

ANNEX C1¹

STANDARD TWINNING PROJECT FICHE

1. Basic Information

- 1.1 Publication notice reference: EuropeAid/ 138-268/DH/ACT/XK
- 1.2 Programme: *2014 Annual Programme for Kosovo¹(IPA 2014 032-353, objective 1)*
- 1.3 Twinning Number: KS 14 IPA OT 02 16
- 1.4 Title: *Support Kosovo institutions on SAA implementation*
- 1.5 Sector: *Public Administration Reform, Other*
- 1.6 Beneficiary country: *Kosovo**

2. Objectives

2.1 Overall Objective(s):

To contribute to establishing an effective and efficient public administration capable of fulfilling Stabilisation and Association Agreement (SAA) obligations and providing better service delivery for citizens and businesses

2.2 Project purpose:

Supporting Kosovo's administration to effectively and efficiently manage the SAA process by improving policy planning on Union acquis adoption; Strengthening Kosovo administration's technical and administrative capacities to effectively implement policies for fulfilment of SAA obligations.

2.3 Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan:

The **Stabilisation and Association Agreement (SAA)** between the European Union and Kosovo² has entered into force on 1 April 2016. As an international contractual agreement with the EU it determines the formal mechanisms and timeframes for implementation of all reforms which will progressively align Kosovo with the EU in all policy fields, until the fulfilment of all EU standards. More specifically, it sets out provisions requiring mandatory compliance of Kosovo's legislation with the acquis, through its approximation, in respective policy areas. This has to be achieved within specific timeframes, starting from the entry into force of this agreement up until the end of its implementation period of ten years. To this end, Article 74 defines areas in general terms and sets out an indicative timeframe. It stipulates that *"Approximation will, at an early stage, focus on fundamental elements of the Union acquis in the field of the Internal Market, and in the field of Freedom, Security and Justice, as well as on trade-related areas."*

¹ * This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

²Stabilisation and Association Agreement between the European Union and the European Atomic Energy Community, of the one part, and Kosovo, of the other part, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2016:071:0003:0321:EN:PDF>

In other words, in order to implement the SAA satisfactorily Kosovo needs to, within the forthcoming midterm period of its implementation (three to five years) achieve considerable alignment of its legislation with the *acquis* in the chapters related to internal market, trade, and justice, freedom and security, as well as to ensure satisfactory implementation and enforcement of the aligned legislation. Article 74 also provides for an indicative orientation to this end: it stipulates that “*Kosovo shall also define, in agreement with the European Commission, the modalities for the monitoring of the implementation of approximation of legislation and law enforcement actions to be taken, including efforts by Kosovo to reform its judiciary to implement its overall legal framework.*” This means that Kosovo has to prioritize each year, based on its needs and capacities, the exact *acquis* areas it needs to focus on, as well as what specific body of *acquis* and provisions in order to ensure timely and proper fulfilment of the obligations enshrined in the SAA provisions. In line with this general provision, other provisions set out specific timeframes in respective areas, within which Kosovo is required to align its legislation with the *acquis* gradually and implement and enforce it. Based on the content of SAA provisions in specific policy areas that stipulate mandatory compliance timeframes, the most important *acquis* chapters they touch upon are chapters: 1. Free Movement of Goods, 3. Right of Establishment and Freedom to Provide Services, 4. Free Movement of Capital, 5. Public Procurement, 6. Company Law, 7. Intellectual Property Law, 8. Competition Policy, 9. Financial Services, 16. Taxation, 20. Enterprise and Industrial Policy, 23. Judiciary and Fundamental Rights, 24. Justice, Freedom and Security; and 29. Customs Union. Out of all these *acquis* chapters that are of priority under the SAA, Kosovo will utilize the present two-year long project to support *acquis* adoption in the following eight chapters: 1 Free Movement of Goods, 3 Right of Establishment and Freedom to Provide Services, 5; Public Procurement, 6 Company Law, 7 Intellectual Property Law, 8 Competition Policy, 23 Judiciary and Fundamental Rights and 24 Justice, Freedom and Security.)

Policy planning for SAA implementation is another aspect relevant for this project, which will also be improved through its implementation. In this regard, Kosovo institutions, under the coordination of the Ministry of European Integration, have during 2015 developed the **National Programme for Implementation of the Stabilization and Association Agreement (NPISAA)**, which was adopted by the Government on 16 December 2015 and by the Assembly in March 2016. As the main national policy document for EU integration, NPISAA sets out a comprehensive medium-term framework (covering the ongoing five year period: 2016-2020) of the reforms necessary for fulfilment of SAA obligations, namely measures and priorities for approximation of national legislation with the Union *acquis* through the transposition of the latter into the former, as well as for implementation of the approximated legislation (through policy reforms, institutional reforms and capacity-building, and enforcement). It also reflects measures and priorities deriving from political mechanisms and Kosovo – EU relations policies, namely the political agenda emerging from the Stabilisation and Association Process Dialogue (SAPD) and findings of annual EC Kosovo Report.

