The European Union's "2007/145-210" Project for the WBT Region

Service Contract for a Monitoring system of the implementation of Projects and Programmes of External Co-operation financed by the European Community
Lot 6: Western Balkans & Turkey

Synthesis Report on
EU Funded National Projects in Kosovo (under UNSCR 1244) Monitored in the Period 2009 - 2010

November 2010

This project is funded by
the European Union

A project implemented by
ICCS-NTUA Consortium
ICCS-NTUA (EPU) -INTEGRATION -ECORYS - TMS

DISCLAIMER

This report has been produced in the frame of a project funded by the European Union. The content of this publication is the sole responsibility of the Results-Oriented Monitoring (ROM) WBT Team and can in no way be taken to reflect the views of the European Union.

It is recalled that the ROM system focuses on individual projects and is solely designed to measure their individual performance, within the overall frame of the Project Cycle Management (PCM) approach. Its methodology and criteria have not been thought for (foreseen?), nor tailored to allow drawing more general findings, conclusions or recommendations on any higher or wider level, such as sectors, countries or regions.

For this reason, attention is drawn to the fact that such more general findings and conclusions, formulated in this Synthesis Report, should be considered as indicative only, without any statistical validity or reliability whatsoever.

REPORT DATA

Project Title	"Service Contract for a Monitoring system of the Implementation of Projects and Programmes of External Co-operation financed by the European Community - Lot 6: Western Balkans & Turkey"
Report Title	Synthesis Report on EU funded National Projects in Kosovo (under UNSCR 1244) monitored in the Period 01/01/2009 – 31/10/2010
Country	Kosovo (under UNSCR 1244)

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INTRODUCTION

The ROMWBT Team developed, in the course of implementation of the ROMWBT Project, an approach and method for the analysis and synthesis of ROM information and conclusions from the implementation of the ROMWBT Project with the overall objective of providing valuable multi-dimensional information to support decision making in External Cooperation Projects and Programmes. This approach and method is supported by a Knowledge Optimisation Meta-Information System (KOMIS), developed by the ICCS-NTUA for this purpose. The use of the KOMIS improves reporting compatibility and speed and supports the analysis and synthesis of ROM information and results. This approach and system have currently been increasingly used for the elaboration of syntheses of ROM results and conclusions and for supporting the elaboration of the ROMWBT Annual Report and other management and technical reporting.

The present Synthesis Overview has been produced by the ROMWBT Team experts based on a draft generated by KOMIS, in order to allow a comparative analysis of the performance of EU External Cooperation national projects in Kosovo in the period 2009 - 2010. It provides an overview of all the national projects monitored in Kosovo in 2009 and in 2010 up to 31/10/10.

1. ACHIEVEMENTS

1.1. Overview of outputs

During the period from 01/01/2009 to 31/10/2010, the following achievements were accomplished with regard to the monitoring of projects in Kosovo:

- 71 ongoing national (bilateral) projects were monitored (36 in 2009 and 43 in 2010, with 8 projects monitored in both years).
- 85 ROM missions were implemented (37 in 2009 and 48 in 2010).
- 81 sets of ROM outputs (Monitoring Reports, Background Conclusion Sheets and Project Synopses) were submitted. The outputs from 4 more project-visit were, on 31/10/10, at the stage of quality control and finalisation, the deadline for their submission being later than the date of issuance of the present Synthesis Report.

The monitored projects cover a total of 41 specified sectors (at CRS level code):

- o 1 project in 11000 - Education
- o 2 projects in 11110 - Education policy and administrative management
- o 1 project in 11130 - Teacher training
- o 1 project in 11330 - Vocational training
- o 1 project in 12110 - Health policy and administrative management
- o 1 project in 13010 - Population policy and administrative management
- o 1 project in 14010 - Water resources policy and administrative management
- o 1 project in 14020 - Water supply and sanitation - large systems
- o 1 project in 14050 - Waste management/disposal
- o 1 project in 15000 – Government and civil society
- o 7 projects in 15110 - Economic and development policy/planning
- o 6 projects in 15111 - Public Finance Management
- o 3 projects in 15112 - Decentralisation and support to subnational government
- o 7 projects in 15130 - Legal and judicial development
- o 1 project in 15140 - Government administration
- o 1 project in 15150 - Strengthening civil society
- o 1 project in 15153 - Media and free flow of information
- o 3 projects in 15160 - Human Rights
- o 1 project in 15210 - Security system management and reform

- o   1 project in 16000 - Other social infrastructure and services
- o   1 project in 16030 - Housing policy and administrative management
- o   1 project in 16061 - Culture and recreation
- o   1 project in 16062 - Statistical capacity building
- o   1 project in 21010 - Transport policy and administrative management
- o   1 project in 22040 - Information and communication technology (ICT)
- o   5 projects in 23010 - Energy policy and administrative management
- o   1 project in 25010 - Business support services and institutions
- o   1 project in 25020 - Privatisation
- o   2 projects in 31110 - Agricultural policy and administrative management
- o   1 project in 31120 - Agricultural development
- o   2 projects in 31195 - Livestock/veterinary services
- o   1 project in 32130 - Small and medium-sized enterprises (SME) development
- o   1 project in 32220 - Mineral prospection and exploration
- o   1 project in 32310 - Construction policy and administrative management
- o   1 project in 33110 - Trade policy and administrative management
- o   2 projects in 33120 - Trade facilitation
- o   1 project in 41010 - Environmental policy and administrative management
- o   1 project in 41040 - Site preservation
- o   1 project in 72010 - Material relief assistance and services
- o   2 projects in 73010 - Reconstruction relief and rehabilitation
- o   1 project in 92010 - Support to national NGOs

The total budget (EC contribution) covered was € 104,698,007 and the average size of the monitored projects was € 1,474,620.

2. ANALYSIS OF ROM RESULTS

2.1. Operational Conclusions

2.1.1   Best Practices

This section highlights the examples of best practices identified among the projects monitored. In order to identify the candidate projects and single out the best practices, the following four-stage method was applied:

Stage 1:   Draw up a "shortlist" of all "very good" projects, having a general average score above 3.00.

Stage 2:   Select all projects which have at least one "A" grade.

Stage 3:   Remove all projects which have "C" or "D" grade.

