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MID-TERM EVALUATION OF USAID/KOSOVO DEMOCRATIC EFFECTIVE MUNICIPALITIES INITIATIVE (DEMI)

January, 2013

This publication was produced at the request of the United States Agency for International Development. It was prepared independently by Mendez, England & Associates.

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FINAL REPORT

Prepared under Task Order AID-167-BC-12-000
Under the Evaluation Services IQC

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ACKNOWLEDGEMENT

The evaluation team deeply appreciates the support that it received from the USAID/Kosovo team including: Ms. Tanya Urquieta, Democracy & Governance Office, Director; Mr. Ardian Spahiu, Program and Project Office, Development Assistance Specialist; Mr. Jeton Cana, Democracy & Governance Office, Local Government Specialist; and Ms. Sade Owolabi, Democracy & Governance Office, Officer; as well as from the DEMI staff including Ms. Ginka Kapitanova, DEMI Project COP, and many of her staff members; Ms. Deborah Kimble, Local Governance Advisor and Head of the Municipal Assembly Unit ; and Mr. Arjan Shabani, Head of the Local Economic Development Unit.

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ACRONYMS

ADS	Automated Directives System
AKM	Association of Kosovo Municipalities
AP	Ahtisaari Plan
BEEP	Business Enabling Environment Program
CBD	Central Business District
COR	Contracting Officer Representative
CSO	Civil Society Organization
DEC	Development Experience Clearinghouse
DEMI	Democratic and Effective Municipalities Program
EC	European Commission
EMI	Effective Municipalities Initiative Program
FY	Fiscal Year
GFSI	Growth and Fiscal Stability Initiative Program
GIZ	German International Cooperation
GoK	Government of Kosovo
GPS	Global Positioning System
IF	Incentive Fund
IFSF	Incentive Fund and Support Fund
LED	Local Economic Development
LOGOS	Local Government and Decentralization Support Project
LGI	Local Government Initiative
LOSG	Law on Self-Governance
ME&A	Mendez England & Associates
MIT	Ministry of Industry and Trade
MLGA	Ministry of Local Government Administration
MNAO	Mitrovica/Mitrovicë North Administrative Office
MoF	Ministry of Finance
MOIT	Municipal Organization Improvement Team
SDA	Swiss Development and Cooperation Agency
SF	Support Fund
SIAP	Service Improvement Action Plan
SIDA	Swedish International Development Agency
SOW	Statement of Work
STTA	Short Term Technical Assistance
UI	Urban Institute
UNDP	United Nations Development Program
USAID	U.S. Agency for International Development

EXECUTIVE SUMMARY

EVALUATION PURPOSE AND EVALUATION QUESTIONS

This is a report on the mid-term evaluation of the USAID/Kosovo Democratic Effective Municipalities Initiative (DEMI). The evaluation was conducted during the period November-December, 2012, by a team assembled by Mendez, England & Associates (ME&A) with headquarters in Bethesda, Maryland.

The main purpose of the evaluation was to provide USAID/Kosovo with an objective external assessment of the management and performance of DEMI's activities from August 9, 2010 to October 31, 2012. The objective of the mid-term evaluation was to: 1) determine the impact of DEMI and whether the project is meeting its intended objectives and outcomes; and 2) provide USAID/Kosovo with the tools to effectively utilize lessons learned in future governance project design.

The evaluation considered the following key questions:

1. How have the municipal institutions in Kosovo been strengthened and benefited from the implementation of DEMI's five program assistance components?
2. How have the municipal institutions in Kosovo specifically strengthened its gender diversity as a result of the implementation of DEMI's activities?
3. How have the municipal institutions in Kosovo specifically strengthened its assistance to youth as a result of the implementation of DEMI's activities?
4. Based on the current capacity and timeline for municipalities (Kosovo-Serb majority municipalities and non-Kosovo-Serb majority municipalities) to become effective in assuming prescribed responsibilities under the Law on Self-Government (LOSG), how have DEMI's activities enabled targeted municipalities to achieve this?
5. What results have DEMI partner municipalities achieved through Incentive Fund and Support Fund (IFSF) Grants?
6. How effectively do DEMI activities coordinate with other USAID programs and other donors' programs?
7. Based on the review of DEMI's implementation and all evaluation results, what are your recommendations for future USAID programming and/or other donors or governments in promoting good governance in Kosovo's municipalities?
8. Apart from current coordination, in what other ways can DEMI collaborate with other ongoing USAID programs, particularly Growth and Fiscal Stability Initiative (GFSI) and Business Enabling Environment Program (BEEP)?
9. Which of the identified deficiencies in the overall implementation of the program's current objectives can be remedied during the remaining life of the program? What are your recommendations for corrective actions for the other deficiencies?
10. What lessons learned can be used in furtherance of ongoing program and the planning of future USAID programs?

The Findings Section answers the questions 1-7 and question 10. Questions 7, 8, and 9 require the provision of recommendations for the remaining life of the project and future USAID programming. Therefore, to avoid redundancy, they are answered in the Recommendations Section.

PROJECT BACKGROUND

DEMI is a three-year program funded by USAID/Kosovo. The project commenced on August 9, 2010, and is being implemented by Urban Institute (UI). The overarching objectives of DEMI are two-fold: 1) to

promote good governance in Kosovo's municipalities, where better skilled, more transparent and responsive local officials, as well as more engaged citizens work together to improve services and create more prosperous communities; and 2) to support the implementation of decentralization as envisioned in the Ahtisaari Plan and enshrined in the Kosovo constitution.

EVALUATION METHODS

To conduct this mid-term evaluation, the ME&A team reviewed pertinent background documents relating to decentralization and municipal government, as well as other relevant materials provided before and during the assessment by USAID/Kosovo. Given the short-time and limited resources, the evaluation was mainly qualitative. Data was collected by using a mixed methodology including key informant interviews, questionnaires, and focus group discussions. To collect qualitative data, the team interviewed a total of 61 key informants and stakeholders from USAID, the Government of Kosovo (GoK), municipal officials, and donors in Prishtinë/Priština. The interviews were conducted face-to-face, or by phone. The team also conducted two focus group discussions and a mini-survey, which was emailed to a number of stakeholders. Quantitative data was collected from analyzing DEMI's performance reports, as well as data gathered from the Ministry of Finance (MoF) and Mosaic Survey. The evaluation team visited a total of 9 DEMI partner municipalities – 5 Albanian and 4 Serb - and the Mitrovica North Administration Office (MNAO), which is not a municipality.

KEY FINDINGS

Although DEMI is still ongoing, it already has tangible results as the findings below, by project component, indicate.

Strengthened Municipal Administrations

- All partner municipalities have a Citizen Service Center (CSC) and many are using technology to link with villages.
- DEMI partner municipalities increased own source revenues by 20% from 2011 to 2012, and the value of tax billings by over 50% from 2012 to 2013, outperforming non-partner municipalities.
- The transparency of Municipal Assemblies is improving in both partner and non-partner municipalities.
- With DEMI's assistance, citizen access to municipal administration in the partner municipalities has been made more effective through streamlined procedures to expedite pending requests.

Empowered Municipal Assemblies

- In all partner municipalities assisted by DEMI, Municipal Assemblies are exercising their authorities and meeting their responsibilities more fully.
- In partner municipalities, the role of women in Municipal Assemblies has been enhanced by the development of Women's Caucuses.

Increased Civic Engagement in Municipal Governance

- Municipal Assemblies are functioning as legislative bodies.
- All 21 partner municipalities conduct public hearings regularly.
- The site for hearings has expanded to include villages throughout the municipalities.
- The restrictions on local budget flexibility prevent local governments from tailoring spending to local needs or improving efficiency.
- Citizen budget requests are increasingly being adopted into the budget.
- Gender diversity and youth engagement in local decision-making has improved slightly.
- Opportunities for citizens to learn about municipal activities have expanded.
- Citizens are actively engaged in service improvement planning (see next component).

Improved Service Delivery Outcomes

- The performance of DEMI partner municipalities in improving local services is superior to that of all other municipalities, with an important exception in the case of streets, sidewalks, and public lighting.
- Citizen satisfaction with the quality of municipal services in the partner municipalities has increased since 2010, with some exceptions.
- Mayors and municipal managers regularly monitor service delivery performance. DEMI has developed a strong working partnership with the Ministry of Local Government Administration (MLGA).
- Municipal staff and citizens, including youth, jointly design, plan and monitor service improvements.

Promote Local Economic Development

- Municipalities are still in the initial stage of local economic development (LED).
- DEMI has assisted partner municipalities in promoting LED.

