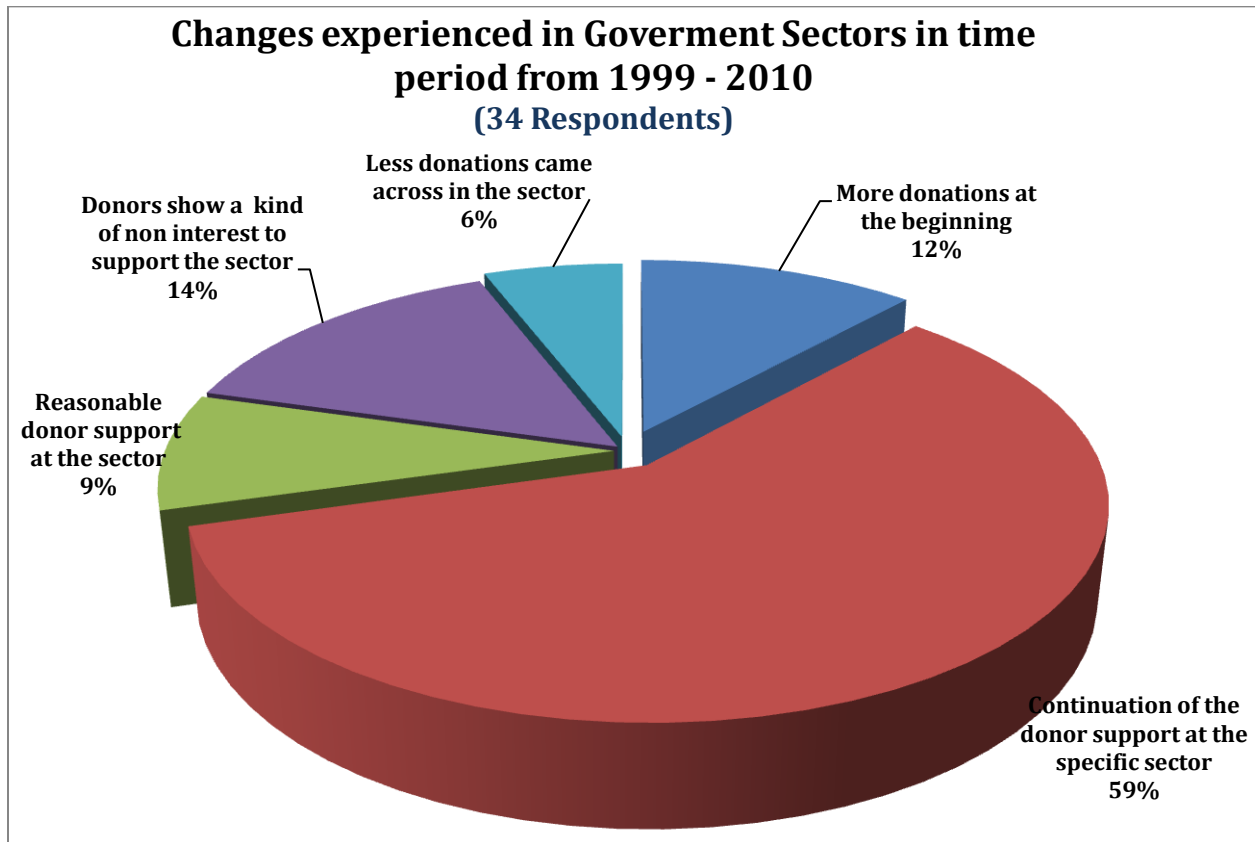
6.2 Weakest Government policies – Figure 6.2 describes the weakest aspect of Government policies, where 31% of respondents responded that monitoring policies if the weakest aspect of Government policies, 30% of respondents responded that procurement system is another weak policy of the Government, 22% responded that development plans and strategies, 14% responded on budget allocation and only 3% responded for micro fiscal policies.

Figure 6.2 Weakest aspects of government policy



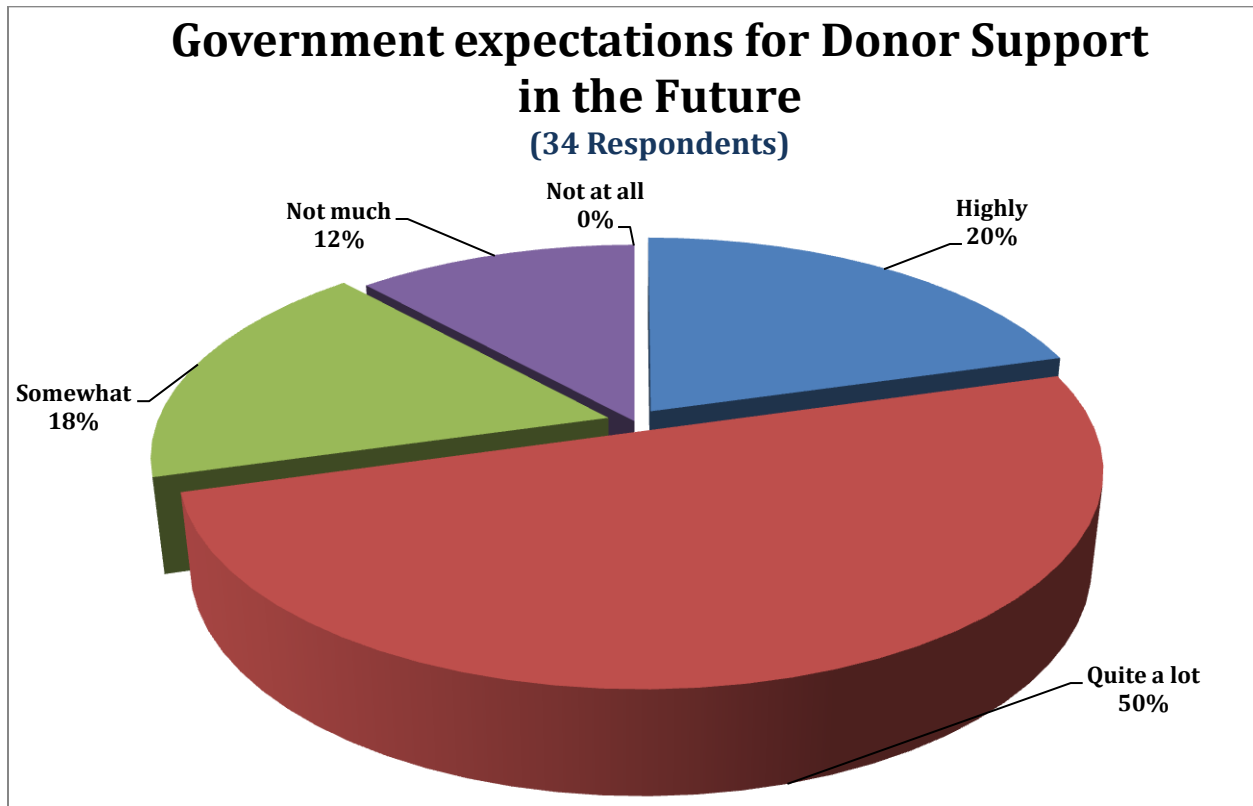
6.3 Donor Future Support and Challenges – this section also has a particular importance in this survey and received answers introduce the evidence of obstacles for some of the changes experienced in the Government sectors in time period from 1999-2010 and also expectations for further donor support. According to the survey, 59% of respondents answered that changes that they experiences in the sector in last ten years have been continuation of donor support at the specific sector, 14% of respondents answered that donors show a kind of non interest to support the sector, 12% of respondents answered that there have been more donations at the beginning, and few of them responded that there is reasonable donor support at the sector and less donations came across in the sector.