Table 1: Short-listed Success Stories in 2010 in Kosovo

#	Title	Domain	EC Budget	Project Authority	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Average Score	% of excellence
1	Assistance to Kosovo Transmission System and Market Operator (KOSTT)	IPA	€ 999,850	Terna Rete Electrica Nazionale Spa	A	A	A	A	A	3.82	94 %
2	Free Environment - Society for All	IPA	€ 187,805	Association of Paraplegics and Paralyzed Children of Kosovo	B	B	A	A	B	3.58	86 %
3	Completion of Re-appointment of Judges and Prosecutors in Kosovo	IPA	€ 876,460	United Nations Office for Project Services (UNOPS)	A	A	B	A	B	3.55	85 %

#	Title	Domain	EC Budget	Project Authority	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Average Score	% of excellence
4	Assistance to the Energy Regulatory Office of Kosovo (UNSCR 1244)	IPA	€ 985,600	LDK Consultants Engineers and Planners SA	B	A	A	B	B	3.4	80 %
5	EU Scholarship Scheme – Round VI	IPA	€ 2,999,000	SOFRECO	A	B	B	A	B	3.31	77 %
6	Promoting the rights of the Child in the field of Education	EIDHR	€ 100,000	Kosova Education Center Foundation	A	B	B	B	A	3.28	76 %
7	Support to the Agency for Co-ordination of Development and European Integration (ACDEI)	IPA	€ 2,500,000	ROI - Dutch Institute for Public Administration	A	B	B	B	B	3.01	67 %

<u>Stage 4</u>: Identify the best success story in terms of design quality, sound operational set-up and expected results.

The following Table provides a short profile of the project selected at the Stage 4 above, which constitutes the best success story (the higher percentage of excellence).

Table 2: Success Story N°1

Project Title	Assistance to Kosovo Transmission System and Market Operator (KOSTT)	
Monitoring	Report N°& grades	MR-128800.01: **A-A-A-A-A**
	Previous grades	n/a
Domain	IPA	
Sector	23010 - Energy policy and administrative management	
Intervention Logic	<u>Overall Objective:</u> To strengthen the functional and technical capacity of the Kosovo Transmission System and Market Operator (KOSTT) so as to become a competent player in the regional electricity market in compliance with requirements of the EnCT; to Assist KOSTT's management in further progressing the development of its institutional capacity and making it able to fully participate in Energy Community and related market procedures and support KOSTT's management in its relationships with Kosovo Authorities related to energy issues and policies, with particular reference to MEM and ERO. <u>Project Purpose:</u> To provide technical assistance and on the job training to KOSTT on transmission system and market operation in accordance with the Kosovo regulatory framework and electricity roadmap in the context of Energy Community Treaty. <u>Expected results:</u> Increased capacity of KOSTT staff in transmission system and market operation. <u>Planned Activities:</u> 1. Support to System Operator (SO); 2. Support to Transmission Network Operator (TNO); 3. Technical Support to Market Operator (MO); 4. Support to Finance and Regulatory Departments; 5. Support KOSTT participation in regional bodies / Mechanisms under the Energy Community Treaty. <u>Target groups:</u> The main beneficiary is KOSTT. Other beneficiaries are the Ministry of Energy and Mining (MEM) and the Energy Regulatory Authority (ERO).	
Key issues and recommend-dations	In view of the good performance of the project, there are no recommendations. The project's implementation is worth to be further analysed as a good practice in terms of capacity building projects in the frame of the EU cooperation in Kosovo, so as to take into account the following key elements for success when designing and internally monitoring projects. Support and cooperation have been provided by EU to KOSTT since its very first start, creating some continuity and interdependence in the projects to date, and common understanding among the main stakeholders (EU Energy Directorate, ECLO, KOSTT, Technical Assistance –TA-). Senior staff competences proved to be sufficiently mature to interact with the TA, take benefit from the TA inputs and re-orient their needs if necessary. On top of the staff competences, it is worth noting that KOSTT has a strong vision of its mission and responsibilities, which clearly identifies the border of its activities. The top management is fully committed in drafting its needs in order to get the most relevant inputs and benefits from the cooperation, and in regularly monitoring the outputs and the project's overall performance. The TA has	

counterparts inside the organisation and reports regularly to the top management, adjusting its workplan to particular priorities and requirements, thus the TA work is fully embedded in the core activities of the KOSTT. The technical expertise provided by the TA is excellent, and the TA Team has good knowledge of the region and its constraints. These two factors, together with a very strong experience of the sector ensure the quality of the support provided to the beneficiary. IN addition, the Team has been stable, without changes of Team Leader and continuity is ensured since the very beginning of the project, with strong interactions with the previous one and building on previous analyses of the constraints of the environment, the sector and the general context. The non interference of different donors (in TA) is also an element which allows strengthening cooperation among the beneficiary, the TA and the ECLO. Risks of overlapping are reduced and coordination amongst different projects (which prove to be difficult for beneficiaries in many cases) does not constitute an extra workload for the beneficiary (other interventions do exist in KOSTT but are more concerned with the upgrading of equipment). Some further short term cooperation with EU could be envisaged, even if not incorporated at the moment.

In view of the fact that the present Synthesis Report aims also to allow for a comparative analysis of the projects' performance over time, the following Table provides a short profile of a project identified at the Stage 3 above, which constitutes the best success story of a re-monitored project (monitored in 2009 and re-monitored in 2010).

Table 3: Success Story N°2

Project Title	Assistance to the Energy Regulatory Office of Kosovo (UNSCR 1244)	
Monitoring	2010 Report N°& grades	MR-128102.02: **B-A-A-B-B**
	2009 Report N°& grades	MR-128102.01: **B-B-B-B-B**
Domain	IPA	
Sector	23010 - Energy policy and administrative management	
Intervention Logic	<u>Overall Objective:</u> To contribute to the creation of a regulatory framework for a transparent and non-discriminatory energy market in compliance with requirements of the Energy Community Treaty (EnCT). <u>Project Purpose:</u> To support ERO in its further internal development and in the implementation of regulatory procedures, legislation and requirements deriving from EnCT and energy laws in Kosovo. <u>Expected Results:</u> 1. Secondary legislation completed; 2. Regulatory procedures ensure transparency, competition and customer protection; 3. ERO exercises effectively the regulatory responsibilities. <u>Planned Activities:</u> 1. Review and completion of the secondary legislation of the Energy Regulatory Office according to requirements of Kosovo law and its compliance with acquis as required by the EnCT; 2. Review and approval of amendments to technical/operational codes prepared by operators in the system; 3. Development of guidelines for further unbundling of KEK and for their implementation in line with requirements of the EnCT roadmaps and in line with the Kosovo Energy Strategy on sector restructuring; 4. Gradual implementation of tariff reforms reflecting the costs of production and imports; in a sufficiently timely manner; and ensuring that the tariff filing format sheets conform to standard accounts presentation; 5. Implementation of regulatory procedures including license monitoring and costumer protection procedures; 6. Review and implementation of Quality Management Procedures (QMS) aiming at improving the internal organisation and communication, and increasing the general public awareness on ERO's role and function; 7. Fulfillment by ERO of the Energy Community Treaty requirements through its active participation in the regional bodies and working groups established under the EnCT. <u>Target groups:</u> Energy Regulatory Office (ERO) of Kosovo.	
Key issues – recommenda-tions	Support and cooperation have been provided by EU to ERO since its very first start, creating some continuity and interdependence in the projects which have been implemented up to now. Senior staff competences are proven to be sufficiently mature to interact with PT and take benefit from their inputs and re-orient their needs if necessary. Top management is fully committed in drafting its needs in order to get the most relevant inputs and benefits from the cooperation, and in regularly monitoring the outputs and the overall performance of the project. PT has counterparts inside the organisation and regularly reports to top management, adjusting its workplan to specific priorities and requirements, thus making the TA not separate from the core activities of the organisation, but fully embedded. The expertise provided is excellent at the technical level; the good knowledge of ERO and its constraints is also a plus.	