More specifically, the NPISAA foresees short-term legislative and implementing measures (covering 2016) and mid-term legislative and implementing priorities (covering 2017-2020). Legislative measures foresee the *acquis* act that will be transposed (either partially or fully) into the relevant national legal acts each year within specific quarters in 33 *acquis* chapters. In this regard, the main challenge identified is that the relevant institutions in charge *acquis* chapters lack sufficient expertise required to plan the specific *acquis* provisions that need to be transposed gradually, each year, into the national legislation, as required by the SAA, as well as their adequate implementation and enforcement. Therefore, this project will address this structural challenge by supporting the Ministry of European Integration (MEI) and line institutions in analysing the current level of approximation of national legislation with the *acquis* in the eight priority *acquis* chapters under the SAA outlined above. These *acquis* approximation gap analyses will produce, as the final result, midterm priorities of *acquis* adoption, including in terms of policy and institutional reforms and capacity-building, and implementation and enforcement of the national legislation aligned. This support will ultimately improve planning towards SAA implementation, thus

making the NPISAA a longer-term and more feasible planning tool for all institutions, as well as increasing capacities and expertise of MEI and the line institutions in charge of fulfilling SAA obligations for all aspects of *acquis* approximation. The project will also contribute to this through capacity-building support under the second component, as it will lead to two main results: producing specialized Training of Trainers (ToT) modules for each of the eight *acquis* chapters and certification of 120-160 local experts who will then continuously support capacity-building for SAA implementation and in further stages of EU accession process.

These eight areas are also of priority under the **National Development Strategy (NDS) 2016 – 2021**, which is the umbrella, or framework, policy document for Kosovo's development over the next midterm period. This is especially the case for pillars 3, 2 and 1, namely Competitive Industries; Good Governance and Rule of Law; and Human Capital. Measures set out in NDS are mostly synchronized with priorities of economic and institutional reforms necessary for Kosovo's integration into the European Union.³

The **Economic Reform Programme (ERP)** is also of key relevance in this regard. This project will support implementation in several ERP priority areas, especially those related to business environment, trade integration, and employment and labour market, as well as development of the industrial sector, services and agriculture. Last but not least, the structure of the MTEF (Medium Term Expenditure Framework) 2016 – 2018 also reflects that of the National Programme for Implementation of the SAA (NPISAA). MTEF takes the priorities outlined in the Declaration of Government Priorities 2016-2018 (EU integration being one of the five of them, namely the third priority) as the basis for prioritization of Government spending. More specifically in this regard, the first priority which this prioritization is based on (*Economic development, employment and social welfare*) is in line with prioritisation under the NPISAA. Secondly, many measures fall under the policy areas outlined within the second priority (*Good governance and rule of law*), especially justice system reform and security and home affairs). NPISAA reflects a similar prioritization across policy areas in its midterm priorities.

Within the **Indicative Strategy Paper (2014-2020)**, direct reference is provided to Kosovo needs to strengthen its structures, in particular in those domains directly affected by it and the mechanisms for reporting and monitoring, which will play a fundamental role in its implementation⁴. ISP notes that IPA II funds will support the alignment of the Kosovo institutional framework and capacities with the standards required by the *acquis*, in particular the implementation of the future SAA. Activities of this project are linked to the objectives and results of ISP which underlines that by 2020, the performance of Kosovo's public administration should be significantly improved if it is to meet the challenges of adopting the Union *acquis* and implementing a future SAA⁵. Therefore, this project contributes to the achievement of the third objective of ISP on (c) strengthening the ability of the beneficiaries to fulfil the obligations stemming from Union membership by supporting progressive alignment with, implementation and adoption of the Union *acquis*⁶.