Figure 6.3 Changes experienced in the Government Sectors in time period from 1999-2010



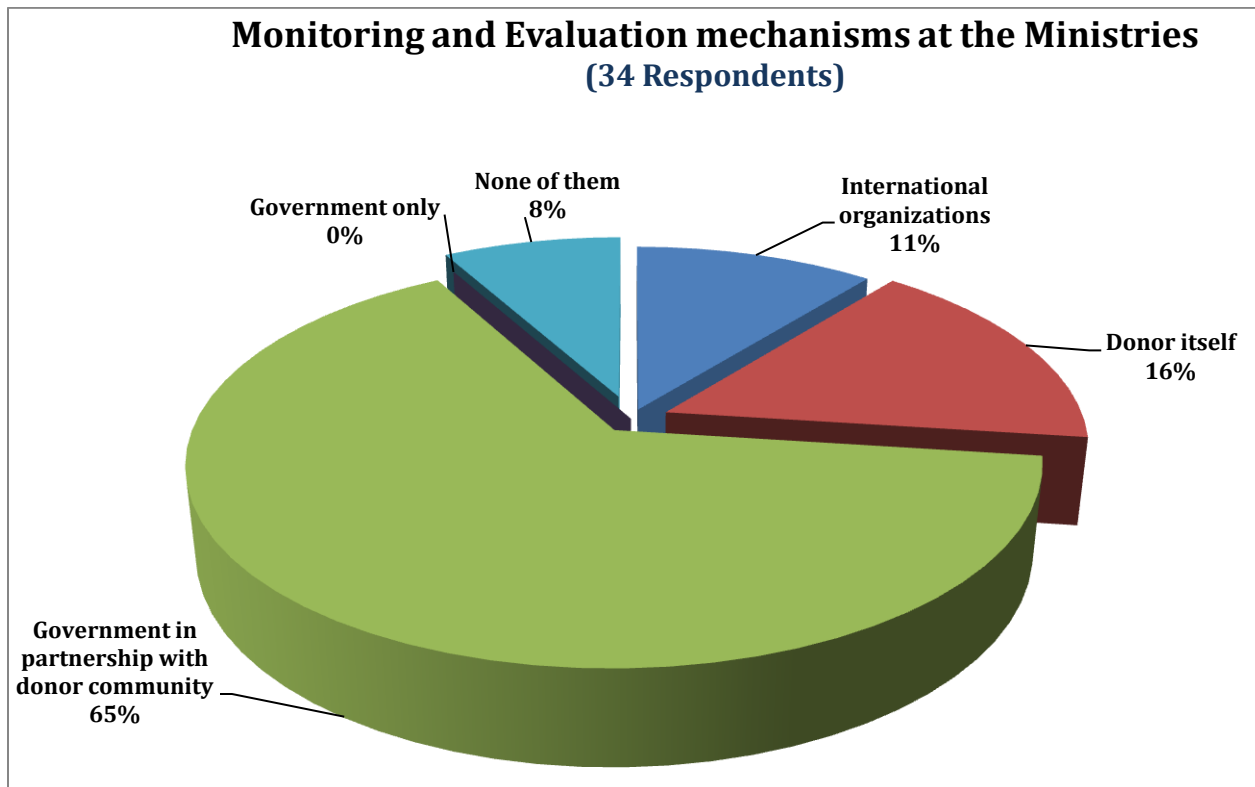
6.4 Government expectations for donor support in the future - According to the survey 59% of respondents answered that they believe quite a lot in the continuation of the donor support to the specific sector, 20% answered that they highly expect donor assistance in the next coming years, 18% responded that somewhat they do expect in the donor support by the donor community and few of them responded that expect not to much of financial assistance.

Figure 6.4 Expectations for donor support in the future



6.5 Monitoring and Evaluation mechanisms – Received answers show that there is a need strengthen Government mechanism in the process of donor coordination, 65% of respondents answered that Government together with the donor community have monitored projects that have been implemented till now, 16% responded that donor’s it self have done the monitoring and evaluation of projects till now and 11% responded that the evaluation has been done by the international organization and very few of them responded that there has been no evaluation at all.