	Risks of overlapping are reduced and coordination amongst different projects which prove to be difficult for beneficiaries in many cases does not constitute an extra load of work for the beneficiary but an efficient support.
	In the 2009 MR: PT and ERO: 1) Clarify the work which will be carried out in subtasks connected to communication knowing that for the moment no strict decisions have been made by the Board and the Operational Team in the field of public awareness. 2) Be more precise regarding the various tasks to be carried out regarding the ISO 9000 certification within the end of the project. ECLO and ERO: 1) Elaborate on the possibility of additional cooperation under IPA 2010 through TAIEX or Twinning, even if programming timing is short.
	In the 2010 MR: ECLO and ERO: 1) Elaborate on the possibility of additional cooperation between the end of the project and the new one to be developed under IPA 2010.

2.1.2 Problem cases

This section highlights the problem cases identified among the projects monitored. In order to single out the problematic cases, the following three-stage method was applied:

Stage 1: Draw up a "shortlist" of all projects with "serious deficiencies", having a general average score below 2.00.

Stage 2: Select all projects which have at least one "D" grade.

Table 3: Short-listed problematic cases in 2010 in Kosovo

#	Title	Domain	EC Budget	Project Authority	Relevance	Efficiency	Effectiveness	Impact	Sustainability	Ave-rage Score	% of excel-lence
1	SME Support through the Ministry of Trade and Industry in Kosovo	IPA	€ 2,999,000	European Consultants Organisation (ECO), Belgium	C	C	C	C	D	1.77	26 %

Stage 3: Identify the most problematic case in terms of design quality, sound operational set-up and expected results.

The following Table provides a short profile of the project selected at the Stage 3 above, which is in fact the only problematic case identified.

Table 4: Problem Case

Project Title	SME Support through the Ministry of Trade and Industry in Kosovo	
Monitoring	Report N° & grades	MR-129921.01: **C-C-C-C-D**
	Previous grades	n/a
Domain	IPA	
Sector	32130 - Small and medium-sized enterprises (SME) development	
Intervention Logic	Overall Objective: To support the revitalisation of Kosovo's economy by enhancing the business enabling environment and the competitiveness of the SME sector.	
	Project Purpose: 1. To strengthen the capacities of the Ministry of Trade and Industry to contribute to the development of the SME sector by assisting in the streamlining of national policy through the development of the competitiveness policy, strategy and legislative and regulatory framework in order that it is consistent with the "European Charter for Enterprise"; 2. To contribute towards an improved public/private sector dialogue through better coordination, consultation and information dissemination mechanisms between public and private institutions, sectorial business associations and SMEs; 3. To improve the competitiveness of SMEs in order to increase the share of Kosovo products and services in local and international markets.	
	Expected Results: The expected results are far reaching and numerous.	
	Planned Activities: Many of the activities that will contribute to the results are long-term and time-consuming. Some will be undertaken by the long-term TA team and others by the large number of short-term TA interventions.	
	A period of two months has been lost when the project was suspended due to the non-	

	availability of office space within the Ministry of Trade and Industry; and, due to the delayed acceptance of the Inception Report it is expected that a prioritization and reduction of activities will be made by the Steering Committee, allowing the project to deliver the expected results towards an institutional improvement in service delivery of the SME Support Agency.
Key issues – recommenda-tions	Within a project timeframe of only 30 months, the successful and sustainable achievement of so many diverse activities by a small TA team with a considerable number of short-term TA inputs (1800 person days) is unrealistic.
	1) The Minister and the ECLO Task Manager must ensure that the SC meets immediately following a one- or two-day workshop of beneficiaries where the way forward is agreed, and that the Inception Report is approved so that the project can make a start.
	2) A selection of priority activities should be made, to ensure that the results to be achieved are meaningful and not diluted, thus they will have real impact on the improved performance of, and delivery of services by, the end-beneficiary agency. Consideration should be given to the following: a) The project's involvement in R&D is inappropriate in such a young economy and especially when R&D is a very costly exercise and new research is available in Europe and elsewhere. b) The ToR component that provides for coordination of donor interventions in the trade sector is still unclear by all parties; it should not be coordination of donors working in the sector at the strategic level, as this is a function of higher authorities (e.g. Prime Minister's Office), but coordination at the implementation level between ongoing projects funded by other donors. This is a task that all good project managers should undertake to prevent overlap, share information and ensure synergy. The project has already planned many future inter-project coordination meetings and it is hoped that the ECLO will approve the programme as a whole. c) The use and effective management of 1800 person days of short-term consultancy will be a major logistical and quality control task which will divert the time of the Team Leader from his main project inputs. For that reason, the project should consider having fewer missions with longer timeframes, so that operational management will be reduced to a more productive and manageable activity and greater benefit will be derived by the TA. d) At this stage of the development of the Kosovo economy, the Centers of Excellence do not appear as indispensable and will provide no added value to the development of small businesses. e) Work with the Business Associations / Chambers of Commerce will be a fertile ground within which the project could operate and this could link well with the institutional strengthening of the Ministry. This should be linked to ensuring the work of IPAK and the SME Support Agency is in synergy and supportive, in practical ways, of small businesses.

As in the case of the overview of "success stories", and since the present Synthesis Report aims also to allow also a comparative analysis of the projects' performance over time, the following Table provides a short profile of a project identified at the Stage 3 above, which was identified as a problem case in 2009 but its performance has improved in 2010, although the project still faces a number of problems.