Activities of this project are closely linked to the achievement of the main goals of the **National Strategy for European Integration 2020**. The main objectives of this strategy are that by 2020 Kosovo will be better prepared for European Integration process, and in particularly focusing on governance effectiveness by highlighting "the necessity of having a coherent and consistent system of policy and legislation making in place. It addresses the issue of investing in better quality and implementation of our policies through improved strategic planning and monitoring mechanisms. In addition, it underlines the importance of increasing the capacities of the civil service for better performing institutions. Thus, this objective tackles all sectors where reforms need to be conducted on the path towards European

³National Development Strategy 2016-2021, p.5

⁴Indicative Strategy Paper for Kosovo 2014-2020, p.16

⁵Indicative Strategy Paper for Kosovo 2014-2020, p.18

⁶Indicative Strategy Paper for Kosovo 2014-2020, p.3

Integration”⁷. Indirectly, this project will contribute to achievement of the III pillar goals of Kosovo **Government program for 2015 -2018** of European Agenda and Foreign Policy, respectively boosting the European Integration process further. Proper implementation of the SAA will be a thorough priority during the mandate of current Government and the entry into force of the SAA obliges Kosovo to push forward the implementation of the agreement that results in social, economic and political transformation of the country⁸. Furthermore, activities of this project will contribute on fulfilling the shortcomings and cross-sectorial needs as identified throughout the **EC Annual Progress Report 2015 for Kosovo** such as needs to ensure development of the insurance sector based on fair competition practices and a level playing field; develop a legislative framework to implement obligations under the future SAA for intellectual property rights, etc.).

3. Description

3.1 Background and justification:

The Stabilisation and Association Process (SAP) as a European Union's policy towards the Western Balkans, established with the aim of eventual EU membership, was launched in June 1999 and strengthened at the Thessaloniki Summit in June 2003. Within this process, the Western Balkan countries are involved in a progressive partnership with the EU, with a view of stabilising the region and establishing a free-trade area. The SAP dialogue between the EU and Kosovo was launched in 2009, and was followed by a 2012 Feasibility Study for a Stabilisation and Association Agreement between the European Union and Kosovo which confirmed that Kosovo made a considerable progress on its path towards the EU, nevertheless it still needed to intensify reforms in specific areas in order to be able to start the negotiations for concluding the Stabilization and Association Agreement (SAA). After it was confirmed that Kosovo fulfilled the remaining criteria, the negotiations started in 2013 and were completed in 2014. The SAA which constitutes the first ever comprehensive agreement between Kosovo and the EU was consequently signed in 2015 and entered into force on April 1st, 2016.

As an SAA requirement, Kosovo is obliged to gradually approximate its existing law and future legislation with the Union *acquis*. For a proper approximation to take place, apart from the strong commitment and intensive reforms focused both on *acquis* transposition and implementation, the domestic institutions need to properly plan and prioritize this process. Although much of the Kosovo legislation is aligned with the *acquis*, the technical process of approximation started just in 2014, where the main tools for this process i.e. Tables of Concordance and Statement of Compliance were introduced by the Government. Since this formal process is quite new and it still struggles to be properly implemented, the Institutions/Ministries responsible for specific chapters of the *acquis* do not yet possess concrete data and tangible results on the current level of transposition into national legal order of the EU legislative acts, deriving from specific *acquis* chapters. This setback was particularly noted by the Ministry of European Integration during the preparation of the National Plan for the Implementation of the SAA, which confirmed that line institutions are not able to properly arrange the *acquis* transposition under their competence and undertake necessary reforms for its implementation, in line with the SAA requirements. In addition, domestic institutions lack capacities i.e. familiarity and knowledge towards specific chapters of the *acquis* in relation to both *acquis* transposition and implementation, a necessity which needs to be straightaway addressed so that the proper SAA implementation could take place.

⁷National Strategy for European Integration 2020, p.9

⁸Kosovo Government Programme 2015-2018, p.44

3.2 Linked activities (*other international and national initiatives*):

This Twinning Project is a part of the IPA II overall package for Kosovo as indicated ISP which sets up overall objectives for EU Assistance to Kosovo for 2014-2020. This project is part of the 2014 Annual Programme for Kosovo and Action Document “*Support to Public Administration Reform Process*” which covers Activity 1 and 2. This projects needs to align and coordinate with other activities and actions of IPA 2014 and planned activities for IPA 2015 Programme, especially the ones inter-linked with the SAA Chapters.

The activities of this project need to build on the achievements of the IPA 2013 project “*Support to Kosovo’s Policy and Strategic Planning*” which was implemented in the Strategic Planning Office in the Office of the Prime Minister and ended in February 2016. The overall objective of the project was to improve quality of public policies and to contribute to effective Government decision-making that integrates Kosovo’s overall development agenda with the European integration agenda and available resources. Several activities of the Ministry of European Integration respectively the Department of Development Assistance were conducted in collaboration and assistance of the abovementioned project, specifically aiding the development of IPA II sectorial approach planning process and documents.