Figure 6.5. Monitoring and evaluation mechanisms

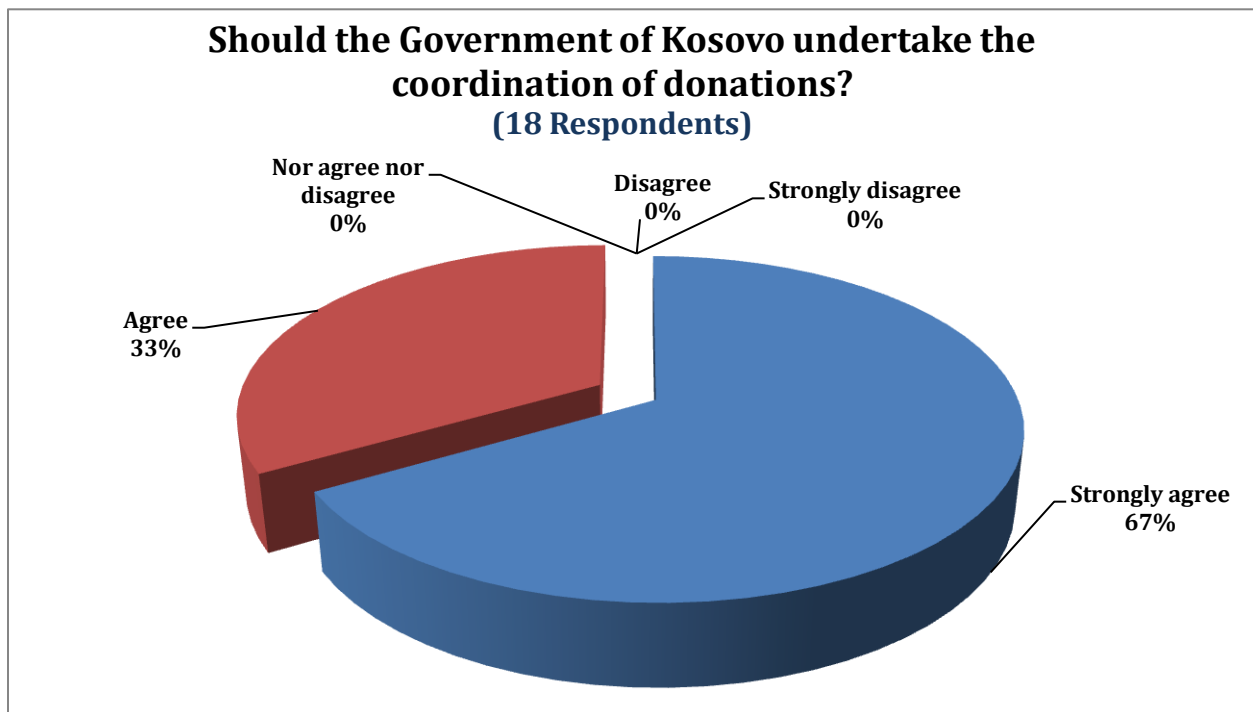


CHAPTER SEVEN

Poor Coordination & Aid Effectiveness

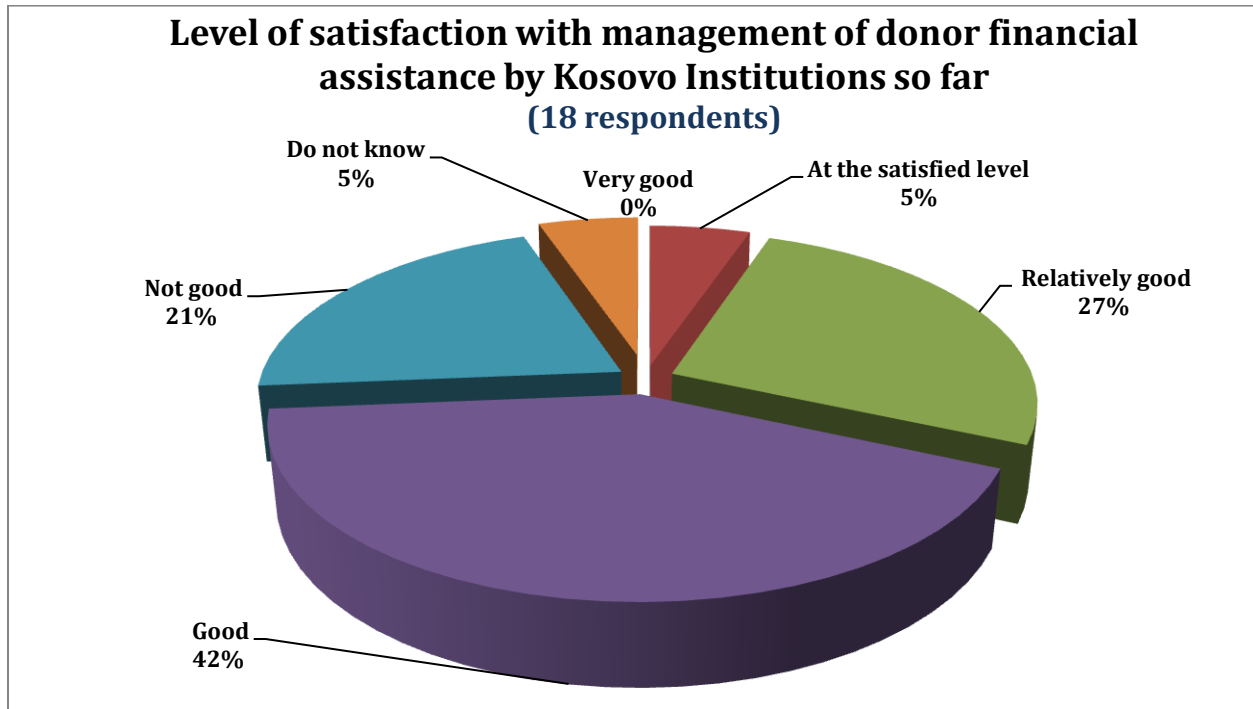
7.1 Donor questionnaire – poor coordination and aid effectiveness: According to the survey on donor community there is a clear need and agreement that Government of Kosovo should undertake the coordination of donation 100% of respondents agree with this.

Figure 7.1 Government of Kosovo should undertake coordination of donations



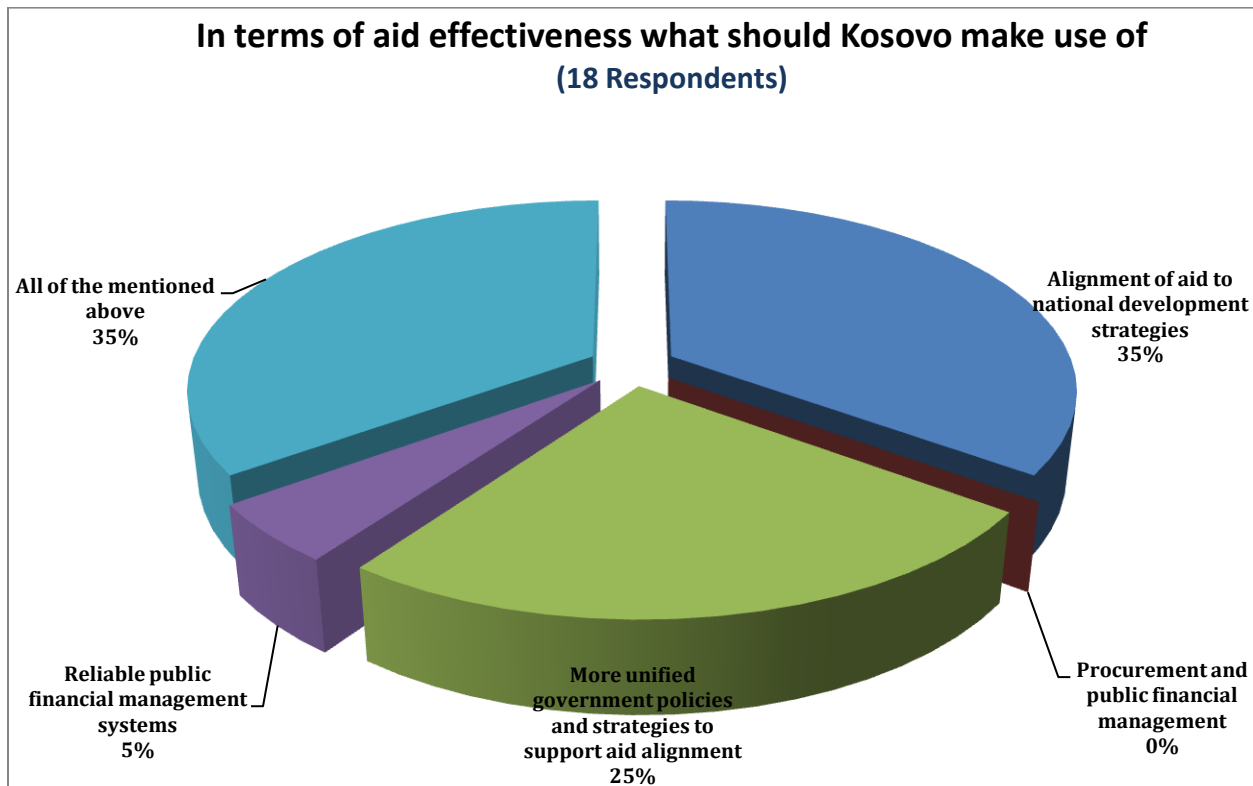
7.2 Satisfaction by donor community on management of financial assistance by Kosovo Institutions so far – based on an answers only 5% of respondents are satisfied with the donor assistance managed by Kosovo Institutions, which clearly explains the need for intervention in this field of cooperation between the donor community and Government of Kosovo.