Table 5: Case of performance improvement over time

Project Title	Assistance to the Ministry of Energy and Mining	
Monitoring	2010 Report N°& grades	MR-125460.02: **C-C-C-C-C**
	2009 Report N°& grades	MR-125460.01: **C-D-D-C-C**
Domain	IPA	
Sector	23010 - Energy policy and administrative management	
Intervention Logic	Overall Objective: To develop and implement strategies and policies for a market based energy system in compliance with Acquis Communautaire and requirements of the Energy Community Treaty.	
	Project Purpose: To support the Ministry of Energy and Mining (MEM) over two years and to strengthen the institutional capacity of MEM on implementing the Energy Strategy of Kosovo and the requirements of the Energy Community Treaty with specific attention to strategic environmental assessment and gender and minority inclusion.	
	Expected Results: a) The Energy Strategy Implementation Programme (2009-2011) and annual progress reports for 2009 and 2010 developed. b) Policies and relevant action plans for promoting energy efficiency and use of renewable energy sources developed, including municipal energy savings plans. c) Annual energy balance for 2009 and 2010 and long term energy forecast (2009-2018) prepared. d) Criteria for further power market opening elaborated. e) Requirements set in the Electricity/Gas Roadmaps of the Energy Community Treaty implemented. f) Relevant reports prepared on request of the Energy Community Secretariat. g) Staff trained and training policy developed, including modules on equality /	

	diversity and environment.
	Planned Activities: Activities are developed regarding 5 main tasks: 1. Update of Energy Strategy; 2. Update of the Programme on Energy Efficiency and Renewable Energies; 3. Energy Balance; 4. Energy Market Development; and 5. Support for participation in the Energy Community Treaty and to Energy Working Group.
Key issues – recommenda-tions	The 2009 MR confirmed that up to now the project was not considered as a success by either of the beneficiary, the experts and the ECLO. The new start of it was promising under certain conditions: Consultant: 1) Re-draft all major deliverables produced to date and put in place some approval procedures by the MEM. 2) Coordinate with MEM and ECLO in order to draft a realistic updated workplan taking into account all previously experienced constraints, using management and reporting tools of better quality. 3) Interact more closely with key actors in the MEM in order to concentrate on its major strategic responsibilities and therefore be in a position to deliver concise road maps including primary and secondary legislation, rules and procedures, conditions for implementation, monitoring and evaluation, for electricity, natural gas, energy efficiency, renewable energies, security of supply, and reorganisation of activities not affecting the PP of the project. 4) Provide some guidance to the MEM in order to improve communication with major stakeholders of the MEM such as ERO and Ministry of Environment. MEM: 1) Involve a "higher level" team in order to ensure that the broad picture of the project is not lost in non relevant "micro activities". 2) Create a better communication with the team leader in order to draw the maximum of benefits from the project which is tackling the core responsibilities of the MEM.
	The 2010 MR identified improvements in terms of Efficiency and Effectiveness and suggested: Consultant: 1) Organise the workshop on EE for the SMEs; 2) Prepare in time the Closing Event in the 8th quarter. MEM: 1) Set up the soonest possible the meeting of the SC for approving the Workplan; 2) Follow up the process of approval of the Energy Efficiency Law by the National Assembly and get prepared to draft the secondary legislation; 3) Extend full support to the TA Team in order to enhance the achievement of results in the last project period. ECLO: Approve the proposed human resources reallocation.

2.2. Performance Conclusions

2.2.1 Overall performance

The frequencies or % of A, B, C, and D occurrence are based on the grades of the Monitoring Reports, in order to illustrate the number of A and B (very good or good performance) over the total number of grades in the ROM outputs; i.e. a percentage of 50% demonstrates that in the respective category there are more A or B than C or D. The following table illustrates the performance of the 36 projects monitored along with the average score.

Table 6: Average DAC criterion scores for main criteria

#	Criterion	2009		2010	
		Good (A or B)	Average Score	Good (A or B)	Average Score
1	Relevance/Quality of design	86 %	2.87	79 %	2.89
2	Efficiency	69 %	2.60	79 %	2.81
3	Effectiveness	64 %	2.68	84 %	2.97
4	Impact	75 %	2.77	84 %	2.92
5	Sustainability	61 %	2.64	70 %	2.78
	Average	**83 %**	**2.71**	**91 %**	**2.87**

A general improvement is observed in the overall average performance of the Kosovo national projects in 2010, both in terms of average scoring and of share of very well and well performing projects in the whole Portfolio. The overall average score improved by 6%, while the share of very well and well performing projects increased by 9.5%.

In terms of the five ROM criteria, the bigger improvement of performance (11%, with 31% more projects performing well or very well) is observed in relation to Effectiveness (i.e. the contribution of the achieved results in the achievement of the Project Purpose). This indicates improvement in the quality of achieved results and in the accessibility and use made by the target groups of these results. A respective, but more moderate improvement (5%, with 12% more projects performing well or very well) is observed in relation to Impact Prospects (i.e. the projects' likely contribution to their Overall Objectives). These two observations indicate that the projects' implementation is, generally, well within

the logic of the strategies of intervention and that they manage to get through to their designated beneficiaries and target groups. In terms of expected sustainability, there is an increase (by 15%) of the share of well or very well performing projects, while the respective increase of the overall average scoring (by 5%) is more moderate. This, combined with the fact that while the overall average score for Relevance and Design quality remained stable, the share of well or very well performing projects has dropped by 8%, could indicate that, generally taken, the projects do not manage to keep up with potential evolutions in their implementation environment, and to adjust accordingly to these evolution. It is noted that these conclusions refer to the overall ROM Portfolio level, where the projects monitored each year are not the same as in the previous year. A special analysis of the evolution of the performance of projects over time is presented further below, based only on projects re-monitored in more than one years.

The distribution of grades along the 5 ROM criteria is illustrated in the table below.

Table 7: Overview of performance by DAC criterion of MRs for ongoing projects (% of frequency of ratings)

#	Criterion	Very good (A)			Good (B)			Problems (C)			Serious Deficiencies (D)		
		2009	2010	TOT	2009	2010	TOT	2009	2010	TOT	2009	2010	TOT
1	Relevance and Quality of design	3%	14%	10%	83%	65%	73%	14%	21%	17%	0%	0%	0%
2	Efficiency	0%	7%	4%	69%	72%	72%	28%	19%	23%	3%	2%	1%
3	Effectiveness	0%	7%	4%	64%	77%	73%	31%	16%	21%	6%	0%	1%
4	Impact	3%	9%	7%	72%	74%	73%	22%	16%	18%	3%	0%	1%
5	Sustainability	0%	5%	3%	61%	65%	66%	39%	28%	30%	0%	2%	1%
	BCS TOTAL Score	**0%**	**7%**	**4%**	**83%**	**84%**	**85%**	**17%**	**9%**	**11%**	**0%**	**0%**	**0%**

The following table shows the classification of the projects per category of performance introduced by the EC ROM Development and Coordination Unit (AIDCO/E5)...