For Chapter 23 and 24 on Judiciary and Fundamental Rights and Justice, Freedom and Security several project started to be implemented in January 2016 with IPA 2014 programme. Therefore this project needs to coordinate well and cooperate with:

- Project Against Economic Crime in Kosovo - Phase II
- Further Support to legal education reform (KJI)
- Further Support to public safety education (KAPS)
- Strengthen Kosovo institutions in effective management of migration(MIA)
- Strengthening efficiency, accountability, and transparency of the judicial and prosecutorial system in Kosovo(KJC/KPC/SP)
- Strengthening policy formulation and drafting legislation and their effective implementation (MoJ)
- Fighting Against Trafficking in Human Being-(MLSW)
- Community Stabilisation Programme Phase III (MCR)
- Closure of Collective Centers (MCR)
- Support to Free Legal Professions in Kosovo

For IPA 2015, this project needs to coordinate well with planned projects:

- Support to Penitentiary System (Kosovo Correction and Probation Services - MoJ)
- Establishment and implementation of National Criminal Case Records (KJC)
- Support to Civil Code and Property rights Phase II
- Support to Department of Forensic Medicine (MoJ)
- Further Support to Protection of Personal Data (NAPPD)
- Support to Kosovo Police Reform (MIA-Kosovo Police)
- Strengthen inter-institutional, regional and international mechanisms in the field of anti-money laundering, financial crime, terrorism financing and corruption, including prevention, investigations, assessments and operations(Several institutions)
- Support on Fighting cybercrime, organised crime, terrorism, serious crime and corruption(Kosovo Police and Kosovo Forensic Agency)
- Further Support to Civil Registration Agency(MIA-CRA)

For Chapter Free Movement of Goods, this project needs to coordinate well with IPA projects:

- Support in the Development and Implementation of Food Safety and Sanitary and Phytosanitary Controls
- Support to Kosovo Food and Veterinary Laboratory

This Project needs to coordinate well and build on the activities which were achieved with the **GIZ Project “Support to EU Integration Process”** which it is estimated to end in June 2017. Through component on Legal Approximation, GIZ support trainings conducted by KIPA on the use of legal approximation instruments for public officials; assesses the technical quality of the current use of legal approximation instruments and supports the initial steps towards an IT-solution for the usage of legal approximation instruments. Additionally for SAA/NPISAA, GIZ provides broad support in the whole process of drafting the NPISAA including the methodology and training of public officials and supports trainings about the SAA conducted by KIPA.

Lastly, MIE will be supported with the **Project Preparation Facility (PPF)** which is estimated to commence in Q4 2016. The overall objective of this project is to support and reinforce the capacities of the Kosovo administration in the planning, programming and implementation of the Instrument for Pre-Accession Assistance (IPA), sector budget support and in the selection and prioritization of infrastructural projects. Where relevant, activities of this project should coordinate well with PPF.

3.3 Results:

Component 1: Acquis alignment gap analysis

1.1. Gap analyses on up to eight (8) priority Union acquis chapters under the SAA conducted and midterm priorities for acquis adoption in each chapter identified;

- Chapter 1: Free Movement of Goods
- Chapter 3: Right of Establishment and Freedom to Provide Services
- Chapter 5: Public Procurement
- Chapter 6: Company Law
- Chapter 7: Intellectual Property Law
- Chapter 8: Competition Policy
- Chapter 23: Judiciary and Fundamental Rights
- Chapter 24: Justice, Freedom and Security.

1.2 Inclusive and evidence-based Policy planning, with a view to fulfilment of SAA obligations, on up to eight (8) priorities Union acquis chapters improved;

Component 2: Acquis-related capacity building

2.1. Training modules within KIPA on up to eight (8) priorities Union acquis chapters under the SAA developed;

2.2. Up to eight (8) modules of Training of Trainers (ToT) (one per acquis chapter) delivered, with 120-160 trainers both men and women certified;

3.4 Activities:

This is not an exhaustive list of activities as we are expecting that Member State (s) will develop more activities in the proposal that are needed to achieve the results stipulated in the fiche.