Figure 7.2 Level of Satisfaction with managed donor assistance by Kosovo Institutions

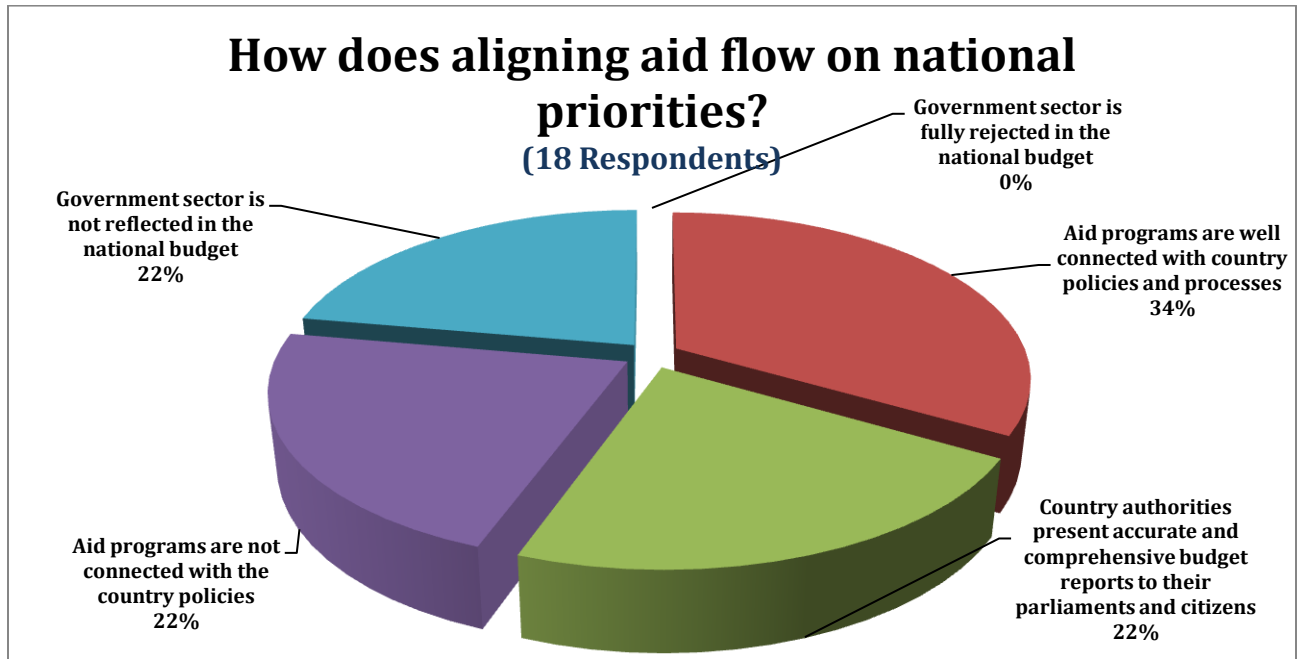


7.3 Aid effectiveness- actions that Kosovo Government should undertake

Figure 7.3 Aid effectiveness and what Government should make use of

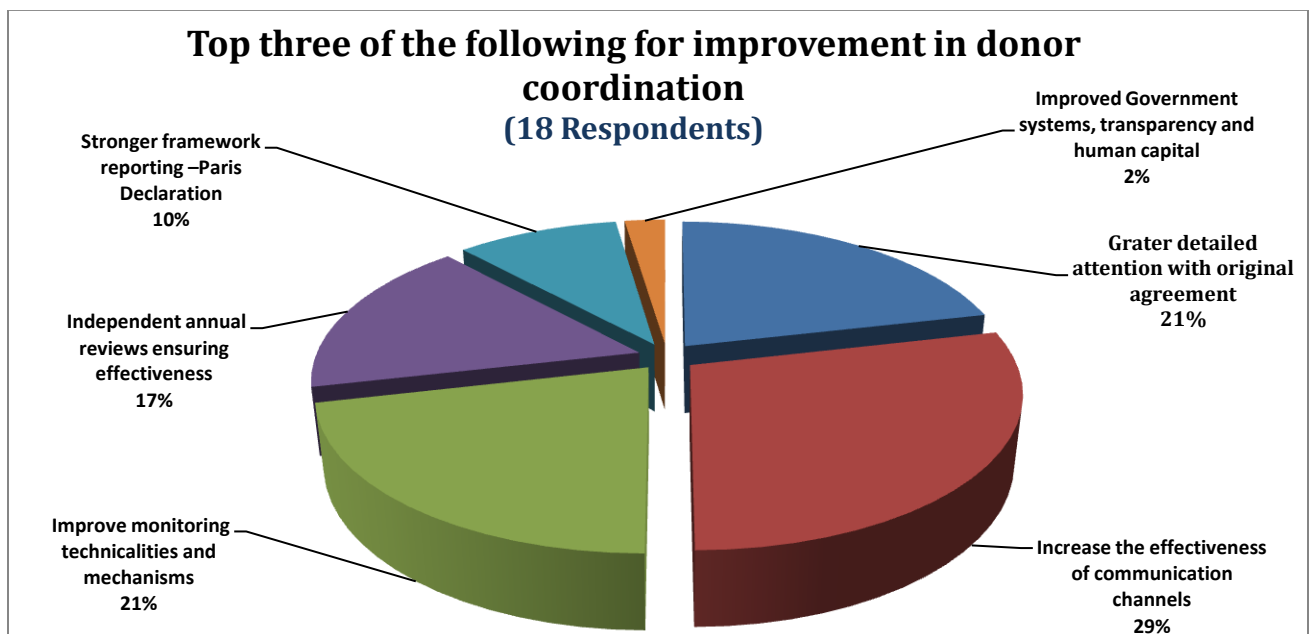


7.4 Aid aligning on national priorities



7.5 Improvement of donor coordination- According to the survey, donor community responded 29% that there is need to increase the effectiveness of communication channels, 21% improve monitoring and technicalities and mechanisms, 17% responded that there should be annual independent review ensuring effectiveness and improvement of Government system on transparency and human capital.