Table 8: Performance of ongoing projects per Category (I, II, III, and IV)

Category	Performance	2009		2010	
		Projects	%	Projects	%
Category I	*Very good performance (minimum 3 a, no c, no d)*	0	0 %	2	5 %
Category II	*Good performance (a, b, maximum 2 c, no d)*	29	81 %	34	79 %
Category III	*Performing with problems (a, b, minimum 3 c, no d)*	5	14 %	5	12 %
Category IV	*Not performing, or having major difficulty (minimum 1 d)*	2	6 %	2	5 %
	TOTAL	**36**	**100 %**	**43**	**100 %**

The Tables above confirm the initial observations from the Table 6 at the overall Portfolio level. While in 2009 no project was found to be overall very well performing, 7% of the projects of the portfolio in 2010 improved their overall performance up to very good, while in parallel the share of projects with good performance remained stable. It is worth noting the reduction of the share of projects with serious deficiencies, which indicates that relevant action was timely taken in order to bring the projects back on track, probably with the contribution of the Monitoring recommendations.

In terms of the five ROM criteria, the picture is variable. While the Relevance and Design quality of the overall Portfolio of projects shows an improvement, with a 367% increase of the share of very good Relevance and Design in 2010 versus 2009, at the same time the share of projects facing problems increased by 50% in 2010 compared to 2009. This is mostly related to the synthesis of the Portfolio in each of the two reference years, and indicates that while the average level of relevance and design of the projects monitored in 2009 was good, the relevance and design quality of the projects monitored in

2010 was highly variable. The picture is the same for the other five criteria: overall improvement of performance, with more very well performing projects, stable share of well performing projects and reduced share of projects with problems.

2.2.2 Performance by ODA sector

Performance statistics are presented in this section, in relation to the Official Development Assistance (ODA) Sectors. The monitored projects cover in total 5 ODA sectors. The percentage of projects with A or B grading per ODA sector is illustrated in the table below:

Table 9: Overview of good performance per ODA sector % of frequency of ratings

ODA	1	2	3	4	5	7	9	
Description	Social Infrastructure and Services	Economic infrastructure and services	Production sectors	Multisector/ Crosscutting	Commodity aid and general programme assistance	Humanitarian Aid	Other	Total
N°operations monitored	45	9	11	2	0	3	1	71
N°reports produced	50	12	12	2	0	4	1	81
Million € covered	67.80	10.20	15.20	3.20	0.00	8.10	0.20	104.70
Relevance/Quality of design	84 %	78 %	73 %	100 %	0 %	100 %	100 %	89 %
Efficiency	80 %	67 %	73 %	100 %	0 %	33 %	100 %	75 %
Effectiveness	76 %	78 %	82 %	100 %	0 %	67 %	100 %	84 %
Impact	80 %	78 %	73 %	100 %	0 %	100 %	100 %	88 %
Sustainability	69 %	44 %	73 %	100 %	0 %	100 %	100 %	81 %
Average	**89 %**	**78 %**	**91 %**	**100 %**	**0 %**	**100 %**	**100 %**	**93 %**

The biggest share of the projects (63 %) is under the ODA sector Social Infrastructure and Services, with a higher concentration in the CRS sector 15110 – Economic and development policy/planning (7 projects). The samples per ODA sector are in all cases rather small to allow any concrete assessment of performance per sector, or any identification of systematic best practices or problem areas, except for the ODA sector "Social Infrastructure and Services". Within this latter sector, however, the samples of projects monitored under the various CRS sectors are again small to allow concrete synthesis of conclusions. Nevertheless, some purely qualitative comments can be made, as follows.

Projects in the Social Sector are in general relevant and well designed, and show better Efficiency and Impact prospects than Effectiveness and Sustainability prospects. This indicates that the projects are well implemented and are likely to contribute to the achievement of their overall objective, but they seem not to be reaching equally well their designated target groups and this, together with a number of other factors (like the institutional environment etc.) affect somehow the chances for the results to be sustainable. All these conclusions are logical and to a degree expected when it comes to projects that are mainly in the area of institutional building or reform.

Although the overall performance of the projects in the Economy Sector is good, these projects seem to be facing problems in terms of Efficiency of implementation (i.e. how well means, inputs and activities are converted to results) and in terms of expected Sustainability. This indicates more general problems in this Sector, as well as an apparent "resistance to change".

The projects in the Production Sectors show, as expected, a comparatively higher Effectiveness, indicating good reaching of the target groups, within a fairly good performance in relation to all other ROM criteria.

A final comment concerns the three monitored Humanitarian Aid projects. The ROM findings indicate that these projects are very relevant and well designed to address the respective needs and that, in spite of their implementation problems, these interventions were badly needed and even modest achievements of theirs can have a sustainable impact.

2.2.3 Performance over Time

The provision of reliable comparisons regarding the performance of the portfolios (of EC External Cooperation which are monitored from year to year in a region or country) is always fairly difficult, for a number of reasons: size and representation of samples of projects, different stages of projects monitored and re-monitored, no assurance that the projects have been monitored in all reference years etc. Consequently, the assessment of the performance over time is based only on re-monitored projects, i.e. those that have been monitored twice or more.

Twelve projects were re-monitored in Kosovo, in 2009 and in the period of 01/01/10 – 31/10/10, but ROM outputs had been submitted by 31/10/10 for the following eight projects:

- 05KOS02/01/01/001 & 06KOS02/01/01/001 - Cross Border Cooperation (CRIS No C_169715)

- 06KOS01/10/02/001 Institutional Support to Ministry of Environment and Spatial Planning and River Basin Authorities (CRIS No C_162152)

- Support to Anti-Corruption Institutions in Kosovo (CRIS No C_169230)

- Insolvency Capacity Building in Kosovo (CRIS No C_166044)

- Assistance to the Patent Office (CRIS No C_203439)

- Assistance to the Ministry of Energy and Mining (CRIS No C_171109)

- Assistance to the Energy Regulatory Office of Kosovo (UNSCR 1244) (CRIS No C_168370)

- Privatisation and liquidation (CRIS No C_165282)

The performance of these 8 re-monitored projects over time is summarised in the following table:

Table 10: Overview of performance of projects re-monitored in 2009 and 2010

Year	2009		2010	
N° operations monitored	8			
N° reports produced	8		8	
€ covered	10,855,497			
Relevance/Quality of design	75 %	2.81	87 %	3.04
Efficiency	62 %	2.56	87 %	2.96
Effectiveness	50 %	2.50	87 %	3.06
Impact	75 %	2.80	87 %	2.83
Sustainability	37 %	2.58	50 %	2.66
Average	**75 %**	**2.65**	**87 %**	**2.91**