Other findings include:

Gender Diversity

- Indicators show modest improvement in gender diversity at the municipal level.
- Seven municipal level Women's Caucuses were established; one was formalized through DEMI efforts; 17 Women's Caucuses were mentored.
- Women are assuming leadership roles in many municipalities.

Youth Involvement

- There is a general improvement in youth involvement and programming.
- DEMI is concentrating its efforts on youth programs in Serb-majority municipalities.

Current Capacity and Timetable to Meet the Law on Self-Government (LOSG) Requirements

- DEMI assisted municipalities showed improvement in several areas.
- Serb-majority municipalities are reaching parity with Albanian municipalities in financial management and transparency, but lag significantly in provision of services.

Training and Coaching Approaches

- Coaching approaches to skill improvement appear effective. However, there is not a tracking and measurement system in place to determine if the right balance in formal training and coaching has been secured.

Donor and Project Coordination

- DEMI is coordinating with other USAID projects (GFSI and BEEP), as well as other donor programs in providing services to municipalities in areas where they overlap or are complementary.

KEY CONCLUSIONS

- DEMI is meeting its contract objectives and has had significant positive impact on the capacity and performance of its target municipalities in delivering quality services, as shown in surveys of citizen satisfaction with those services.
- DEMI shows measureable results in improving Municipal Administration. For example, municipalities have exceeded the 20% cash matching requirement in the DEMI Support Fund Grant by 30.5%, demonstrating its value to municipal officials.

- There are still restrictions on local budget flexibility. They undercut the potential gains to decentralization by preventing local governments from tailoring spending to local needs or improving their efficiency.
- Improved performance of the Municipal Assemblies has created an added value for a better decision-making process of the municipalities and for shaping the proper role of the Mayor in a municipality.
- Citizen participation is sufficiently engrained in municipal governance and services to sustain any short-term interruptions caused by elected official turnover in the 2013 elections.
- Gender diversity and youth engagement improved slightly in local decision-making.
- The performance management indicators and the citizen satisfaction surveys, such as the independent Mosaic Survey and MLGA surveys, provide a unique and valuable opportunity to obtain a nuanced understanding of the changes that have occurred in municipalities, and of the factors that have caused and help explain the changes including, but not limited to, assistance provided through USAID programs.
- The competitive Incentive Fund Grant of the DEMI program has been successful in recognizing excellence in meeting municipal program goals and priorities and in stimulating innovation. The fact that the grants are competitive, based on municipal goals, and require hard matching funds, is significant.
- Serb-majority municipalities in many cases are approaching or equaling performance of Albanian majority municipalities in financial management and transparency, but are lagging considerably behind in provision of municipal services.

RECOMMENDATIONS

USAID should give continued attention and support to the decentralization process in Kosovo. While the basic municipal services have been devolved, considerable work remains. Below we provide short-term, short- to medium-term, and medium- to long-term recommendations for the ongoing program and for future USAID programming.

Priority Recommendations-Short Term (DEMI-related)

Municipal Budgeting: Given that it will likely take two or more annual budget cycles before municipalities have learned to make prudent and effective use of proposed budget flexibility, municipal budgeting should be a priority under a new USAID program.

A more formal, structured dialogue between the central and local governments is needed to facilitate effective municipal budgeting. DEMI and GFSI are well positioned to initiate this process.

Serb-Majority Municipalities: Serb-majority municipalities need additional assistance to reach parity with Albanian-majority municipalities in the area of municipal services. Therefore, efforts should be made to mobilize international donor support, together with USAID, to improve basic services and increase capital investment in these communities.

Gender and Youth: DEMI should increase efforts to assess ways and means for expanding ongoing successful initiatives to engage women more broadly in the work of the municipal governments.

- The Women's Caucus in the Assemblies is a good initiative and efforts should be made to expand the movement to all municipalities.
- Kosovo's political parties have not sufficiently embraced diversity. The upcoming municipal elections later in 2013 will provide an opportunity to promote and support the election of greater numbers of women as Mayors and members of the Municipal Assembly. DEMI should find appropriate ways to support this objective.

- Youth Councils are organized in virtually all municipalities and participation is growing. However, special attention is needed in developing youth employment opportunities.

Training and Coaching Approaches: The coaching approach to skill development has received good reviews from local government participants. However, a more formal assessment of its effectiveness and costs, as compared with alternative approaches, should be made so that lessons learned can be derived and applied.

Recommendations for Activities to Address Short- to Medium-Term Issues

Municipal Elections: The forthcoming municipal elections in the fall of 2013, with its prospective turnover of elected officials, could have major implications for the continuity of the DEMI project. The loss of Mayors, department heads, experienced officials and senior managers may result in a loss of institutional memory and potential program setbacks. DEMI should take a number of steps to prepare a training curriculum for newly elected officials on the role and responsibilities of municipal governance and assume that a roll out training program would be undertaken as soon as new officials take office. DEMI should explore potential partnerships in the development of an elected officials training program with higher educational institutions, the Association of Kosovo Municipalities (AKM), and other donors who might appear interested.

Local Economic Development Elections: LED is in an early phase of development within Kosovo municipalities and should be a centerpiece in future assistance programs.

Municipal Assemblies: Municipal Assemblies have become more effective over the past three years. To sustain this progress, they will need continued training on legislative oversight responsibilities, working with citizen groups, and ethics in government.

Local Human Resource Management: As municipalities expand their control over their own budget, human resource management – setting overall staff ceilings, developing job descriptions, and managing hiring, promoting and dismissing employees – will become increasingly important.

Municipal Procurement: Electronic capacities already exist in the partner municipalities, with CSCs beginning to send and process citizen forms electronically, allowing municipal budgets to grow. Developing a system for electronic procurement or a purchasing cooperative should appeal to a USAID project, a donor, or an association like AKM.

Improved Municipal Administration: DEMI has begun an important process of changing bureaucratic behavior and practice, which should be reinforced and continued.

IFSF Grants: These competitive grants have been very successful in meeting DEMI's objectives and should be continued.

Recommendations for Activities to Address Medium- to Long-Term Issues

Central-Local Government Relationship: Future USAID assistance programs should provide incentives for improving central-local government relationships, including support for the annual dialogue and encouraging Kosovo to codify the process either in law or as a formal decision of the Government.

Municipal Planning and Growth Management: Municipal planning and land use issues are critical to decentralization and will take considerable time to resolve. Because the existing municipal capacities are limited or non-existent and will need to be developed, this is the time for the donor and international communities to step up with a multi-year commitment to provide resources and technical assistance.

Decentralization of Health and Education: The issues of health and education services were beyond the scope of this evaluation. However, they were identified by key informants as areas deserving special attention in the decentralization process by future projects and donor support.

1.0 EVALUATION PURPOSE & EVALUATION QUESTIONS

1.1 EVALUATION PURPOSE

The main purpose of this mid-term evaluation is to provide USAID/Kosovo with an external assessment of the management and performance of DEMI's activities for the period August 9, 2010 - October 31, 2012. The result of this evaluation will: 1) determine DEMI's impact and whether the project is meeting its intended objectives and outcomes; and 2) provide USAID with the tools to effectively utilize lessons learned in future governance project design.

Further, the evaluation will assist the mission to: (a) understand the extent to which change in relevant outcomes can be attributed to the project activities; (b) provide information on the successes of the municipalities with which the project works that can be attributed to the project's interventions, and determine how successes vary in targeted municipalities; and (c) identify what program successes of DEMI can be replicated on less successful municipalities during the remaining life of the project.

1.2 EVALUATION QUESTIONS

The evaluation team was asked to address the following priority questions:

1. How have the municipal institutions in Kosovo been strengthened and benefited from the implementation of DEMI's five program assistance components? To what extent has the program met its five stated objectives and how effective have the program's interventions been in achieving the program's stated objectives?
2. How have the municipal institutions in Kosovo specifically strengthened gender diversity as a result of the implementation of DEMI's activities? To what extent has the program strengthened gender diversity through its five stated objectives?
3. How have the municipal institutions in Kosovo specifically strengthened assistance to youth as a result of the implementation of DEMI's activities? To what extent has the program strengthened youth engagement through its five stated objectives?
4. Based on the current capacity and timeline for municipalities (Kosovo Serb majority municipalities and non K-Serb majority municipalities) to become effective in assuming prescribed responsibilities under the Law on Self-Government (LOSG), how have DEMI's activities enabled targeted municipalities to achieve this? How much has DEMI utilized the job training and coaching with partner municipalities (in comparison to classical training) and what are the concrete results on the ground?
5. What results have DEMI partner municipalities achieved through IFSF Grants? To what extent have projects implemented with the Incentive Fund and Support Fund advanced DEMI's objectives? Are these projects beneficial to the community? Are they sustainable? If not, why not? What are the courses of action to reach these latter objectives?
6. How effectively do DEMI activities coordinate with other USAID programs and other donors' programs?
7. Based on the review of DEMI's implementation and all evaluation results, what are your recommendations for future USAID programming and/or other donors or governments in promoting good governance in Kosovo's municipalities? What are your recommendations for supporting the implementation of the decentralization process?
8. Apart from current coordination, in what other ways can DEMI collaborate with other ongoing USAID programs, particularly GFSI and BEEP?