Figure 7.5 Prioritization to improve the donor coordination

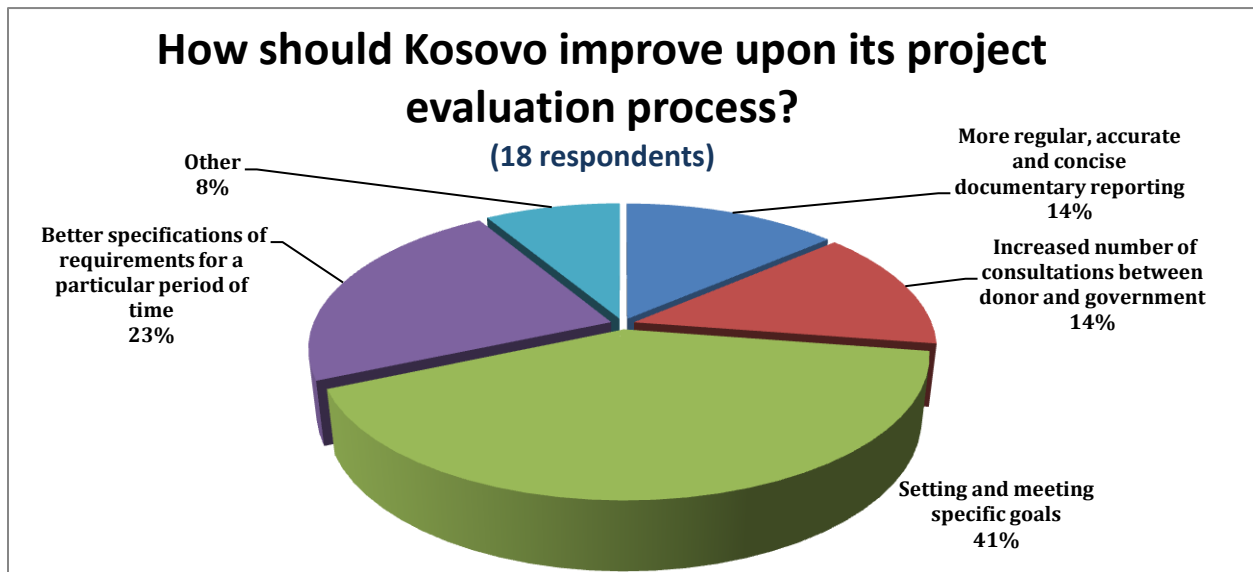


CHAPTER EIGHT

Monitoring & Evaluation

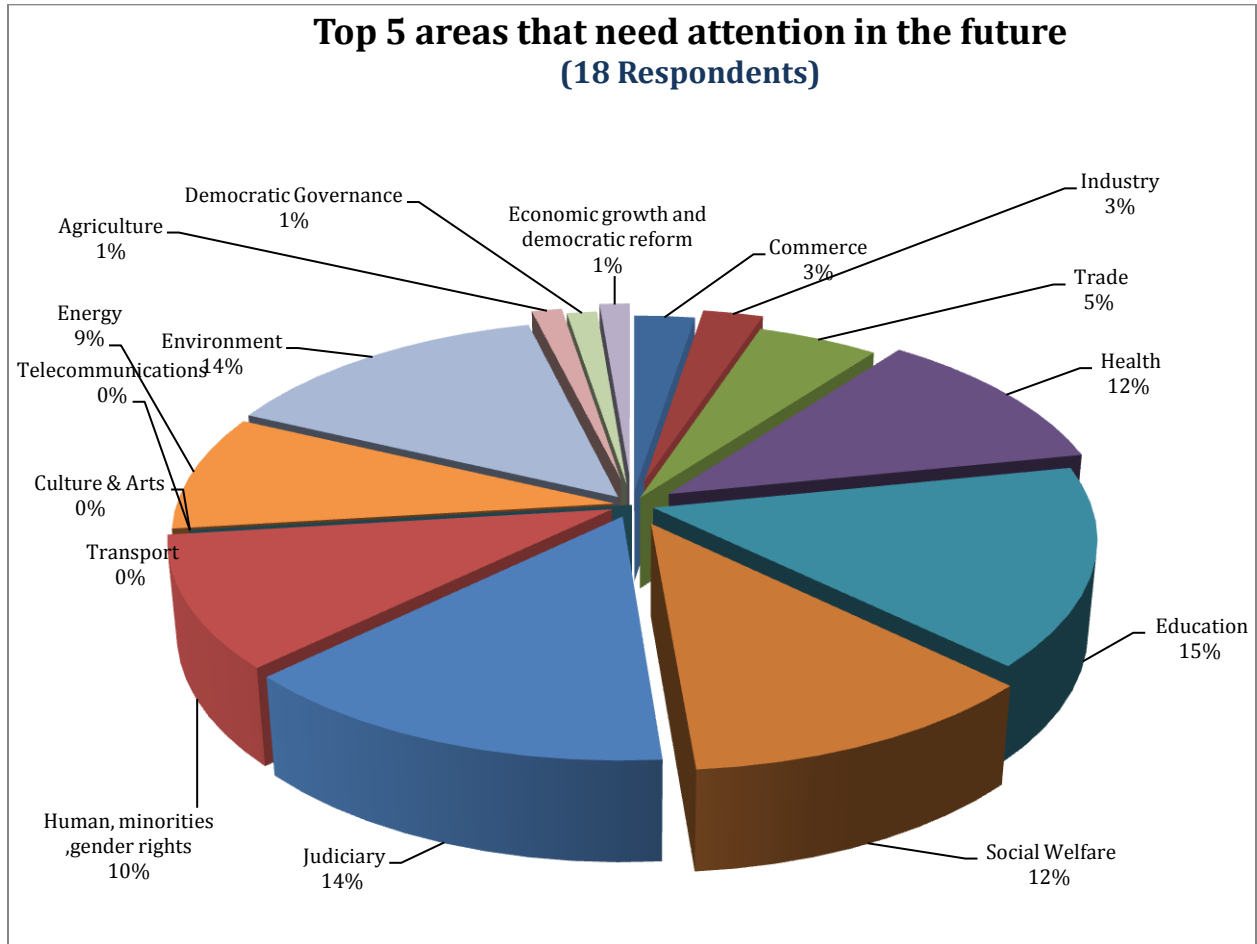
8.1 Improvement in the project evaluation process – Most of the respondents answered that by setting and meeting specific goals this could be achieved 41%, 23%, have better specifications of requirements for a particular period of time 14% of more regular accurate and concise documents for reporting and also increase the consultations between donor and government.

Figure 8.1 Improvement in the project evaluation process



8.2 Areas prioritized by donor community for assistance in the next coming years – according to the answers most of the donor organizations selected 5 most important areas for further support: Education 15%, Judiciary 14%, Environment 14%, Health & Social Welfare 12% and Human Minority gender Rights 10%.

Figure 8.2. Prioritized areas for future donor support



CHAPTER NINE

Final discussions & Recommendations

Priority recommendations of this project resulted mainly in the coordination and communication issues from the Government point and commitment on further donor support. Therefore, based on the research data and discussion with Government officials following recommendations would help Government of Kosovo towards a better donor coordination provided by bilateral and multilateral Donors to the Government of Kosovo.

1. The Government should increase the effectiveness of communication channels: This will provide the Government to establish and strengthen mechanisms for continues communication among it's institutions, at the sector level with the relevant bilateral and multilateral donor.
2. Enhance the monitoring and reporting system between Government and the Donor Community: This will assist the Government and Donor Community to increase the actual level of monitoring and reporting system, which is the most in need for proper and accurate transparency of spendings and all the donations given to Kosovo.
3. The Government should show more effective leadership and commitment when coordinating the foreign assistance: This is a must for Government of Kosovo in order to take the leadership role in coordinating the foreign assistance by showing commitment in coordination and definitely leading to the strategy in donor coordination.
4. The Government should have a satisfactory result oriented framework :It will help the Government to draft it's own Strategy on Donor Coordination and make the alignment of aid
5. The Government and Donors should set a framework on meeting specific goals: This will assure transparency and accountability if the setting and meeting specific goals will be achieved
6. The Government should have a stronger and more balanced mechanism to support accountability: By being accurate and accountable in terms of aid effectiveness

7. The Government should identify priorities to benefit from external assistance and promote donor coordination
8. The Government should have reliable public financial management systems: This will increase the s
9. There should be a reliable financial management system in order to refer to clear and accurate data for the further support
10. In terms of aid effectiveness there should be alignment of aid to national development strategies
11. There should be alignment of aid flow on national priorities : This will be achieved when country authorities present accurate and comprehensive budget report to the Parliament and Citizens
12. Government should strengthen it's mechanism on reporting and fulfillment of Paris Declaration indicators
13. Government of Kosovo should draft it's long term Strategy on Donor Coordination

Further recommendations:

- Ministry for European Integration as a leading body in the coordination of foreign assistance should strengthen it's capacities in aid coordination.
- There should be continues capacity building programs offered by Kosovo Institute for Public Administration to the staff in the Ministry of European Integration and other 18 Ministries that are involved in donor coordination process.
- Further support and enhance the capacities of the staff at Municipal level to manage the foreign assistance and grants dedicated to development.
- Government of Kosovo should have a communication strategy or plan for the coordination of donor financial assistance
- More day to day meetings as the sector level with donor community to better understanding the needs
- Participation in regional and international events for the staff that deals with the donor coordination assistance at the Government level

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ANNEX 1. Government Questionnaire – Albanian Version