Component 1: Acquis alignment gap analysis

1.1.1. Carrying out a horizontal needs assessment on the process of conducting acquis alignment gap analysis (setting up process, approach methodology timeframe, Institutional responsibilities, staffing needs, structure and content)

1.1.2 Producing a report outlining horizontal aspects of acquis alignment gap analysis

1.1.3. Producing up to eight (8) gap analysis reports assessing the level of alignment of Kosovo's legislation with the acquis and outlining midterm priorities for acquis adoption in priority chapters under the SAA:

Chapter 1: Free Movement of Goods

Chapter 3: Right of Establishment and Freedom to Provide Services

Chapter 5: Public Procurement

Chapter 6: Company Law

Chapter 7: Intellectual Property Law

Chapter 8: Competition Policy

Chapter 23: Judiciary and Fundamental Rights

Chapter 24: Justice, Freedom and Security.

1.2.1. Producing inclusive and evidence-based acquis adoption plans (containing legislative priorities and measures) in up to eight (8) priority Union acquis chapters under the SAA outlined under 1.1.3. above;

1.2.2. Producing inclusive and evidence-based acquis adoption plans (containing implementing priorities and measures) in up to eight (8) priority Union acquis chapters under the SAA outlined under 1.1.3. above;

Component 2: Acquis-related capacity building

2.1.1. Conducting training needs assessment and target group mapping for both men and women, with relevant institutions, on acquis in up to eight (8) priority Union acquis chapters under the SAA outlined under 1.1.3. above;

2.1.2. Producing up to eight (8) training needs assessment (TNA) reports, outlining target groups and specific training needs for men and women in priority areas under the SAA outlined under 1.1.3. above;

2.1.3. Producing up to eight (8) ToT modules on acquis in priority areas under the SAA outlined under 1.1.3. above;

2.1.4. Producing mid-term acquis training programmes in up to eight (8) priority areas under the SAA outlined under 1.1.3. above;

2.2.1. Selecting at least eight (8) specialized trainers' men and women for providing training on up to eight (8) ToT modules on acquis in priority areas under the SAA outlined under 1.1.3. above;

2.2.2. Conducting selection of ToT participants for up to eight (8) priority Union acquis chapters under the SAA outlined under 1.1.3. above (15 – 20 per chapter);

2.2.3. Delivering up to eight (8) ToT programmes on acquis in priority areas under the SAA outlined under 1.1.3. above, and certifying 120-160 trainers men and women (15 – 20 per chapter);

2.2.4. Providing mentorship in at least eight (8) training sessions delivered by selected certified trainers in the respective priority Union acquis chapters under the SAA outlined under 1.1.3. above (one session per chapter);

3.5 Means/ Input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

Project Leader Profile

Requirements:

- University level education and equivalent professional experience of 7 years in European affairs sector;
- Minimum of 3 years of management experience in policy and strategy planning in European affairs sector;
- Proven contractual relation to a public administration or mandated body, as defined under twinning manual 5.4.5;
- Experience in project management;
- Fluent in English language;
- Computer literacy;
- Leadership skills;

Tasks of the Project Leader:

- Overall responsibility, coordination and direction of the MS TW partner inputs;
- Ensuring backstopping and financial management of the project in the MS;
- Supervising and coordinating implementation of the project;
- Mobilisation of the short-term experts;
- Project reporting;
- Close cooperation with Kosovo counterparts;
- Participation in Steering Committee meetings.

3.5.2 Profile and tasks of the RTA

Requirements:

- University Degree and equivalent professional experience of minimum 5 years in European affairs sector;
- At least 3 years of professional experience in the legal harmonization sector;
- Proven contractual relation to public administration or mandated body, as defined under Twinning manual 5.4.5;
- Experience in project management;
- Fluent in English language;
- Computer Literacy;

Assets:

- Experience in transition countries, particularly in Western Balkan countries;

Tasks of the Resident Twinning Adviser:

- Support and coordination of all activities in the BC;
- Day to day management of the project;
- Advising on EU policies and best practices, related legislation and regulations;
- Coordination of the short-term experts activities;
- Monitoring project implementation and proposing corrective management actions, if required;
- Organization of visibility events (kick-off, final event and thematic events);
- Networking with stakeholders of the project in Kosovo and in MS.

The duration of the RTA secondment is 24 months.

3.5.3 Profile and tasks of the short-term experts

Short-term experts with experience and competence matching the project components should have a relevant university degrees, professional experience in the relevant field, such as:

Profile of the Short-term experts

Requirements:

- Postgraduate level education and equivalent professional experience of 7 years in the legal harmonization sector;
- Proven contractual relation to public administration or mandated body, as defined under Twinning manual 5.4.5;
- Working level of English language;
- Computer literacy;

Assets:

- Experience in coordination of activities related to legal harmonization, legal or policy drafting, strategy planning and monitoring;
- Experience in the European integration negotiations process
- Expertise on planning and budgeting on the basis of data collection, policy coordination and financial impact assessments;

Tasks of the Short-term experts will include but are not limited to the following:

- Support to Project Leader and the Resident Twinning Advisor in the implementation of all project activities;
- Close cooperation with beneficiary institutions experts;
- Preparation of report with recommendations for improvement and adaptation to meet the project results;
- Organizing conferences with intention of presenting project activities and results.