9. Which of the identified deficiencies in the overall implementation of the program's current objectives can be remedied during the remaining life of the program? What are your recommendations for corrective actions for the other deficiencies?
10. What lessons learned can be used in furtherance of ongoing program and the planning of future USAID programs?

Questions 1-7 and question 10 are answered in the Findings Section. Questions 7, 8, and 9 require the provision of recommendations for the remaining life of the project and future USAID programming. Therefore, to avoid redundancy, they are answered in the Recommendations Section.

2.0 PROJECT BACKGROUND

DEMI is a three-year program funded by USAID/Kosovo and implemented by UI. The overarching objectives of DEMI are two-fold: 1) to promote good governance in Kosovo's municipalities, where better skilled, more transparent and responsive local officials, as well as more engaged citizens work together to improve services and create more prosperous communities; and 2) to support the implementation of decentralization as envisioned in the Comprehensive Proposal for the Kosovo Status Settlement, known as the Ahtisaari Plan (AP), and enshrined in the Kosovo constitution.

Although decentralization is a complex process that is difficult to measure in its implementation, results indicate that Kosovo has made progress in this area. However, the process faces many challenges. While the decentralization of basic authorities has been devolved to municipalities, many secondary regulations have yet to follow. As municipalities expand local property registrations and initiate property tax collection systems with aggressive campaigns for payments (the first time many citizens have paid a municipal tax), the central government decided to double the minimum property tax rates for 2013 while it debates reducing the General Grant to municipalities from 10% to 8% of national government revenues. Other challenges to the decentralization process include corruption, patronage politics, incompetence or the inability of citizens to facilitate change or hold representatives accountable, confusion regarding roles and responsibilities between the various levels of government, lack of adequate municipal budget and financial management, and opaque decision making.

Municipal elections will occur at the end of 2013, signifying the completion of the initial 4-year municipal political mandate and the first full test of public confidence in local decentralization and service delivery.

DEMI was designed to accomplish its objectives through the implementation of 5 project components:

1. Strengthened Municipal Administrations – improve the leadership, planning, managerial, and citizen outreach skills of mayors and department heads as well as the technical skills of technical staff.
2. Empowered Municipal Assemblies – improve their ability to provide oversight of municipal administrations, reach out to and represent the interests of their constituents, and legislate.
3. Increased Civic Engagement in Municipal Governance – strengthen the ability of citizens, youth, Civil Society Organizations (CSOs) and media to participate in, advocate to, and monitor the performance of municipal governments.
4. Improved Service Delivery Outcomes – improve the technical skills of relevant personnel, improve billing and collection, increase own source revenues, outsource for services and inter-municipal service agreements.
5. Promote LED – improve the ability of local governments to create conditions more conducive to economic growth and to promote investment opportunities.

DEMI partners with and is providing support to 21 municipalities, including all Kosovo Serb majority municipalities south of the Ibar River, and the recently established Mitrovica/Mitrovicë North

Administrative Office (MNAO). If local elections are held in the future for the 3 remaining municipalities in the north, DEMI will also engage those municipalities, expanding its support to a total of 24 partner municipalities and the MNAO.

It is in this context that this mid-term evaluation of the DEMI project is undertaken.

3.0 EVALUATION METHODOLOGY

This evaluation was conducted by a team assembled by ME&A. The team consisted of the Team Leader, a Local Government Specialist, and of a team member, an Albanian Decentralization Specialist. To conduct this evaluation, the ME&A team reviewed pertinent background documents relating to decentralization and municipal government in Kosovo provided by USAID/Kosovo and DEMI, as well as other relevant materials provided before and during the in-country assessment. Since DEMI is working with 21 partner municipalities and MNAO, the evaluation team was tasked with examining at least 7 municipalities. During initial discussions onsite with the USAID Contracting Officer Representative (COR) and other staff, USAID requested that the team add 2-3 more municipalities. Those were agreed to and the revised Work Plan was subsequently approved by USAID.

The evaluation was conducted from November 26 - December 14, 2012. During the two-week period assigned for field work, the team visited a total of 9 municipalities and the MNAO. Of the 9 municipalities visited, 4 were Serb majority (Strpce/Shtërpce, Klokot-Vrbovac/Kllokot-Verboc, Gračanica/Graçanicë, Parteš/Partesh), and the other 5 were Albanian majority (Prizren/Prizren, Pejë/Peč, Gjilan/Gnjilane, Mitrovica-Albanian Municipality, and Suharekë/Suva Reka). The team also visited MNAO, which is not a formally organized municipality. Since data for MNAO was not available, the team has not included it in this evaluation.

During the field work, the team conducted semi-structured, in-depth interviews with 61 key informants and stakeholders from USAID, GoK, municipal officials, and donors in Prishtinë/Priština, as follows:

Type of Informant	Number of People Interviewed
USAID staff	4
US Embassy	1
DEMI	9
USAID funded projects	4
Central Government	6
Municipal Officials	31
Other Donor and Stakeholders	6
Total	61

The interviews were conducted face-to-face or by phone. In addition, the evaluation team conducted two focus groups with representatives of women and youth.

Given the limited time and resources allocated, the data that the team collected from interviews was mainly qualitative. Quantitative data was collected from municipal reports, annual reports, and performance management plan (PMP) of the program, as well as from analyzing secondary data from the MoF and the Mosaic Survey.

3.1 EVALUATION METHODS

To conduct data collection, the team proceeded with the following:

- Reviewed pertinent background documents including DEMI Annual Reports, grant project proposals and website analysis (see Annex A: Bibliography).
- Prepared questionnaires and detailed interview questions across the component areas.
- Conducted critical desk review of materials related to the DEMI project and other relevant projects, as well as materials provided by USAID such as project reports and annual work plans, project performance management plans, project grants manual, etc.
- Reviewed the USAID Assessment of the Local Government Sector in Kosovo, February 2010, Democracy International, Inc., and "country context" statements from USAID/RFTOP 167-10-020 DEMI Project as baseline measurement tools.
- Interviewed USAID and DEMI project staff.
- Interviewed relevant central government agencies, such as the MoF and the MLGA, to assess perspectives on municipal effectiveness, decentralization regulations, barriers to effective municipal administration and remedies, and implementation of decentralization empowerment laws.
- Conducted in depth, semi-structured interviews with other key stakeholders such as donor organizations – European Community (EC), Swiss Development and Cooperation Agency (SDA), the German International Cooperation (GIZ), and United Nations Development Programme (UNDP). List of all persons interviewed can be found in Annex B.
- Conducted Gender and Youth Focused Group Discussions in two municipalities.
- Met with municipal officials in 9 municipalities and one official from the MNAO..
- Conducted follow-up independent surveys, electronically and by telephone, of key data points to cross-check and verify information from oral interviews with the 9 municipalities visited.
- Reviewed program outputs against objectives and performance indicators.

3.2 EVALUATION LIMITATIONS

1. During the course of the evaluation, the team noted variations in data being used in various categories of municipal finance between published DEMI sources and municipal finance officers being interviewed. An example is data on the property tax, which was not sufficiently disaggregated between residential and commercial properties. There also lacked a common definition among finance officers for "actual revenue" and "yearly collected revenues". Other categories presented similar issues. Clarification on these issues, in order to make recommendations on the prospective level of future own source revenues, was very important.
2. The team was limited in its ability to adequately evaluate the progress being made by the MNAO. US State Department security concerns require at least a two day notice to visit the area and it was impossible to schedule in the time available. The team did meet with the Principal Executive Officer in Mitrovica for an overview on current activities and the results of DEMI's technical assistance and training provided during the previous six months. DEMI's assistance to MNAO is noted where appropriate throughout the report. Since the MNAO is not a formally organized municipality, it cannot be compared with other municipalities.
3. Principal officers of some donor organizations were not available for meetings during the review period. Consequently, interviews were conducted with their substitutes.
4. A major snow storm limited the ability of the team to witness operating Citizen Service Centers (CSCs) in two municipalities, Prizren/Prizren and Suhareka/Suva Reka.