Seksioni A: Informata për intervistuesin

1. Cila është gjinia e juaj?

- a) Mashkull b) Femër

2. Cila është mosha e juaj?

- a)20-30 vjeç
b)31-40 vjeç
c)41-50 vjeç
d)51-60 vjeç
e)> 60 vjeç

3. Cila nga alternativat e më poshtme me së miri i përshkruan përgjegjësitë tuaja aktuale?

- a) Menaxheriale
b) Financiare
c) Administrative
d) Teknike
e) Burime Njerzore
f) Të tjera _____

4. Cila është arritja e juaj me e lartë akademike?

- a) Shkolla e Mesme
- b) Studimet Bazike (Bachelor)
- c) Studimet Post-diplomike
- d) Të tjera _____

Seksioni B : Koordinimi

5. Si e përshkruani nivelin e koordinimit të aktivitetit të donatorëve nga viti 1999- 2010?

- a) Shkëlqyeshëm
- b) Mirë
- c) Të knaqshëm
- d) Të dobët
- e) I paknaqshëm

6. Nga këndvështrimi i juaj cila nga alternativat e më poshte aplikohet më se shpeshti (është më e zbatueshme)?

- a) Komunikimi efektiv zenë vend
- c) Puna në ekip dhe komunikimi janë në nivel të mjaftueshem
- d) Ekziston komunikim i pamjaftueshem

7. Nga këndvështrimi i juaj cila nga alternativat e më poshtme është e aplikueshme?

- a) Stafi i mirë
- b) Stafi joadekuat

8. Nga këndvështrimi i juaj cila nga alternativat e më poshtme është e aplikueshme?

- a) Mbështetje e mirë administrative
- b) Mbështetje e dobët administrative

9. Si mund ta përshkruani mbështetjen administrative?

- a) Shumë e mirë
- b) E mirë
- c) Mesatare
- d) E dobët
- e) Shumë e pamjaftueshme

10. Si do ti përshkruanit aftësitë menaxheriale?

- a) Shumë të mira
- b) Të mira
- c) Mesatare
- d) Të dobëta
- e) Shumë të pamjaftueshme

11. Si do ti përshkruanit aftësitë teknike?

- a) Shumë të mira
- b) Të mira
- c) Mesatare
- d) Të dobëta
- e) Shume të pamjaftueshme

12. Si do ti përshkuanit aftësitë financiare?

- a) Shumë të mira
- b) Të mira
- c) Mesatare
- d) Të dobëta
- e) Shumë të pamjaftueshme

Seksioni C. Projektet

13. Sa projekte në të kaluarën nga Ministria e juaj kanë marrë mbështetjen e donatorëve?

- a) 1 - 10 projekte
- b) 11 - 20 projekte
- c) 21 - 31 projekte
- d) Me tepër se 50 projekte
- e) Nuk e di

14. Sa ka qenë shuma e mbështetjes së projekteve nga ana e donatoreve që ka marrë Ministria e juaj në 10 vitet e fundit?

- a) 1-10 milion euro
- b) 20-50 milion euro
- c) 50-100 milion euro
- d) Me shume se 100 milion euro
- e) Nuk ka të dhëna

15. Si e shihni Platformën për Menaxhimin e Ndihmës së Jashme (PMN-J) si një instrument që sjellë dhe ofron të dhëna të vlefshme dhe praktike nga dontorët?

- a) Është një instrument i dobishëm për tu përdorur?
- b) Tani po përdoret vazhdimisht nga Qeveria dhe Donatorët
- c) Relativisht relevant për tu përdorur
- d) Nuk përdoret vazhdimisht nga Qeveria dhe Komuniteti i Donatorëve
- e) Nuk përdoret fare

Seksioni D. Ministria

16. Cilat janë disa nga përvojat dhe ndryshimet në përgjithësi në sektorin tuaj në periudhën kohore 1999 – 2010?

- a) Më tepër donacione në fillim
- b) Vazhdim i mbështetjes së donatorëve në sektor të veçantë
- c) Mbështetje e mjaftueshme e donatorëve në sektor
- d) Donatorët kanë shfaqur një lloj jo interesi për të mbështetur sektorin
- e) Me pak donacione u janë japur sektorit

17. A ka Ministria e juaj një strategji zhvillimore të sektorit, nëse po specifikojë?

- a) Strategji afat – shkurtër 1-2 vite
- b) Strategji afat-mesme 3-5 vite
- c) Strategji afat-gjatë 5-10 vite
- d) Është duke draftuar një strategji
- e) Nuk ka një strategji

18. Sa qarte Ministria e juaj i paraqet nevojat për mbështetje nga donatorët?

- a) Shumë qartë
- b) Qartë deri në një nivel
- c) Relativisht qartë i paraqesin nevojat
- d) Jo në nivelin e knaqshëm
- e) Aspak nuk janë të qarta

19. Në çfarë mase Ministria e juaj pret mbështetje nga ana e donatorëve?

- a) Shumë
- b) Goxha shumë
- c) Paksa
- d) Jo shumë
- e) Aspak

20. Sa qartë Ministria e juaj e paraqet se si kontributi i donatorëve do të shpenzohet?

- a) Shumë qartë
- b) Mjaftueshëm qartë
- c) Deri në një nivel të qartë
- d) Jo shumë të qartë
- e) Aspak të qartë

21. A janë trajnuar në Ministrinë tuaj i gjithë stafi për koordinim me donatorë ?

- a) Shumë
- b) Po
- c) Mjaftueshem
- d) Jo shumë
- e) Aspak

Seksioni E - Qeveria

22. Cila nga alternativat e me poshtme ka qenë aspekti me i fortë i politikave të Qeverisë?

- a) Zhvillimi i planeve dhe strategjive
- b) Alokimet buxhetore
- c) Politikat mikro fiskale
- d) Sistemet e prokurimit
- e) Politikat monitoruese

23. Cila nga alternativat e mëposhtme ka qenë politika me e dobët e Qeverisë?

- a) Zhvillimi i planeve dhe strategjive
- b) Alokimet buxhetore
- c) Politikat mikro fiskale
- d) Sistemet e prokurimit
- e) Politikat monitoruese

24. Cilat janë veprimet që Qeveria e Kosovës duhet ti ndërmerrë për të koordinuar donacionet?

- a) Të tregoj me shumë përkushtim në efektivitetin e ndihmës
- b) Të tregoj lidërsip në koordinimin me donatorët
- c) Komunikim dhe lidërsip në këtë proces
- d) Nuk ka nevojë për lidërsip
- e) Asnjë nga këto më lartë

Seksioni F - Mekanizmat

25. A ekziston ndonjë mekanizëm për koordinimin me donatore?

- a) Po, është krijuar së voni
- b) Po mekanizëm i donatorëve
- c) Donatorët dhe Qeveria kanë krijuar një mekanizëm
- d) Mekanizëm Qeveritar i cili nuk është duke funksionuar mirë
- e) Ende nuk ekziston ndonjë mekanizëm i vendosur

26. Kush është duke i monitoruar dhe vlerësuar projektet që janë duke u implementuar në Ministrinë tuaj?

- a) Organizatat Ndërkombëtare
- b) Vetë donatorët
- c) Qeveria në partneritet me komunitetin e donatorëve
- d) Vetëm Qeveria
- e) Askush

27. Sa shpesh ndodhë vlerësimi për nevojat për projekte që do të zbatoheshin në Ministrinë e juaj?

- a) Zakonisht ndodhë vlerësim i nevojave para se projektet të implementohen
- b) Nganjëherë ndodhë një vlerësim i nevojave
- c) Ndodhë vetëm nga ana e donatorëve
- d) Relativisht shpesh ndodhë vlerësimi i nevojave për projekte
- e) Jo nuk ndodhë vlerësim i nevojave për projektet që do të implementohen

28. Në përgjithësi , sa jeni të kënaqur me përvojën tuaj në koordinimin e asistencës së donatorëve, deri me tani?

- a) Shumë të kënaqur
- b) Të kënaqur deri me tani
- c) Relativisht të kënaqur por ka ende punë për tu bërë
- d) Jo aq të kënaqur
- e) Aspak të kënaqur

Faleminderit!