Performance improvements are clearly visible in all the re-monitored projects in relation to all five ROM criteria. It is worth noting in particular the remarkable improvement (by 74%) of the performance of the re-monitored projects in terms of Effectiveness, which indicates that in 2010 the projects are achieving their results and are much more on the way to achieve their purpose. Considerable improvement (by 40%) is also observed in terms of Efficiency of implementation, indicating that the projects have managed to reach adequate 'cruising speed' in 2010. These two improvements seem to have affected positively the projects' expected Sustainability, which has improved by 35%. These improvements are on one hand due to the fact that, as the projects' implementation proceeds, the activities are better stabilised and the outputs and results start to be delivered and are accessed by the beneficiaries, thus increasing the effectiveness and impact prospects. On the other hand, it is assumed that the ROM conclusions and recommendations have had an added value and were adopted by the projects' relevant stakeholders.

ANNEX I

List of Projects monitored in 2009

- 06KOS01/10/02/001 Institutional Support to Ministry of Environment and Spatial Planning and River Basin Authorities (CRIS No C_162152)

- Support for Development of Economic and Social Infrastructure in Municipalities in Kosovo- Phase 2 (CRIS No C_162132)

- 06KOS01/07/002 Development of measuring, standardisation, testing and quality (CRIS No C_162085)

- 05KOS02/01/01/001 & 06KOS02/01/01/001 - Cross Border Cooperation (CRIS No C_169715)

- Support to Anti-Corruption Institutions in Kosovo (CRIS No C_169230)

- Institutional Support to the Ministry of Economy and Finance, Kosovo – Phase 2 (CRIS No C_162106)

- Institutional Support to Municipalities for implementation of Environmental Laws and Regulations (CRIS No C_162129)

- Implementation of the Multi Modal Transport Planning and Strategy at Pristina, Kosovo (CRIS No C_162162)

- Further Support to the Statistical Office of Kosovo (CRIS No C_161982)

- Technical Assistance to Kosovo Development Plan (CRIS No C_161931)

- Further support to the Office of the Auditor General (CRIS No C_162034)

- Return and Reintegration in Kosovo (CRIS No C_162519)

- Support to European Integration (CRIS No C_162071)

- Investment Promotion (CRIS No C_162141)

- Empowerment of Roma, Ashkaeli and Egyptian Communities in Kosovo (CRIS No C_162086)

- Census Observation and Monitoring Mission (CRIS No C_162015)

- Local Development Strategies at Kosovo-UNMIK (CRIS No C_162049)

- Education in Kosovo: Inter-culturalism and the Bologna Process (CRIS No C_157942)

- Further Support to the Justice Institutions in Kosovo (CRIS No C_162051)

- Creation of a Case Management System in the District Courts, Municipal Courts and Minor Offences Courts, District Public Prosecutors Offices and Municipal Public Prosecutors Offices in Kosovo, Including Training of End-Users (CMIS III) (CRIS No C_161947)

- Support to Local Government (CRIS No C_162033)

- Further Support to the Ministry of Internal Affairs (CRIS No C_162056)

- Vocational Education and Training Programme - Phase IV (VET-IV) (CRIS No C_162105)

- Insolvency Capacity Building in Kosovo (CRIS No C_166044)

- EU Scholarships in Civil Service (CRIS No C_165594)

- Re-appointment of Judges and Prosecutors in Kosovo (CRIS No C_154134)

- Assistance to the Patent Office (CRIS No C_203439)

- Privatisation and liquidation (CRIS No C_165282)

- Assistance to the Ministry of Energy and Mining (CRIS No C_171109)

- Support to Kosovo Media Institute (Phase II) (CRIS No C_214569)

- EU/CoE Support to the Promotion of Cultural Diversity in Kosovo (CRIS No C_219555)

- Support to the Ministry of Local Government and Administration (CRIS No C_169886)

- KS 07 IB AG 01 - Meeting EU Standards on Food Safety and Veterinary Services (CRIS No C_172263)

- Preparation for implementation of agricultural and rural development policy in Kosovo (CRIS No C_215299)

- Improving the quality of public investments in Kosovo and preparing the ground for EU funds (CRIS No C_211157)

- Assistance to the Energy Regulatory Office of Kosovo (UNSCR 1244) (CRIS No C_168370)

ANNEX II

List of Projects monitored in 2010

- 05KOS02/01/01/001 & 06KOS02/01/01/001 - Cross Border Cooperation (CRIS No C_169715)

- Support to Public Procurement Reform (CRIS No C_169890)

- Equipment for Kosovo Border and Boundary Police (CRIS No C_172282)

- 06KOS01/10/02/001 Institutional Support to Ministry of Environment and Spatial Planning and River Basin Authorities (CRIS No C_162152)

- Supervision of Municipal Social and Economic Infrastructure Programme (CRIS No C_172243)

- Assistance to Kosovo Transmission System and Market Operator (KOSTT) (CRIS No C_169188)

- Development of Quality Assurance, Accreditation and Development of NQA & NQF in Kosovo. (CRIS No C_216809)

- Support to Local Government (CRIS No C_171304)

- Support to the Agency for Co-ordination of Development and European Integration (ACDEI) (CRIS No C_217885)

- Support to Customs and Taxation Administrations (CRIS No C_211402)

- SME Support through the Ministry of Trade and Industry in Kosovo (CRIS No C_216797)

- Strengthening the Rule of Law in Kosovo (readmission and asylum) (CRIS No C_219619)

- Support to Anti-Corruption Institutions in Kosovo (CRIS No C_169230)

- Support to the implementation of the education sector - wide approach in Kosovo. (CRIS No C_217665)

- TA for Supervision of Reconstruction of Bridges on the M2 Road (CRIS No C_200183)

- Support to ICMM to develop the Geochemical Survey done in Kosovo (UNSCR 1244) (CRIS No C_230306)

- Support to the process of improving Public Management Control and Accountability in Kosovo (CRIS No C_212044)

- Follow up on animal identification, registration and movement control system, including GIS (CRIS No C_230568)

- Implementation of Energy Efficiency Measures in Public Buildings (CRIS No C_216251)

- Supervision for Implementation of Energy Efficiency Measures in Public Buildings (CRIS No C_202136)

- Sector Wide Approach in Health: Feasibility Study and Mapping (CRIS No C_216691)

- Strengthening the RoL - Border Boundary Police (CRIS No C_209712)