4.0 FINDINGS

4.1 HOW HAVE THE MUNICIPAL INSTITUTIONS BEEN STRENGTHENED AND BENEFITED FROM THE IMPLEMENTATION OF DEMI'S FIVE PROGRAM ASSISTANCE COMPONENTS?

Although DEMI is still ongoing, it has already achieved tangible results as the analysis below, by program component, indicates.

4.1.1 Strengthened Municipal Administrations

Context: The Law on Local Self-Government requires that the MLGA monitor the work of municipalities. Starting in 2008 with the Effective Municipalities Initiative (EMI) program, and continued under DEMI, USAID has supported the MLGA in creating a Municipal Performance Measurement System. Under EMI, the MLGA began an annual process of recognizing the top performers among municipalities that are rewarded with a grant. This process continued under DEMI, which has partnered with MLGA and provides grants from the Incentive Fund (IF) to reward top performers. In 2010, 2011 and 2012 the MLGA, in partnership with DEMI, collected data from all municipalities to measure municipal performance in five categories including the following three that are applicable to the DEMI's Improved Municipal Administration Component:

- Collection of own source revenues
- Transparency in Municipal Assemblies
- Improved service delivery outcomes
  - Administrative services and urban planning
  - Streets, sidewalks and public lighting
  - Parks, squares and waste collection

The fact that the award process recurs annually, and uses objective, verifiable criteria to measure performance, provides a unique opportunity to identify changes in the performance of municipalities year-to-year. Since virtually all municipalities participate in the process, there is also an opportunity to compare the change in performance over the two years between those municipalities receiving support from DEMI and those that do not. Annex M shows the criteria used for each award category and includes a table with the scores obtained by all municipalities in each category for 2010 and 2011.

Finding: Based on the scoring in the MLGA annual award process, the performance of DEMI partner municipalities in collection of own source revenues (OSR) in 2010 – 2011[1] was superior to that of non-partner municipalities. However, there is little difference in the performance of the two groups of municipalities in the category of "Transparency in Municipal Assemblies."

Table 1, on the next page, summarizes the change in performance in ORS and transparency of Municipal Assemblies in 2010 and 2011, in DEMI partner municipalities and non-partner municipalities. It shows that a far greater share of DEMI partner municipalities than non-partner municipalities improved their performance in the category of collection of OSR. The table shows only a slight difference in performance in DEMI partner municipalities than all other municipalities in the category of transparency of Municipal Assemblies. Both groups successfully improved their performance between 2010 and 2011, suggesting that there may be general or systemic factors that account for the result. Whatever the explanation, the trend is clearly positive for all municipalities.

[1] Scores for 2012 were not available

Table 1: Change in performance in municipal administration categories as measured using criteria for awards (2010 – 2011) (percent of all municipalities within each group – partner and non-partner)

DEMI Component / Award Category	DEMI Partner Municipalities		Non-Partner Municipalities	
	Scored higher in 2011	Scored lower in 2011	Scored higher in 2011	Scored lower in 2011
• Collection of own source revenues	85	15	50	50
• Transparency of Municipal Assemblies	84	16	78	22

Context: The USAID-funded Local Government Initiative (LGI) (2004-2007) helped 6 municipalities build CSCs to improve efficiency in citizen service requests such as registering a vehicle or getting a building inspection. This work continued under EMI, which established centers in several municipalities, such as Novobërdë/Novo Brdo and Pejë/Peć. Currently, all partner municipalities have a CSC. In the past, bureaucracy within CSCs used to lengthen the time it would take to respond to citizens' request for permits, certificates and information. Recently, however, the wait time for citizens has been greatly reduced.

Finding: Citizen access to municipal administration in DEMI partner municipalities has been made more effective through streamlined procedures to expedite pending requests.

A good example of the impact of a restructured CSC is Mitrovicë/Mitrovica, as shown in the "2010 Findings on Organizational Structures, Systems and Procedures, Actions Taken and Results Achieved Since 2010" report. According to the report, "before DEMI's assistance in 2010, the total number of requests processed was 5,441. With support from DEMI, the CSCs processed 21,864 requests in 2011, and 34,427 requests in 2012."

Context: The Law on Local Government Finance (LLGF) provides for own sources of municipal revenues. From 2008 to 2010, revenue from these sources remained more or less constant at roughly 1% of GDP, while the General Grant increased rapidly from 1-2.5 %.[2] The rapid increase in transfers from the General Grant in the early years of decentralization may have created conditions in which local officials could afford to place a low priority on OSR. The rigid top-down measures implemented by the central government to maintain municipal expenditures within established ceilings may have also been a disincentive to raise revenues. As the volume of the General Grant has ceased to grow rapidly after 2010, and demands from citizens for improved service has expanded, the importance of OSRs has increased.

Finding: DEMI partner municipalities collected €21.78 million in OSRs in 2012, an increase of 20.5% over 2011. For the same period, the 16 non-partner municipalities recorded an increase of 7.7% in OSRs (see Table 2).

Table 2: Planned and Actual OSRs – DEMI partner municipalities and all other municipalities 2011-2012

Groups of Municipalities	OSR						
	2011			2012			Actual % Change 2011-2012
	Actual (€)	Planned (€)	% of Plan	Actual (€)	Planned (€)	% of Plan	
DEMI Partner Municipalities	20,149,264	22,002,744	91.6%	21,785,299	24,193,753	90.0%	20.5%
All Other Municipalities	29,616,817	32,956,594	89.9%	34,033,224	36,215,311	94.0%	7.7%
Total Municipalities	49,766,441	54,959,338	90.6%	55,818,523	60,409,064	92.4%	12.7%

[2] Based on MoF data on municipal revenues and GDP with calculations by evaluation team

Attribution of impacts: DEMI has helped partner municipalities increase their capacities to analyze and take actions regarding: 1) the OSR base potential; 2) the OSR collection rate; 3) the process of OSR planning, management and monitoring; and 4) communication with different groups of tax payers.

These efforts focused mostly on the property tax, which is the major OSR. However, after changes made to the Law on Construction Land, as the chart on the left shows, DEMI's assistance to improve OSR performance also included OSRs from fees, charges and fines.

Finding: Total property tax bills issued by DEMI partner municipalities in 2013 will increase in value by nearly 50 % over 2012, double the percent increase in all other municipalities (see Table 3, below).

Table 3: Increase in billing for property taxes 2013 over 2012

Municipalities	Population	Total # bills issued		Increase in # bills issued (2013 vs. 2012)	Value of bills (€)		Increase in bill value (2013 vs. 2012)	Average bill value		Increase of average bill value (2013 vs. 2012)	Percentage of population billed in 2013
		2012	2013		2012	2013		2012	2013		
Total	1,808,277	421,522	474,509	12.6%	16,410,532	22,196,142	35.3%	38.9	46.8	20.2%	26.2%
Total Total DEMI Municipalities	975,559	217,015	242,021	11.5%	7,239,510	10,772,425	48.8%	644	845	31.3%	24.8%
Total Non DEMI Municipalities	832,718	204,507	232,488	13.7%	9,171,021	11,423,717	24.6%	446	497	11.6%	27.9%