Questionnaire: nr: 1 Government Officials “Donor Coordination in Kosovo” – English Version

Section A: Interviewer’s background

1. What is your gender?

Male

Female

2. What is your age?

a)20-30

b)31-40

c)41-50

d)51-60

e)> 60

3. Which of the following best describes your current responsibilities?

a) Managerial

b) Financial

c) Administrative

d) Technical

e) Human Resources

f) Other _____

4. What is your highest educational achievement?

a) High School

b) Bachelor’s Degree

c) Graduate Studies

Section B: Coordination

5. How do you describe the level of coordination of the donor activity from 1999-2010?

- a) Excellent
- b) Good
- c) Satisfactory
- d) Weak
- e) Unsatisfactory

6. From your perspective which of the following is the most applicable?

- a) Effective communication takes place
- c) Reasonable level of team work and communication
- d) Ineffective communication takes place

7. From your perspective which of the following is applicable?

- a) Good staffing
- b) Inadequate staffing

8. From your perspective which of the following is applicable?

- a) Good administrative support
- b) Weak Administrative support

9. How would you describe the administrative support?

- a) Very good
- b) Good
- c) Average
- d) Weak
- e) Very inadequate

10. How would you describe the managerial skills?

- a) Very good
- b) Good
- c) Average
- d) Weak
- e) Very inadequate

11. How would you describe technical skills?

- a) Very good
- b) Good
- c) Average
- d) Weak
- e) Very inadequate

12. How would you describe financial skills?

- a) Very good
- b) Good
- c) Average
- d) Weak
- e) Very inadequate

Section C. Projects

13. How many past projects from your Ministry have received donor support?

- a) 1 - 10 projects
- b) 11 - 20 projects
- c) 21 - 31 projects
- d) More than 50 projects
- e) Don't know

14. What was the amount of donor project support that you Ministry received for the past 10 years?

- a) 1-10 million euro
- b) 20-50 million euro
- c) 50-100 million euro
- d) More than 100 million euro
- e) N/A

15. How do you see Aid Management Platform (AMP) as an instrument to provide a valuable emerging dataset on donor practice?

- a) It is a helpful instrument to be used
- b) Now it being used continuously by Government and Donor
- c) Relatively relevant to be used
- d) Not being used continuously by Government and Donor Community
- e) Not being used at all

Section D. Ministry

16. What are some of the changes experienced generally in your sector in the time period from 1999-2010?

- a) More donations at the beginning
- b) Continuation of donor support at the specific sector
- c) Reasonable donor support at the sector
- d) Donor show a kind of non interest to support to the sector
- e) Less donations came across in the sector

17. Does your Ministry have a sector development strategy, if yes specify?

- a) Short-term strategy 1-2 years
- b) Mid -term strategy 3-5 years
- c) Long term strategy 5 year-10 years
- d) It is drafting a strategy
- e) Don't have a strategy

18. How clearly does your Ministry explain needs for the donor support?

- a) Very clearly
- b) At the certain level of clarity
- c) Relatively clear explain the needs
- d) Not at the sufficient level
- e) Not clear at all

19. To what extent is your Ministry hoping for Donor support?

- a) Highly
- b) Quite a lot
- c) Somewhat
- d) Not much
- e) Not at all

20. How clearly does your Ministry explain how donor contribution will be spent?

- a) Very much clearly
- b) Clearly enough
- c) At a certain level of clarity
- d) Not so much clearly
- e) Not at all clearly

21. Are all coordination personnel sufficiently trained in your Ministry?

- a) Very much
- b) Yes
- c) Reasonably
- d) Not too much
- e) Not at all

Section E - Government

22. Which of the following has been the strongest aspect of Government policy?

- a) Development plans and strategies
- b) Budget allocations
- c) Micro fiscal policies
- d) Procurement systems
- e) Monitoring policies

23. Which of the following has been the weakest Government policy?

- a) Development plans and strategies
- b) Budget allocations
- c) Micro fiscal policies
- d) Procurement system
- e) Monitoring policies

24. What are actions that Government of Kosovo should undertake to coordinate donations?

- a) Show more commitment toward aid effectiveness
- b) Show leadership on donor coordination
- c) Communication and leadership in this process
- d) No leadership is necessary
- e) None of the above

Section F - Mechanisms

25. Is there e mechanism in place for donor coordination?

- a) Yes, it is recently created
- b) Yes a donor mechanism
- c) Donor and government created a mechanism
- d) Government mechanism which is not functioning well
- e) There is still not any mechanism in place

26. Who is monitoring and evaluating projects that are implemented in your Ministry?

- a) International Organizations
- b) Donor itself
- c) Government in partnership with donor community
- d) Government only
- e) None of them

27. How often is taking place the need assessments for projects to be implemented in your ministry?

- a) Usually takes place the needs assessment before projects to be implemented
- b) Sometimes takes place a needs assessment
- c) Takes place only by donor community
- d) Relatively often take place the needs assessment for projects
- e) No there is not taking place a needs assessment for projects to be implemented

28. Overall, were you satisfied with your experience in coordinated donor assistance so far?

- a) Very satisfied
- b) Satisfied till now
- c) Relatively satisfied but there is work to be done
- d) Not so satisfied
- e) Not at all satisfied

Thank you!

ANNEX 2:

Donor Community Questionnaire – English Version

“Donor Coordination in Kosovo”

(20 people – Donors)

Section A: Interviewer’s background

A1. What is your gender?

Male

Female

A2. What is your age?

a) 20-30

b) 31-40

c) 41-50

d) 51-60

e) > 60

A3. What is your highest educational achievement?

a) High School

b) Bachelor’s Degree

c) Graduate Studies

d) Other _____

A4. Which category best describes your organization?

a) European Government Agency

b) Non-European Government Agency

c) Foundations

d) Non-Governmental Organizations (NGO-s)

e) International Institutions

f) Other

Section B: Ownership by Government of Kosovo

B5. Should the Government of Kosovo undertake the coordination of donations?

- a) Strongly agree
- b) Agree
- c) Nor agree nor disagree
- d) Disagree
- e) Strongly disagree

B6. How has the assistance given from 1999 till 2011 helped communities in Kosovo?

- a) Helped a lot
- b) Helped at the certain level
- c) Didn't help so much

B7. What is your opinion of donor financial assistance managed so far by institutions of Kosovo?

- a) Very good
- b) At the satisfied level
- c) Relatively good
- d) Good
- e) Not good

B8. During these years did you have a clear view where should you intervene with your assistance?

- a) Yes very clear view
- b) Yes satisfactory
- c) Sometimes
- d) Not a clear view
- e) Not at all

B9. Which of the following gave you cause for intervention?

- a) Socio – economic situation
- b) Political situation
- c) Country policies

Section C. Operational Development Strategies

C10. Usually in which document you refer as a government’s main medium-term planning document?