4. Institutional Framework

The main beneficiary institutions of this project, under both components, will be the Ministry of European Integration and the line institutions in charge of directly fulfilling SAA obligation in the eight acquis chapters covered, namely chapters 1 Free Movement of Goods, 3 Right of Establishment and Freedom to Provide Services, 5 Public Procurement, 6 Company Law, 7 Intellectual Property Law, 8 Competition Policy, 23 Judiciary and Fundamental Rights and 24 Justice, Freedom and Security. Thus, in addition to MEI, the following line institutions will be supported: Ministry of Trade and Industry (MTI); Ministry of Finance (MOF) (including the internal revenues bodies – customs and taxation); Ministry of Justice (MOJ) (including Kosovo Police); as well as a number of independent institutions such as those of the justice system, those dealing with public procurement, the Central Bank, etc.

More specifically, the main MEI departments that will directly benefit from this project, and involved in its implementation as coordination actors, will be the Department of EU Law (in terms of planning of the legal approximation process and strengthening of capacities to conduct it), the Department of Coordination of the Stabilisation and Association Process (in terms of overall coordination of planning of SAA implementation, through the NPISAA, and monitoring and reporting), as well as the two sectorial departments covering the eight chapters, namely the Department of Economic Criteria and Internal Market (for chapters 1, 3, 5, 6, 7 and 8) and the Department of Political Criteria (for chapters 23 and 24). On the other hand, the main beneficiaries within the line institutions outlined above will be Legal Departments (on planning and conducting legal approximation), Departments of European Integration and Policy Coordination (on overall policy planning related to SAA and NPISAA, and monitoring and reporting), and the respective line departments in charge of policy areas and subareas within the scope of each of the eight *acquis* chapters. The same structures will also be ultimate beneficiaries from the second component, that of capacity-building component, through ToTs. The Kosovo Institute for Public Administration (KIPA) will also benefit from this component, mainly in terms of experience and practice to develop, manage and implement specialized, policy-oriented, training modules.

5. Budget

Total amount allocated for this project is 1.625.000,00 Euro to be implemented in the course of 24 months.

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting

The EU Office in Kosovo is the Contracting Authority responsible for tendering, contracting and managing the Action. The European Union Office in Kosovo will manage the procurement, implementation, quality control, reporting. A Project Steering Committee will be responsible for the overall direction of the project and comprise of representatives from the beneficiary institutions and the EU Office and other relevant institutions. Monitoring will be performed centrally by the European Commission. The project may be evaluated at the interim or *ex-post* stages under the supervision of the Commission's Evaluation Unit. The project may be audited by the Court of Auditors in line with the standard European Commission procedures.

Contact Person:

Albina Duraku-Nura, Programme manager, EU Office in Kosovo

6.2 Main counterpart in the BC

Main Counterparts in BC are Representatives from Ministry of European Integration, respectively Legal Department and Department for Coordination of SAA and Kosovo Institute for Public Administration (KIPA) for the second component

Project Leader from BC side is: Mr. Demush Shasha, Secretary General, Ministry of European Integration,

RTA from BC: Dukagjin Abdyli, Director of Department of EU Law, Ministry of European Integration

6.3 Contracts

One Twinning Contract

*Please note that the awarding of the twinning contract is subject to the conclusion of a financing agreement **between the European Commission and Kosovo** for the Annual Action Program for 2015, which does not modify the elements of the twinning procedure. If the precedent condition is not met, the contracting authority may cancel the call for proposal without the candidates being entitled to claim any compensation.*

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals (July 2016)

7.2 Start of project activities (May 2017)

7.3 Project completion (May 2019)

7.4 Duration of the execution period (24 months)

8. Sustainability

Under the first component, the results that will add to sustainability concern the gap analysis reports for the eight *acquis* chapters covered. These will be important as they will provide a detailed and comprehensive overview of the state of play in terms of alignment of the national legislation with the Union *acquis*, also identifying main gaps and priorities of legal reforms in all these sectors over the next medium-term period of SAA implementation.

Secondly, these reports will identify gaps and priorities in each *acquis* area for policy reforms towards fulfilment of SAA obligations.