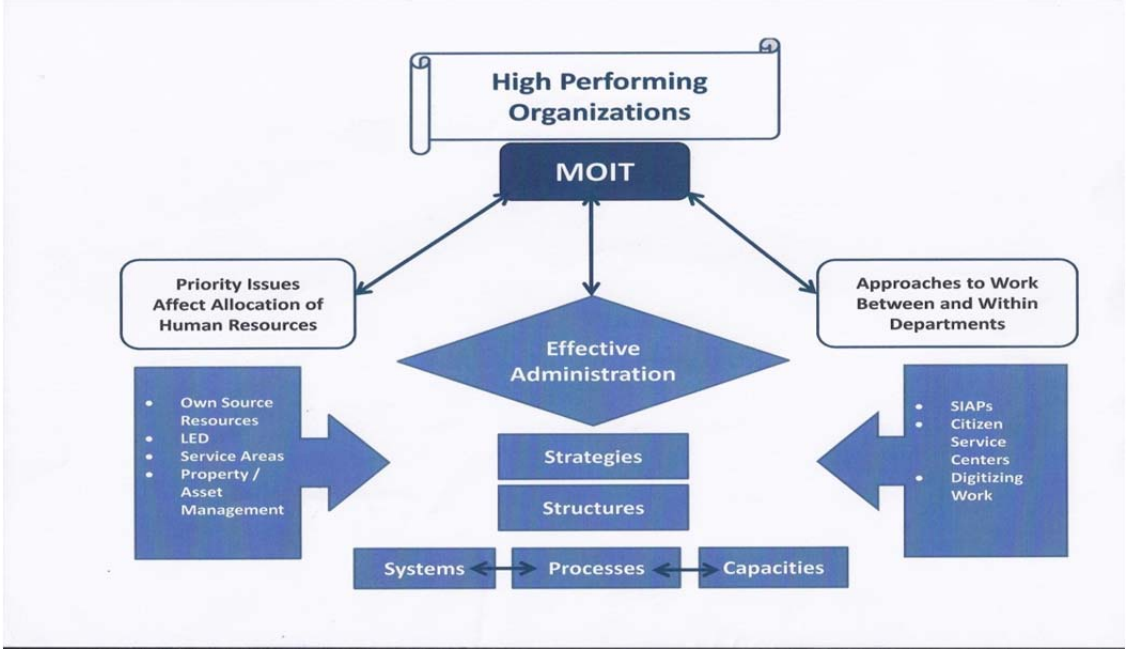
The general trend in all municipalities reflects the increase in the minimum property tax rate in 2013 from 0.05 % of assessed value to 0.15 % mandated by the MoF. It also reflects the new taxpayers added to the rolls, an increase of nearly 13 % over 2012.

Attribution of impacts: None of the factors described above explains why the increase is so much larger in the DEMI partner municipalities. According to the Head of Property Tax Department at the MoF, currently, there are approximately 50,000 unregistered properties in Kosovo. DEMI has worked closely with the Property Tax Division of the MoF, as well as with key donors in this area, including SIDA (working at the central level with the MoF) and SDC (LOGOS), to organize, train and fund local teams to use maps, visit all properties, identify owners, as well as determine property assessments, complete the registration process, and place properties on the tax rolls. It is this effort that probably accounts for the extent to which DEMI partners have outperformed all other municipalities.

DEMI staff noted that some municipalities have devalued some properties to offset the impact of the increase in property tax rates in 2013, which is an electoral year. They gave the example of the municipality of Istog where the average amount billed decreased by 4 % for the period 2012 - 2013. This, however, has

not canceled out the overall impact of the increase in the number of taxpayers and in the tax rates. Even in Istog, the overall amount billed went up by 13.1%.

DEMI assisted partners to organize Municipal Organizational Improvement Teams (MOIT) to undertake the task of creating a new culture designed to stimulate the flow of vertical and horizontal information as well as decision-making. Under the leadership of the Mayor and Assembly leaders, members of the teams are challenged to be problem solvers and innovators, seeking to find practical and affordable ways of providing municipal services. All 21 partner municipalities have developed organizational improvement plans and drafted a regulation on internal restructuring. 79 team reports or recommendations have been approved by mayors. The MOIT organizational model is shown below.



In particular, MOITs have been tasked with implementing findings from the USAID DEMI CSC Assessment that found that bureaucracy within CSCs lengthened the time it would take to respond to citizens' request for permits, certificates and information. DEMI helped develop a "unique protocol" that establishes a comprehensive way to track the number and type of requests received by the CSCs. In the past, each sector may or may not have tracked requests that came in. Among other things, use of the protocol allows the Mayor and other senior municipal officials to monitor the requests received by different directorates and determine how they are performing in terms of responding to them. All partner municipalities now have streamlined procedures for responding to citizen requests. In addition, 23 satellite offices have been modernized.

Another approach of DEMI was the use of "coaches" to work with each partner to provide focused attention on solving day-to-day issues as they arise in the municipalities, providing timely information and advice, and marshaling additional technical assistance expertise and support from DEMI when needed. Nine coaches have been assigned to the 21 partner municipalities. A coach assigned to the Serb majority municipalities serves one or two municipalities, whereas coaches assigned to the Albanian majority municipalities serve three of them. Regular bi-weekly meetings of the municipal coaches with the DEMI's Chief of Party and headquarter leaders offer opportunities for feedback from the field, identifying emerging issues and programmatic needs, assessing progress on tasks, realigning priorities, and exchanging solutions and best practices.

An important initiative by DEMI in this area is the national awareness campaign that targeted owners of residential, commercial and industrial properties with the goal to inform citizens of the value in paying their local property taxes in order to increase the quality of life through improved municipal service delivery and infrastructure. The campaign was coordinated with municipal officials who could tailor their own campaign efforts more directly to specific service improvements and planned infrastructure projects. Nationwide television and radio media were provided with campaign information, and many outlets scheduled mayors and other leaders as guest panelists. Campaign posters were distributed in partner municipalities, and villages and brochures were distributed, in some cases door-to-door, by youth councils. Informational meetings were held with business owners and other neighborhood and community groups. Campaign material was placed on Facebook and municipal websites. The campaign began on October 23, 2012 and concluded on December 31, 2012. The timing of the campaign was designed to precede the mailing of annual property tax bills and support a continued upward trend in own source revenues.

While the final results of the campaign are still being reviewed, the DEMI COP believes that similar efforts in the future to encourage civic awareness of the importance of engagement in municipal governance generally and the value of paying property taxes specifically are worthy of USAID investment.

Summary of Findings:

- All partner municipalities have a CSC and many are using technology to link with villages.
- DEMI partner municipalities increased OSRs by 20% from 2011 to 2012, and the value of tax billings by 50% from 2012 to 2013, outperforming comparable measures by non-partner municipalities.
- The transparency of Municipal Assemblies is improving in both partner and non-partner municipalities.
- With DEMI's assistance, citizen access to municipal administration in the partner municipalities has been made more effective through streamlined procedures to expedite pending requests.

4.1.2 Empowered Municipal Assemblies

Context: The Law on Assemblies mandates certain characteristics of the operation of Municipal Assemblies, including that they establish two standing committees: a Budget and Policy Committee, and a Committee on Communities. The law also requires that no less than one-third of assembly members be women.

Three years ago, the Municipal Assemblies had been elected but had done little beyond fulfilling the minimum statutory requirements. The USAID concept paper for the DEMI project noted that "Recent local elections held in November 2009 saw about a 50% turnover of assembly members. Although legislation gives assemblies sufficient powers to provide oversight of mayors, few make adequate use of this right. Few assemblies use their powers to legislate or to participate in the formation of municipal budgets, policies or strategic planning, thereby forfeiting too much of their power to the mayor's office. And assemblies are disconnected from their constituents and do not adequately represent their interests."

Finding: The Municipal Assembly in the 21 partner municipalities are exercising their authorities and meeting their responsibilities more fully. This is evidenced by:

- An internal organization that not only meets the minimum legal requirement for the two standing committees – Committee on Policy and Budget and Committee on Communities – but also includes a number of other program and special committees. Larger municipalities have additional committees to correspond to municipal directorates, generally 13 each, and frequently create special committees for issues such as youth, sports and gender. Medium and smaller municipalities link their reduced number of program committees more closely with their major budget and service categories such as public works, finance and parks. The creation of assembly committees to correspond to municipal directorates provides increased dialogue between the legislative and executive branch; enables

committee members to focus attention to the problems of each directorate and acquire expertise in the subject area that can translate into legislative actions; and strengthens the assembly role in its oversight responsibilities.

- Measures that enhance the role of women elected to the assembly - Women's Caucuses have been established in 15 of the partner municipalities (see Table 9, page 17).
- Conduct of public hearings on budgeting, regulatory and other policy measures on a regular basis (see Findings under the next component).
- Performance of regular oversight of municipal operations and finances - Municipal Assembly oversight activities increased in 2012 by 50% as they reviewed 91 administration reports and took respective actions.

The growing strength and capacity of Municipal Assemblies has resulted in the AKM establishing a "collegia" of Assembly persons to act as a forum to identify common policy issues, share best practices, and serve as a networking outlet for assembly members.

Attribution of impact: DEMI has actively supported the expanded role and improved functioning of the Municipal Assemblies.

DEMI's training and technical assistance coaches have assisted assemblies to adopt formal rules and procedures and annual assembly work plans that did not exist prior to 2011. With DEMI's assistance, most municipalities completed an assembly work plan in 2012 (an adopted work plan for the Municipality Assembly of Štrpce/Shtërpcë is found in Annex C and is representative of other assembly work plans).