- a) Medium term expenditure framework
- b) European Partnership Action Plan
- c) New Economic Development Vision 2011-2014
- d) Sector Strategy

C11. In your organization do you follow your own framework of giving assistance?

- a) Yes we follow our framework
- b) Depends from the needs in the sector
- c) Don’t have a framework

C12. How much financial assistance did your Government give to Kosovo from 1999-2011?

- a) Less than 0.5 million Euros
- b) 0.5 – 100 million Euros
- b) 100 – 500 million Euros
- c) More than 1 billion Euros

C13. What is the level of involvement of your organization in funding projects?

- a) Very involved in funding projects
- b) Relatively involved in funding projects
- c) Continuously involved
- d) Not at the sufficient level of involvement
- e) Not involved

C14. Is there a reliable procurement system complementary with the legal framework?

- a) Very much reliable
- b) They are reliable to the certain extent
- c) Not always there is a reliable financial management system
- d) Financial management systems is not reliable
- e) Not at all reliable

C15. How reliable are country public financial management systems?

- a) Very much reliable
- b) They are reliable to the certain extent
- c) Not always there is a reliable financial management system
- d) Financial management systems is not reliable
- e) Not at all reliable

Section D: Alignment of aid to national priorities

D16. In terms of aid effectiveness what should Kosovo make use of?

- a) Alignment of aid to national development strategies
- b) Procurement and public financial management
- c) More unified government policies and strategies to support aid alignment
- d) Reliable public financial management systems
- e) All of the mentioned above

D17. How does aligning aid flow on national priorities?

- a) Government sector is fully rejected in the national budget
- b) Aid programs are well connected with country policies and processes
- c) Country authorities present accurate and comprehensive budget reports to their parliaments and citizens
- d) Aid programs are not connected with the country policies
- e) Government sector is not reflected in the national budget

Section E: Harmonization

E18. In your opinion what leads to poor coordination?

- a) Aid increases the cost to donors and partner countries
- b) Significantly reduces the values of aid
- c) Country not able to establish a single budgetary framework
- d) All of the above mentioned

F19: Prioritize the top three of the following for improvement in donor coordination?

- a) Greater detailed attention with original agreement
- b) Increase the effectiveness of communication channels
- c) Improve monitoring technicalities and mechanisms
- d) Independent annual reviews ensuring effectiveness
- e) Stronger framework reporting –Paris Declaration

Section F: Monitoring and Evaluation of Results

F20. Have previous projects been monitored by?

- a) Donors only
- b) Government only
- c) Both a) and b)
- d) Other _____

F21. How satisfactory has been previous monitored results?

- a) Very satisfactory
- b) Satisfactory
- c) Mixed results
- d) Not so satisfactory
- e) Very unsatisfactory

F22. Does Kosovo have a satisfactory result-oriented framework?

- a) Yes it has
- b) It started to make it
- c) No it doesn't have one
- d) Not showing an interest to make it

F23. How should Kosovo improve upon its project evaluation process?

- a) More regular, accurate and concise documentary reporting
- b) Increased number of consultations between donor and donor and government
- c) Setting and meeting specific goals
- d) Better specifications of requirements for a particular period of time
- e) Other

Section G: Mutual accountability

G24. Is Kosovo showing a strong and balanced mechanism that support accountability?

- a) Kosovo should be accountable to its public for aid effectiveness
- b) Both donors and partner countries should be accountable
- c) Presently Kosovo does not have a mutual accountability structure in place
- d) Not even attempted to undertake a mutual assessment

G25. In your opinion prioritize what are the top 5 (five) areas (5 points = top pointing) to focus your assistance in next coming years for Kosovo?

- a) Commerce
- b) Industry
- c) Trade
- d) Health
- e) Education
- f) Social Welfare
- g) Judiciary
- h) Human, minorities ,gender rights
- i) Transport
- j) Telecommunications

- k) Culture & Arts
- l) Energy
- m) Environment

Thank you!

Annex 3: Capstone Advisors

Capstone Project Consultant 1

Mr. Demush Shasha is Secretary General of the Ministry of European Integration.

Since 2007, Mr. Shasha has held various leading positions within the former Agency for European Integration, now Ministry of European Integration. Among other things, he has held the position of Director of Department for Management of the Stabilization and Association under the former Agency for European Integration and the Chief of the Office of the Secretary General in the Ministry of European Integration.

Mr. Shasha is beneficiary of the scholarship scheme Young Professionals (Young Cell Scheme Scholarship). He received BA in Business Administration at the Faculty of Applied Sciences for Business -Peja, and Master Degree in European College of Parma, Italy.

In the position of Secretary General in the Ministry of European Integration, Mr. Shasha is responsible for: Coordination of the Process Dialogue of Stabilization and Association Agreement between Kosovo and the EU, Coordination of the European Partnership Action Plan (EPAP) and the approximation of national legislation with the Aquis Communautaire, Coordination of external assistance, Management and administration of the Ministry, Mr. Shasha is also a technical leader of the National Coordinator of the Secretariat of the IPA (NIPAC).

1) To assure the partnership between European Commission and Kosovo, in close partnership between the general accession process and the use of assistance under IPA.

2) To carry out the general responsibilities for:

- Coherence and coordination of programs offered by IPA (Instrument for Pre Accession).
- Annual programming for transition assistance and institution building at the national competent authorities

Moreover, Mr. Shasha is also co-secretary at the National Ministerial Council for European Integration and Secretary of the Working Committee for European Integration.

Mr.Demush Shasha - Secretary General of the Ministry of European Integration

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Capstone Project Consultant 2

Ms.Lida Kita – is working as Human Capital Development Specialist in the Operations Department at the EU Agency European Training Foundation (ETF).

Ms.Kita took her first degree at the Tirana University in Albania, and subsequently took a Master’s Degree in Management of Development (ILO-Turin University).

Ms.Kita has started to work as a professor in 1985 and then became a textbook author and curriculum expert at the Ministry of Education and Science in Albania.

In 1993 took up the position of social sector (education, employment and social sector) as a program manager in the World Bank Office in Tirana. Ms.Kita in May 2001 left the World Bank and moved to Turin, where she has been working at the European Training Foundation since November 2001. Her main area of expertise is in education and training in South Eastern Europe. Ms.Kita is ETF country manager for Kosovo and leads the ETF Western Balkans and Turkey regional project of social inclusion in education and training.

Currently Ms.Kita is following a distance course in Public Policy and Management at the Center for Financial and Management Studies at SOAS, University of London.

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Capstone Project Consultant 3

Ms. Nicole Hyatt PhD is professor at the Rochester Institute of Technology. Ms. Hyatt earned PhD in Technology Management at Indiana State University in the field of Human Resource Development and the use of technology. Ms. Hyatt holds Master of Sciences from Georgia State University and Bachelor of Science from Ohio State University. Her professional work experience includes over 17 years in business - 11 of which are in telecommunications for both international and national companies. Ms. Hyatt was responsible for developing data sales training for about 25,000 people at AT&T and has also worked at the Ohio State University Medical Center where she served in the Human Resources department and was responsible for running the corporate university for the senior executives, managers, and physicians in the Medical Center and the College of Medicine. Ms. Hyatt's academic work experience includes over 8 years in the university setting, teaching undergraduate and graduate classes, both in person and online. Professor Hyatt also designs courses for faculty members and is professionally trained as an instructional designer. Professor Nicole Hyatt PhD-mail: niccole@yahoo.com