Inter-institutional coordination will ensure the necessary endorsement of all relevant institutions, thus avoiding contradictions in planned policies; in addition, consultation with the external stakeholders will ensure that identified policy priorities correspond to the needs of citizens and business.

Thirdly, they will serve to identify gaps and priorities in terms of institutional reforms and capacity-building required for implementation and enforcement of the national legislation aligned with the *acquis*. On the other hand, specialized training modules and certified trainers on each of the eight chapters will contribute to sustainability as they will serve as a pool of experts for capacity-building during SAA implementation and the next stages of EU accession.

9. Crosscutting issues (*equal opportunity, environment, etc...*)

Gender mainstreaming will be taken into account at all stages and aspects during the implementation of the project. The action should ensure gender balance of participants selected to be certified for providing ToTs. Both men and women should be represented equally in training sessions, programmes and activities organized by this project. If the participation of any gender remains to a certain extent underrepresented, the project should take measures to boost their involvement. If this project produces statistical information and data, they should be by all means sex disaggregated. This project should take into account that specific needs of

both women and men should be incorporated into the development of all training modules in order to ensure equal accessibility to both target audiences.

This project should promote and encourage participation of persons from *the minority communities* at all levels. All relevant materials produced and published from this project, should be accessible and available in all Kosovo official languages. Special attention should be given for this project not having a negative impact on the *environment*. The project should be delivered in the most environmentally friendly possible way, including the recycling of paper and the reduction of paper-based activities to the absolute minimum.

10. Conditionality and sequencing

During work plan preparation, the implementing MS together with MEI and KIPA should focus the scope of the work and analyze the exact number of SAA chapters which need gap analysis and decide which chapters needs more focus and work.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)

ANNEX 1: LOGICAL FRAMEWORK MATRIX IN STANDARD FORMAT

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	
<p>To contribute in establishing an effective and efficient public administration capable of fulfilling SAA obligations and providing better service delivery for citizens and businesses.</p>	<p>-Kosovo Administrations capacities strengthened on fulfilling SAA obligations</p> <p>- European Commission recognizes Kosovo progress on EU related reforms</p>	<p>-European Commission annual progress report for Kosovo</p> <p>- Reports from implementation of SAA</p> <p>-Conclusions of Sub-Committee Meetings of Stabilisation Association</p>	
SPECIFIC OBJECTIVES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>1. Supporting Kosovo’s administration to effectively and efficiently manage the SAA process by improving policy planning on Union acquis adoption;</p> <p>2. Strengthening Kosovo administration’s technical and administrative capacities to effectively implement policies for fulfilment of SAA obligations</p>	<p>- All national policies are linked and in compliance with the SAA obligations</p> <p>-Kosovo’s administrative capacities are able to implement policies related to SAA obligations</p>	<p>-European Commission annual progress report for Kosovo</p> <p>-Project Quarterly Reports</p> <p>-MEI and KIPA Reports</p> <p>-Conclusions of sub-committees meetings of stabilisation association</p>	<p>-Government of Kosovo continues to support European Integration Agenda</p> <p>-Political stability and willingness to strengthen the Rule of Law</p> <p>-Effective communication and active participation of all stakeholders.</p>

		<p>-Quarterly reports of implementation of NPISAA</p> <p>-Reports on implementation of SAA</p>	<p>-Both EU and Kosovo remain firm on path of EU Integration</p> <p>-Human Resources Provided</p> <p>-Budget allocation from Kosovo Government</p>
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Component 1: Acquis alignment gap analysis</p> <p>1.1. Gap analyses on up to eight (8) priority Union acquis chapters under the SAA conducted and midterm priorities for acquis adoption in each chapter identified;</p> <ul style="list-style-type: none"> - Chapter 1: Free Movement of Goods - Chapter 3: Right of Establishment and Freedom to Provide Services - Chapter 5: Public Procurement - Chapter 6: Company Law - Chapter 7: Intellectual Property Law - Chapter 8: Competition Policy - Chapter 23: Judiciary and Fundamental Rights - Chapter 24: Justice, Freedom and Security. <p>1.2. Policy planning, with a view to fulfilment of SAA obligations, on up to eight (8) priority Union acquis chapters improved;</p> <p>Component 2: Acquis-related capacity building</p> <p>2.1. Training modules within KIPA on up to eight (8) priority Union acquis chapters under the SAA developed;</p> <p>2.2. Up to eight (8) modules of Training of Trainers (ToT) (one per acquis chapter) delivered, with 120-160 trainers both men and women certified;</p>	<p>Result 1:</p> <ul style="list-style-type: none"> - No. of gap analyses reports of Kosovo Union acquis alignment with SAA chapters produced -No. of midterm legislative and implementation priorities for acquis adoption plans identified -No. of policy documents reflecting SAA obligations reviewed in an inclusive way and improved -The level of compliance of policy planning with SAA obligations <p>Result 2:</p> <ul style="list-style-type: none"> -No. of KIPA training modules of Union acquis chapters under SAA developed -No.of training needs assessment reports in priority areas under the SAA produced -No. of mid-term acquis training programmes for SAA produced -No. of ToT programmes delivered and no. of trainers certified 	<ul style="list-style-type: none"> -European Commission annual progress report for Kosovo -Project Quarterly Report -MIE and KIPA Reports -Conclusions of sub-committees meetings of stabilisation association -Quarterly reports of implementation of NPISAA -Reports on implementation of SAA 	<ul style="list-style-type: none"> -Readiness from the beneficiary institution to actively participate in capacity building events organized by the project - Effective communication and active participation of all internal and external stakeholders throughout the duration of the project -Political willingness and acceptance of recommendations and reports from the project -Beneficiary institution willingness to accept expert's proposals, recommendations, reports and commitment to effectively implement them. -Sufficient absorption capacity of stakeholders to be fully involved in project activities