DEMI promoted and facilitated an increase in the municipal budget allocations for operations. In Gjilan/Gnjilane and Mitrovicë/Mitrovica, the 2012 assembly budget allocations were 200,000 Euros, while smaller municipalities received between 55,000 and 70,000 Euros. Table 4, below, shows that in the 9 municipalities visited, the total assembly budgets exceed 1,000,000 million Euros, primarily for salaries. Assembly members are compensated for their service, with the president receiving a salary of up to 50% of that of the Mayor. Members receive a stipend of 100 Euros per month, 125 Euros for participating in Municipal Assembly meetings, and 50 Euros for participating in committee meetings. This encourages members to participate regularly in the activities of the assembly.

Table 4: Municipal Assembly Budget[3]

Municipality/ Assembly Budget	2012 for Wages in Euros	2012 Total Expenditures (Wages +Operating and Capital Expenditures) in Euros
Gjilan/Gnjilane	189.000	199,000
Prizren/Prizren	126.840	131,640
Pejë/Peč	138.590	143,590
Mitrovicë/Mitrovica	153.439	197,199
Parteš/Partesh	54.380	57,980
Klokot-Vrbovac/Kllokot-Vërboc	55.226	65,226
Suharekë/Suva Reka	115.000	132,000
Štrpce/Shtërpcë	64.303	68,303
Gračanica/Graçanicë	71.130	71,130
Total		**1,066,068**

DEMI's Incentive Fund (IF) has been another important factor in increasing the effectiveness of partner assemblies. Municipal buildings have been altered to provide room for assembly staff and larger quarters

[3] Data taken from "Budget of Municipalities for 2012 of Republic of Kosovo", Ministry of Finance

for full assembly meetings. Six newly refurbished facilities with state of the art technology, funded by IF grants, are open. A total of 11 municipalities received Support Fund (SF) technology upgrades costing over $400,000, which provided microphones and laptops for assembly members, staff and citizens, as well as improved translation facilities and electronic voting capability. In one municipality, translation capabilities are provided for all 3 official languages; 4 assemblies now use electronic voting equipment; and 4 are paperless, relying only on the use of laptops. The increased use of technology in assemblies will provide increased opportunities for the exchange of information and best practices among all municipalities, non-government organizations, civil society groups and media. DEMI has also used its SF to expand use of public information bulletin boards and kiosks at the village level to alert citizens to assembly meetings, hearings and service delivery information.

Summary of Findings:

- In all partner municipalities, Municipal Assemblies are exercising their authorities and meeting their responsibilities more fully. However, they need more focus on monitoring budget execution.
- The role of women in Municipal Assemblies has been enhanced by the establishment of Women's Caucuses in partner municipalities.

4.1.3 Increased Civic Engagement in Municipal Governance

Context: Chapter IX of the 2008 Law on Local Self-Government[4] establishes a number of requirements for direct democracy and citizen participation mechanisms. It mandates that municipalities hold at least two public meetings each year to inform citizens of its activities and allow them to make proposals and ask questions of their elected representatives. A report by the OSCE found that, as of December 2010, " the municipal assemblies generally comply with the core of the regulatory and procedural framework for conducting meetings, yet shortcomings remain in the adherence to a number of principles."[5]

This has had an adverse effect on citizen perceptions of transparency of local governments. In February 2009, EMI conducted a series of workshops with Municipal Assembly members throughout Kosovo on two main topics: Transparency and Citizen Participation. In those workshops EMI found that local transparency and public participation are a worrisome problem, citing a number of reasons:

- Lack of knowledge among citizens on transparency and public participation.
- Transparency and public participation are understood as formal requirements only and not as tools to improving citizens' lives and enhancing municipal efficiency.
- Transparency and public participation are often neglected by some municipal officials which, in turn, causes the effect of whole municipality-blaming by the public.
- Methods used are inappropriate for a specific group of people[6].

Finding: Municipal Assemblies are functioning as legislative bodies.

Municipal Assemblies in all 21 partner municipalities conduct public hearings on budgeting, regulatory and other policy measures on a regular basis.[7] Each municipality holds multiple public budget hearings per year, totaling 127 in 2012, or an average of 6 per municipality. In 2012, public hearings involved a total of 4,184 participants, representing a 50% increase over 2011. Some larger municipalities have a formal citizen participation unit in their organizational structure with a corresponding budget allocation. At least one municipality has formally adopted a citizen participation strategy.

[4] See also Administrative Instruction No. 2008/09 for Transparency in Municipalities
[5] "Municipal Assembly Monitoring Report: March 2009 – December 2010," OSCE, June 2011
[6] "Local Transparency and Public Participation – A Handbook," USAID, 2009
[7] One Assembly President reported that 75 public hearings and debates were held during the year at the village level by budget committees and other committees of the Municipal Assembly.

Finding: Municipal Assemblies conduct hearings both in their main meeting room and in locations throughout the municipality, including in minority villages, to facilitate and encourage greater citizen participation in the hearings.

Table 5, below, indicates that in 2012 the majority of public hearings were conducted in outlying villages that make up the municipality. Larger municipalities (Prizren/Prizren, Mitrovice/Mitrovica, Pejë/Peč) appear to be more effective in holding hearings in outlying villages, identifying emerging neighborhood issues, village service delivery needs and concerns.

Table 5: Budget Public Hearings in 2012 in Municipalities Visited[8]

Municipality	Total no. of Budget Hearings, 2012	No. of Budget Hearings in Central Office, 2012	No. of Budget Hearings in Villages, 2012
Gjilan/Gnjilane	8	2	6
Prizren/Prizren	11	3	8
Pejë/Peč	3	3	0
Mitrovicë/Mitrovica	8	0	8
Parteš/Partesh	3	1	2
Klokot-Vrbovac/Kllokot-Vërboc	3	0	3
Suharekë/Suva Reka	11	6	5
Štrpce/Shtërpcë	6	2	4
Gračanica/Graçanicë	8	2	6

Finding: Citizen requests for service improvements and projects are increasingly being adopted into municipal budgets, rising from 2.8 million Euros in 2011 to 4.7 million Euros in 2012.

Table 6 below shows that both the number of requests and their value increased from 2011 to 2012 in the 9 municipalities that the evaluation team visited.

Table 6: Budget Public Hearings in Municipalities Visited by the Team[9]

Municipality	Public Hearings / Baseline	Public Hearings 2011				Public Hearings 2012			
	2010	Conducted	Participants	C.Requests incorporated	C.Requests Incorporated (€)	Conducted	Participants	C. Requests incorporated	C. Requests incorporated (€)
Gjilan/Gnjilane	1	2	155	3	69,000.00	8	141	2	700,000.00
Prizren/Prizren	0	4	245	8	343,338.00	11	260	37	1,451,610.00
Pejë/Peč	1[10]	3[11]	92	4	138,642.60	3	54	4	272,507.00
Mitrovicë/Mitrovica	1	5	83	12	4,955.500	8	73	13	1,181,091.00
Parteš/Partesh	0	2	72	5	98,000.00	3	160	3	146,945.00

[8] Data reported from municipalities

[9] Data reported from municipalities and DEMI

[10] The Klokot-Vrbovac/Kllokot-VërbocParteš/Partesh and Gračanica/Graçanicë municipalities were established in 2010. Since their budget for the FY 2010 was developed by central government authorities, none of the municipalities conducted public budget hearings in 2010.

Municipality	Public Hearings / Baseline	Public Hearings 2011				Public Hearings 2012			
	2010	Conducted	Participants	C.Requests incorporated	C.Requests Incorporated (€)	Conducted	Participants	C. Requests incorporated	C. Requests incorporated (€)
Klokot-Vrbovac/Kllokot-Vërboc	0	2	85	4	1,105,854.00	3	98	4	452,582.00
Suharekë/Suva Reka	0	6	365	4	400,000.00	11	656	2	168,246.00
Štrpce/Shtërpcë	1	4	70	7	301,000.00	6	90	2	105,000.00
Gračanica/Graçanicë	0	1	50	4	354,649.00	8	67	12	288,271.00
Total:	***4***	**29**	**1,217**	**51**	**2,810,484**	**54**	**1,599**	**79**	**4,766,252**

Finding: Opportunities for citizens to learn about municipal activities have expanded through use of improved web sites and information boards posted in villages.

All of the 9 municipalities visited have websites in both Albanian and Serbian languages, and the municipality of Prizren/Prizren has Turkish as its third website language. These websites are providing more material for citizens than was the case three years ago, including links to community service centers and municipal departments. Information boards and kiosks are being used to post hearing notices and other community information. The Municipal Property Tax campaign, mentioned earlier, not only focused its full media attention on radio and television, but also on the distribution of pamphlets, brochures and other printed material through direct mailing and door-to-door delivery to citizens.