- EU Standards for the Ministry of Justice (CRIS No C_215521)

- Supervision of works for replacement of water pipes for RWCP (CRIS No C_221047)

- Supervision of works for closing of municipal dumpsites (CRIS No C_221054)

- Free Environment - Society for All (CRIS No C_226825)

- Supervision of construction works for Asylum Seekers Housing and Holding facilities at Magura Lipjan (CRIS No C_234675)

- Insolvency Capacity Building in Kosovo (CRIS No C_166044)

- Legal Education System Reform (CRIS No C_215030)

- Assistance to the Patent Office (CRIS No C_203439)

- Technical Assistance to Support the Regional Economic Development in Kosovo (UNSCR 1244) (CRIS No C_215065)

- EU Scholarship Scheme – Round VI (CRIS No C_210665)

- Culture for All (CRIS No C_234454)

- Promoting the rights of the Child in the field of Education (CRIS No C_168440)

- Return and Reintegration in Kosovo (CRIS No C_215276)

- Kosovo Youth for Democracy and Peace building (CRIS No C_225665)

- Further Support to Land Use (CRIS No C_230489)

- Completion of Re-appointment of Judges and Prosecutors in Kosovo (CRIS No C_241467)

- Assistance to the Ministry of Energy and Mining (CRIS No C_171109)

- Assistance to the Energy Regulatory Office of Kosovo (UNSCR 1244) (CRIS No C_168370)

- Municipal Social and Economic Infrastructure (CRIS No C_216743)

- Development of vocational and in-company training schemes and development of entrepreneurship skills – 'EU KOSVET VI' (CRIS No C_218828)

- Privatisation and liquidation (CRIS No C_165282)

ANNEX III

c/n	Project Number	Title	Design	Efficiency	Effectiveness	Impact	Sustainability	Average	Key observations / recommendations	Design	Efficiency	Effectiveness	Impact	Sustainability	Average	Key observations / recommendations
									2009							**2010**
1	162152	06KOS01/10/02/001 Institutional Support to Ministry of Environment and Spatial Planning and River Basin Authorities	B	B	B	B	C	2,80	MESP-WMD: 1. Create a more competitive employment environment for specialised staff, so that the Department is fully operational and all necessary positions are filled. 2. Speed up the establishment of the RBDAs, ideally based on existing Units so as to preserve acquired knowledge and expertise. 3. Further promote the application of the legal framework on Water Resources and reinforce monitoring and inspection units while putting in action penalty imposing mechanisms when necessary.	B	B	B	B	C	2,90	The Contractor is advised: 1) together with HMIK partner to discuss the WISKI software issue and try to find a permanent solution; 2) to present the findings of the pilot projects to the Municipalities. Municipalities should be informed that necessary guidelines have been developed and that it is easy to follow these procedures. ECLO Task Manager is advised to consider the possibility of launching in the near future a twinning project to further develop an environmental monitoring system in order to
2	165282	Privatisation and liquidation	B	B	B	B	C	2,90	The project makes good progress and its added value is acknowledged by the beneficiary. Nevertheless, the expected PAK targets are unlikely to be met as it struggles in the liquidations area due to number of external factors. These may necessarily reduce the potential impact of the support. The Task Manager is advised to request the contractor to: 1) Unify the objectives and results in the narrative reports, which are often mixed and/or different, e.g. in the project report text, the project synopsis and the Logframe. 2) Better define the Objectively Verifiable Indicators, particularly at the level of the results, so they are more realistic and measurable. 3) In collaboration with the PAK, to consider representation of the Ministry of Economy and Finance to some future PSC meetings in regard to future PAK activities and funding (after the current EU funding for PAK salaries expires). The Task Manager is advised that: 1) More flexibility be applied regarding project expert presence outside the country for future key related events clearly desired by the PAK. 2) In collaboration with contractor, speed up the processes to allow the timely approval of Side Letters for approving experts. 3) The ICO is further requested to ensure the speedy appointment of suitable ICO representation for the Liquidation Committees to avoid further delays in this key area.	A	B	B	B	C	3,00	ECLO: 1) It is imperative that the ECLO and the international donor community identify future funding for staff salaries as soon as possible, or the future of an institution that will contribute to the economic development of Kosovo is at risk. 2) ECLO, should fully support the extension of the project that will ensure the continued strengthening of PAK and which is vital for development and strengthening of the Kosovo economy. 3) The responsiveness by the project to newly identified needs, from those in the original design, has provided a most effective delivery of outcomes, so future interventions should allow the same degree of flexibility of design to ensure responsiveness to needs as they arise. 4) In future Monitoring Reports should be circulated, especially to the project, so that any recommendations can be followed-up. The Project: 1) The project should continue to provide support in the changes that are required for the recognition of PAK by the international community and especially the SCSC. 2) The setting-aside of Euros for a potential bridging-period has been a judicious use of financial resources for continued and uninterrupted delivery of project inputs. PAK: 1) Recognition of the PAK by the SCSC is essential if there is to be any speedy resolution of claims and especially for failed privatisations. 2) PAK must increase the intensity of its search for a funding agency that will take
3	166044	Insolvency Capacity Building in Kosovo	B	B	B	B	B	2,96	The project management is advised to I) ensure: 1) The KA puts high priority on ICB and related issues. 2) The KA adopts the required and necessary statutory measures for the sector. II) Consider pressing the authorities to adopt: 1) the Audit Law, 2) the Law on KBSFR and 3) the statutory recognition of SCAAK as the regulatory agency for accountants and auditors, III) Consider two future interventions that will enhance and strengthen the achievements of this project, through providing: 1) training of judges and lawyers on insolvency and the new accounting and auditing standards, and 2) press the KA to draft and adopt the appropriate implementing rules and regulations explaining the new	B	B	B	B	B	3,00	The TM should consider: 1) pressing the KA to adopt the LAFRSAK, which includes the statutory recognition of SCAAK as the regulatory agency for accountants and auditors, as soon as possible, 2) interventions to train judges and lawyers on insolvency and the new accounting standards, and help the KA issue the necessary explanatory regulations to facilitate implementation of the new insolvency standards.
4	168370	Assistance to the Energy Regulatory Office of Kosovo (UNSCR 1244)	B	B	B	B	B	3,00	PT and ERO: 1) Clarify the work which will be carried out in subtasks connected to communication knowing that for the moment no strict decisions have been made by the Board and the Operational Team in the field of public awareness. 2) Be more precise regarding the various tasks to be carried out regarding the ISO 9000 certification within the end of the project. ECLO and ERO: 1) Elaborate on the possibility of additional cooperation under IPA 2010 through TAIEX or Twinning, even if programming timing is short.	B	A	A	B	B	3,40	ECLO and ERO: 1) Elaborate on the possibility of additional cooperation between the end of the project and the new one to be developed under IPA 2010.
5	169715	05KOS02/01/01/001 & 06KOS02/01/01/001 - Cross Border Cooperation	B	C	C	B	B	2,83	Contractor, MLGA, ECLO: follow up on the progress of the RDAs preparation and capacity building activities in order to allow for timely streamlining of this project's activities in the event this would be relevant with regard to any CBC-focused actions that might be launched by the new RDAs, once they will be operational.	B	B	B	B	B	3,02	Project, MLGA and ECLO: Consider seeking to (i) reinforce and clearly establish the complementarity and synergy with EU RED TA Project, (ii) discuss and define agreed ways of cooperation with the CBIB and (iii) investigate on the possibility for TACSO to intervene in support of targeted CSOs planning to apply for EU RED or/and CBC grant schemes.