	- No. of mentorship training sessions provided		-Sustainability of all administrative and reform oriented actions
ACTIVITIES Component 1: Acquis alignment gap analysis 1.1.1. Carrying out a horizontal needs assessment on the process of conducting acquis alignment gap analysis (setting up process, approach methodology timeframe, Institutional responsibilities, staffing needs, structure and content) 1.1.2. Producing a report outlining horizontal aspects of acquis alignment gap analysis 1.1.3. Producing up to eight (8) gap analysis reports assessing the level of alignment of Kosovo’s legislation with the acquis and outlining midterm priorities for acquis adoption in priority chapters under the SAA: - Chapter 1: Free Movement of Goods - Chapter 3: Right of Establishment and Freedom to Provide Services - Chapter 5: Public Procurement - Chapter 6: Company Law - Chapter 7: Intellectual Property Law - Chapter 8: Competition Policy - Chapter 23: Judiciary and Fundamental Rights - Chapter 24: Justice, Freedom and Security. 1.2.1. Producing inclusive and evidence-based acquis adoption plans (containing legislative priorities and measures) in up to eight (8) priority Union acquis chapters under the SAA outlined under 1.1.3. above; 1.2.2. Producing inclusive and evidence-based acquis adoption plans (containing implementing priorities and measures) in up to eight (8) priority Union acquis chapters under the SAA outlined under 1.1.3. above: Component 2: Acquis-related capacity building 2.1.1. Conducting training needs assessment and target group mapping for both men and women, with relevant institutions, on acquis in	MEANS One Twinning Contract 24 months duration	OVERALL COST € 1.625.000,00	ASSUMPTIONS -Readiness from the beneficiary institution to actively participate in capacity building events organized by the project - Effective communication and active participation of all internal and external stakeholders throughout the duration of the project -Political willingness and acceptance of recommendations and reports from the project -Beneficiary institution willingness to accept expert’s proposals, recommendations, reports and commitment to effectively implement them

<p>up to eight (8) priority Union acquis chapters under the SAA outlined under 1.1.3. above;</p> <p>2.1.2. Producing up to eight (8) training needs assessment (TNA) reports, outlining target groups and specific training needs for men and women in priority areas under the SAA outlined under 1.1.3. above;</p> <p>2.1.3. Producing up to eight (8) ToT modules on acquis in priority areas under the SAA outlined under 1.1.3. above;</p> <p>2.1.4. Producing mid-term acquis training programmes in up to eight (8) priority areas under the SAA outlined under 1.1.3. above.</p> <p>2.2.1. Selecting at least eight (8) specialized trainers' men and women for providing training on up to eight (8) ToT modules on acquis in priority areas under the SAA outlined under 1.1.3. above;</p> <p>2.2.2. Conducting selection of ToT participants for up to eight (8) priority Union acquis chapters under the SAA outlined under 1.1.3. above (15 – 20 per chapter);</p> <p>2.2.3. Delivering up to eight (8) ToT programmes on acquis in priority areas under the SAA outlined under 1.1.3. above, and certifying 120-160 trainers men and women (15 – 20 per chapter);</p> <p>2.2.4. Providing mentorship in at least eight (8) training sessions delivered by selected certified trainers in the respective priority Union acquis chapters under the SAA outlined under 1.1.3. above (one session per chapter);</p>			
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