Attribution of impact: In 2011, DEMI supported its partner municipalities in conducting a transparent municipal budget planning session for 2012. This process involved key municipal officials and CSOs. With DEMI's assistance, 15 partner municipalities developed an action plan to implement a participatory budget process. DEMI encouraged partner municipalities to involve CSOs in drafting the action plan for transparency on budgeting. 138 civil society members committed themselves to contribute to this process. DEMI also has assisted the municipalities in involving CSOs in undertaking surveys (Gračanica/Graçanicë and Novo Brdo /Novobërdë) and information campaigns (Kaçanik/Kacanik, Decan/Decani, Kamenica/Kamenica etc.)

To increase the transparency of local governments, DEMI supported municipalities to improve the information dissemination by improving capacities of Public Information Offices. A total of 5 DEMI partner municipalities are producing municipal bulletins (Gjilan/Gnjilane, Kamenicë/Kamenica, Pejë/Peć, Istog/Istok, and Rahovec/Orahovac). With support from DEMI, municipalities have produced and delivered approximately 23,265 monthly bulletins, brochures and posters. They also distributed leaflets and posters on the draft municipal budget for 2012 and 2013.

Summary of Findings:

- Municipal Assemblies are functioning as Legislative Bodies.
- All 21 partner municipalities conduct public hearings regularly.
- The site for hearings has expanded to include villages throughout the municipalities.
- Citizen budget requests are increasingly being adopted into the budget.
- Gender diversity and youth engagement improved slightly in local decision-making.
- Opportunities for citizens to learn about municipal activities have expanded.
- Citizens are actively engaged in service improvement planning (see next component).

4.1.4 Improved Service Delivery Outcomes

Context: The 2010 World Bank Public Expenditure Review[12] found that municipal expenditures, excluding municipal spending on education and health, doubled between 2007 and 2010 and represented about 9% of the total public expenditures by the end of the period. The report noted that problems exist with capacity at the local level, mainly in terms of technical capabilities and financial planning. The USAID/Kosovo Strategic Plan 2010-2014 recognizes that most municipalities are not prepared to deliver essential services and require strategic, cohesive assistance to improve management and technical capacity.

The MLGA, annual awards for municipal performance, done in partnership with DEMI, included three categories that are applicable to the Improved Service Delivery Outcomes Component:

- Administrative services and urban planning
- Streets, sidewalks and public lighting
- Parks, squares and waste collection

As noted earlier, the fact that the award process recurs annually and uses objective, verifiable criteria to measure performance, provides a unique opportunity to identify changes in the performance of municipalities year-to-year. Since virtually all municipalities participate, there also is an opportunity to compare the change in performance over the two years between those municipalities receiving support from DEMI and all other municipalities.

Finding: Based on the scoring in the MLGA annual award process, the performance of DEMI partner municipalities in improving administrative services and parks, squares, and waste collection between 2010 and 2011was slightly superior to that of non-partner municipalities. DEMI partner municipalities underperformed relative to non-partner municipalities in improving services related to streets, sidewalks and public lighting. Table 7 shows the relevant results of the analysis.

Table 7: Change in performance in improved service delivery outcomes categories as measured using the MLGA criteria for awards (2010 – 2011) (percent of all municipalities within each group – partner and non-partner)

DEMI Component / Award Category	DEMI Partner Municipalities		Non-Partner Municipalities	
	Scored higher in 2011	Scored lower in 2011	Scored higher in 2011	Scored lower in 2011
• Administrative services/ urban planning	90	10	77	23
• Streets, sidewalks, public lighting	47	53	67	33
• Parks, squares, and waste collection	85	15	77	23

Finding: Citizen satisfaction with the quality of municipal services in the partner municipalities has increased since 2010, with some exceptions.

Surveys of citizen satisfaction with municipal services conducted annually over the 4-year period of 2009-2012 shows a consistent increase in citizen satisfaction in DEMI partner municipalities in all services except parking. Citizen satisfaction is highest with administrative services and above 50% for sewage and sanitation, streets, public lighting, water supply, collection services and parks and squares. This is notable as in 2009 only administrative services scored higher than 50 %. Satisfaction with parking actually has decreased since 2009 and has been very low over the same period for environmental activities.

[12] Kosovo Public Expenditure Review," World Bank, June 2010

As noted in the prior finding, DEMI partner municipalities generally had a poor record improving performance in the category of streets, sidewalks and public lighting between 2010 and 2011, as measured using the criteria of annual MLGA award process. The low level of satisfaction with sidewalks in municipalities throughout the period is consistent with the earlier finding. However, the clear improvement in citizen satisfaction with streets and public lighting, which account for two-thirds of the score in the category, is not consistent with the finding. Many factors can account for this, ranging from difference in what the two methods measure to errors in the data. Sorting through the possibilities would entail a complex statistical analysis. Completing such an analysis as part of this evaluation was not feasible given the time and resources available, as well as the need to cover numerous other important aspects of DEMI. We believe that this is important and should be addressed by USAID and DEMI, as described further under the recommendations. Table 8, below, summarizes the results of citizen service satisfaction surveys.

Table 8: Results of citizen satisfaction surveys 2009 – 2012 by category

Category of services					Trend
	2009 a/	**2010** b/	**2011** c/	**2012** d/	**09/12**
Optimistic about the municipality	63	59	75	83	↗
Administrative services	52	67	60	66	↗
Sewage and sanitation	43	38	59	64	↗
Streets	27	49	56	60	↗
Public lighting	46	31	50	57	↗
Water supply	49	45	57	55	↗
Collection service	50	39	47	51	↗
Parks and squares	n/a	39	45	51	↗
Sidewalks	48	60	45	49	↗
Safety/security of parking	42	42	35	34	↘
Environmental activities	n/a	12	22	18	↗
Sources:					
a/ Mosaic survey					
b/ Separate survey commissioned by USAID / same sample and instrument					
c/ Mosaic survey					
d/ Separate survey commissioned by USAID / slightly larger sample and instrument					

Attribution of impact: DEMI has continued the excellent partnership with the MLGA that began under EMI, previously mentioned under Component 1 - Strengthen Municipal Administrations – to establish standards, indicators, data collection, and a reporting system. Both are using the same measures that are linked electronically. In addition, MLGA contracts out for an independent, random citizen survey on improvements in service delivery and citizen satisfaction, funded in part by USAID. The triennial Mosaic Study is a comprehensive citizen opinion survey instrument funded by UNDP, MLGA and DEMI, that reports on citizen satisfaction with municipal public services, and is a unique system for citizens to evaluate individual municipal performance. Questions are prepared by expert panels and updated prior to each survey period. With more than 6,000 surveys nationwide, the Mosaic Study provides the public with data on trends in satisfaction as well as breakouts on the performance in each of the municipalities in Kosovo. Additionally, some municipalities, with DEMI's assistance, are developing their own survey instruments to determine citizen needs and assess functional performance within individual departments of municipal administrations.

Finding: Municipal staff and citizens jointly identify and analyze service delivery problems, and prioritize and monitor the implementation of steps to improve the service through what is known as Service Improvement Action Plans (SIAPs).

Municipalities have developed 25 SIAPs and 76 projects have been implemented with a total costs of $3.6 million focused on waste collection and water supplies; street lighting; schools, parks and squares; and roads, sidewalks and signs. 972,000 citizens are direct beneficiaries of these service improvements.

Attribution of impact: DEMI initiated the concept of SIAPs as another approach to improving municipal service delivery. SIAPs are designed to engage citizens and municipal officials in a continuing process of improving specific service delivery. Problems are identified and analyzed, and priorities and implementation steps established. In each municipality a SIAP working group was established and one or two service areas for improvements were selected. Municipalities have developed 25 action plans and are in the process of developing 13 more with DEMI assistance. In 2012, 201 citizens were involved in regular monitoring of service quality compared to only 101 citizens in 2011. 76 individual projects were implemented to support the SIAPs. DEMI, through the SF provided 79% of the funds, and the municipalities 21%, to finance the cost of the service improvements identified through the SIAPs. Municipal staff and citizens jointly design, plan and monitor service improvements.

Summary of Findings:

- The performance of DEMI partner municipalities in improving service delivery is superior to that of all other municipalities, with exceptions.
- Citizen satisfaction with the quality of municipal services in the partner municipalities has increased since 2010, with some exceptions.
- Mayors and municipal managers regularly monitor service delivery performance. DEMI has developed a strong working partnership with the MLGA.