c/n	Project Number	Title	Design	Efficiency	Effectiveness	Impact	Sustainability	Average	Key observations / recommendations	Design	Efficiency	Effectiveness	Impact	Sustainability	Average	Key observations / recommendations
									2009							**2010**
6	169230	Support to Anti-Corruption Institutions in Kosovo	B	B	C	B	B	2,69	The support to anti-corruption institutions in Kosovo is a very significant project that has been given great consideration by all stakeholders and its success could greatly impact the pre-accession efforts of Kosovo. The following recommendations should be considered: ESCO and The Government of Kosovo: 1) Agree on a timetable for the introduction of a National Anti-Corruption Strategy and the clarification of legislation regarding roles and responsibilities of anti-corruptions institutions. Project Steering Committee: 1) Consider the inclusion of a beneficiary from the Judiciary such as the Institute for training Judges and Prosecutors in the project. Consultant: 1) Continue the efforts to establish a common understanding about the project objectives among all beneficiaries. 2) Consider the delivery of the project reports in Albanian and possibly Serbian if required at the same time as the English versions in order to ensure the wider possible receipt of comments. KAA, KPS, and PPO: 1) Appoint appropriate staff to actively participate in the project working groups.	B	B	B	B	C	2,78	The project is highly relevant: the legislative and institutional framework needs for sure to be strengthened and cooperation between AAK and other stakeholders improved. In the LF, sound indicators are proposed at the level of the project's activities, but none at the level of its SO and OO, rendering the monitoring of effectiveness and impact difficult. PT : 1) Continuously put emphasis on the 2 major outputs of the project (Legal framework and intelligence led model in the field of cooperation and coordination).2) Propose a number of strong recommendations to the beneficiary in order to streamline the delivery of the anti-corruption strategy trough a targeted and measurable action plan. Beneficiary, PT and ECLO: 1) Envisage to open the SC and the Intelligence led model to more executive EULEX staff. ECLO: 1) Envisage in collaboration with PT and the direct beneficiary to reallocate the inputs dedicated to the feasibility study "electronic case management", if no financial support is foreseen for its implementation, to the component "national strategy and action plan".
7	171109	Assistance to the Ministry of Energy and Mining	C	D	D	C	C	1,82	Up to now the project is not considered as a success by the beneficiary, the experts and ECLO. The new start is promising under certain conditions. Consultant: 1) Re-draft all major deliverables produced to date and put in place some approval procedures by MEM. 2) Coordinate with MEM and ECLO in order to draft a realistic updated workplan taking into account all previously experienced constraints, using management and reporting tools of better quality. 3) Interact more closely with key actors in MEM in order to concentrate on its major strategic responsibilities and thus be in a position to deliver concise road maps including primary and secondary legislation, rules and procedures, conditions for implementation, monitoring and evaluation, for electricity, natural gas, energy efficiency, renewable energies, security of supply, and reorganization of activities not affecting the PP of the project. 4) Provide some guidance to MEM in order to improve communication with major stakeholders of the MEM such as ERO and Ministry of Environment. MEM: 1) Involve a "higher level" team in order to ensure that the broad picture of the project is not lost in non relevant "micro activities". 2) Create a better communication with the team leader in order to draw the maximum of benefits from the project which is tackling the core responsibilities of MEM.	C	C	C	C	C	2,32	Consultant: 1) Organise the workshop on EE for the SMEs; 2) Prepare in time the Closing Event in the 8th quarter. MEM: 1) Set up the soonest possible the meeting of the SC for approving the Workplan; 2) Follow up the process of approval of the Energy Efficiency Law by the National Assembly and get prepared to draft the secondary legislation; 3) Extend full support to the TA Team in order to enhance the achievement of results in the last project period. ECLO: Approve the proposed human resources reallocation.
8	203439	Assistance to the Patent Office	C	C	C	C	C	2,19	The project is still at a relatively early stage, but notable improvements should nevertheless be made. MTI: 1) Make available office premises as soon as possible. 2) Provide more precise information regarding the indirect inputs to the project, such as the recruitment of staff in the MTI and the availability of the IT budget. EPO: 1) Update the Work Plan, providing for some buffer time for the process of adoption of STE ToR and CVs; provide management tools of better quality, e.g. monthly and quarterly reports, regularly updated work plans indicating the status of the foreseen missions (forecasted, approved, ongoing). 2) Be more proactive in finding synergies with the relevant regional project, keeping in mind that the capacity building component is also viewed as important. 3) Consider the need for more backstopping missions. 4) Improve communication with the ECLO, to co-define solutions when necessary (e.g. regarding the delays and office premises).	B	B	B	B	B	2,85	A large range of uncertainties have been overcome, setting the project back on the right track. Indicatively: recruitments in IPO (understaffed), adoption of the IPR Strategy 2008–2013, availability of the IT investment budget, establishment of the copyright office with an appointed director, a clear commitment and coordination of all enforcement authorities which were underlined during the last monitoring mission. ECLO: 1) Taking into account that a sound development of the IPR mechanisms in Kosovo is over-ambitious regarding the project's time frame, consider the possibility to dedicate extra financial efforts on the top of the present project (cost and time extension). Meaning that a phase-out strategy of the project should be elaborated as soon as possible. EPO, MCYS, ECLO, DG Enlargement : 1) Take advantage from the regional project to launch some activities able to support the newly created office of Copyright through needs assessment and awareness activities amongst the community of artists and media. EPO: 1) Consider the possibility to have formally appointed judges and prosecutors from PPO as participants to the training activities, who then could be specialized on the subject. 2) Consider the possibility to recruit a local expert for 6 months in a position to prepare the awareness activities and therefore to support the TL in all activities related to communication.