4.1.5 Promoting Local Economic Development

Context: LED is one of the "own" functions of municipalities. Yet, as noted in the USAID concept paper for the DEMI project "Municipal governments now have power over many of the physical and regulatory aspects of their jurisdiction which can either create incentives or disincentives for economic growth. But many municipal administrations do not have an adequate understanding of how they can encourage local economic growth or, at the very least, not hinder it through creating deterrents. In some regards, facilitating local economic growth could be the key to many of the problems faced by municipalities because it would help address unemployment and create a larger tax base from which more services could be paid for."

Findings: DEMI is helping municipalities promote LED.

In 2011, DEMI organized a National Roundtable on Economic Development for partner municipalities. From this conference 10 principles on the municipal role in economic development were established. DEMI then organized 6 capacity building training sessions followed by mentoring and coaching in partner municipalities over the past two years. This has been the framework for the DEMI LED program.

Partner municipalities are beginning to have some success in promoting LED, as evidenced by the 50 businesses in various stages of development, and the creation of 1,530 new jobs in 2012, an increase of 128% over 2011.

Suharekë/Suva Reka is a notable example of a municipality that created a successful industrial zone. A large tract of land was assembled and is being successfully marketed; a shoe factory was opened and now employs over 200 people; 6 other industrial buildings are under construction. Recently, Suharekë/Suva

Reka completed a road into the industrial zone. One unique feature of the Suharekë/Suva Reka industrial park is the creation of a vocational school within the zone boundaries that trains potential employees for the specific skills needed by the nearby manufacturers.

Mitrovica used a DEMI study visit to Auburn, Alabama to conceptualize plans for an industrial zone and its operation. To date, Mitrovica has received over 600,000 Euros in grants for a business management center and agricultural development. Recruiting efforts focused on USA and Dutch investments are underway.

Attribution of impact: DEMI has worked with partner municipalities to begin organizing economic development capacity, determine business needs, and create strategic plans and priorities.

Some of the assistance has focused on creating the organization plans in the municipalities to support LED. With DEMI's assistance 8 municipalities have established Economic Development Directorates to provide a focus within the administration on LED. The MoF's staffing limit on municipalities has created a barrier for other partners to establish similar directorates; however, these municipalities have designated a lead LED person within an existing directorate so that all partner municipalities have a responsible LED leader. Municipalities also have received assistance to prepare LED action plans. Annex D includes the Gjilan/Gnjilane LED Action Plan as an example of this work.

Other DEMI assistance has focused on specific economic development opportunities. DEMI has assisted two municipalities - Gjilan/Gnjilane and Štrpce/Shtërpcë – to focus on regional economic development initiatives: Gjilan/Gnjilane on cross–border development, and Štrpce/Shtërpcë on converting a ski center into a four-season resort experience. These municipalities have also been working with the USAID/BEEP project to explore Public Private Partnerships (PPPs) for their initiatives.

Two municipalities, Štrpce/Shtërpcë and Gračanica/Graçanicë, began tourism-marketing programs. DEMI's SF grants are assisting these municipalities in opening tourism offices and start-up operations. Other municipalities, including all 6 Serb majority municipalities, have organized agriculture associations, with DEMI assistance, that is supporting the development of green products and finding markets for farmers to sell their products. DEMI assisted the municipality of Ranilug/Ranillug to develop an operating green market, which is now open. The agricultural associations collectively recorded a 36% increase in memberships during 2012

Finding:

- Municipalities are still in the initial stage of LED. DEMI is assisting partner municipalities to succeed in promoting LED.

4.2 HOW HAVE THE MUNICIPAL INSTITUTIONS IN KOSOVO SPECIFICALLY STRENGTHENED ITS GENDER DIVERSITY AS A RESULT OF THE IMPLEMENTATION OF DEMI'S ACTIVITIES?

By law, all municipalities have at least one-third women members in Municipal Assemblies (see Table 9, below). DEMI has assisted Municipal Assemblies in the development of informal networks of women assembly members and helped connect them with governmental networks.

Table 9: Composition of Municipal Assembly in Municipalities Visited

Municipality	Total no. of Assembly Members	No. of Female Assembly Members
Gjilan/Gnjilane	41	14
Prizren/Prizren	41	15
Pejë/Peč	41	14

Municipality	Total no. of Assembly Members	No. of Female Assembly Members
Mitrovicë/Mitrovica	41	14
Parteš/Partesh	15	6
Klokot-Vrbovac/Kllokot-Vërboc	15	4
Suharekë/Suva Reka	35	11
Štrpce/Shtërpcë	17	7
Gračanica/Graçanicë	19	7

In 2012, through DEMI support, 7 additional Women's Caucuses were established, 1was formalized, and a total of 15 out of 21 were mentored.

A series of workshops and follow-up sessions on gender responsiveness and budgeting, as well as roundtables on the role of the women in local governance, have increased awareness of gender diversity at the local level. As a result of these workshops and roundtables, 158 women were trained.

Municipal budget allocations for gender issues have increased from 0.06% of total budget expenditures in 2012 to 4.48% in 2013, totaling 220,000 Euros. Currently, 8 municipalities have established sub-codes (budget lines) to provide focus and accountability for gender issues. Pejë/Peč municipality used a portion of its gender budget for a community-wide breast cancer awareness campaign, and Suharekë/Suva Reka allocated in its budget15,000 Euros for gender diversity. In 2013, for the first time in a budget, a total of 87,250 Euros were allocated to 6 municipalities to address genders issues by operating a safe shelter that hosts violated women.

While there has been an increase in the number of women participating in municipal budget planning hearings, the number of men participating in these events has increased faster. Accordingly, the women participation, as a percentage of the total, actually declined. For example, there were 497 women out of 2,772 total participants in 2011, and 534 women out of 4,184 participants in 2012. According to these numbers, the percentage of women participating in municipal budget planning hearings declined from 18% in 2011 to less than 13% in 2012.

Women are assuming leadership roles in partner Municipal Assemblies and administrative directorates. They chair the Municipal Assemblies in Novo Brdo/Novoberde, Mamush/Mamusa and Peja/ Peč and, under Kosovo law, also simultaneously chair the assemblies' powerful Policy and Finance Committee. Furthermore, the assembly Communities Committee in Rahovec/Orahovac is also chaired by a woman. At the municipal management level, women chair one or more directorates in 10 of the 21 partner municipalities. All Serb majority municipalities have appointed gender officers except for Gračanica/Graçanicë, which is currently in the hiring process.

A database system on women involvement in local economy, education, health, decision-making, and violence is under development in 4 partner municipalities. Women in Kosovo face high rates of unemployment, a key element that negatively influences their role in society. During focus group discussions, women emphasized the fact that a shift in attention to women employment initiatives will greatly support gender diversity in Kosovo.

In November 2012, DEMI jointly sponsored an international conference on "Gender Responsive Budgeting: Practices and Challenges" with the Agency on Gender Equality, LOGOS, GIZ and SIDA. Following the conference, 5 workshops were conducted on the role of women in municipal governance. DEMI recently published a report entitled "Gender Responsive Budgeting: From Ad-hoc Responses to Gender Integration and Planning," which summarizes a series of workshops and follow-up events, and sets forth a set of municipal policy recommendations, a research agenda, and training and networking needs. This report should be given wide circulation and support at the municipal level.

Findings:

- Modest progress is being made in gender diversity in municipal governance and administration.
- Gender diversity contributed slightly to better local decision making and should be a priority in future USAID municipal programming.

4.3 HOW HAVE THE MUNICIPAL INSTITUTIONS IN KOSOVO SPECIFICALLY STRENGTHENED ITS ASSISTANCE TO YOUTH AS A RESULT OF THE IMPLEMENTATION DEMI'S ACTIVITIES?

Youth Action Councils are a requirement under the Kosovo Law on Youth Empowerment and Participation. National Youth Action Councils, which are now established at the national level, had been established in most Kosovo municipalities prior to the DEMI project by GIZ, which ended its program in 2011. DEMI has focused its efforts on assisting the new Serb majority municipalities to create active youth councils since they had previously been very passive. Currently, each of the Serb majority municipalities has established youth councils, which are certified from MLGA, and all 21 partner municipalities in Kosovo have established Youth Action Councils except for Mamusa/Mamushë.

Youth Action Councils in partner municipalities have undertaken a number of local activities including community painting, and fix-up and cleaning projects. Results from youth participation are also reflected in projects supported by the DEMI Incentive and Support Funds (see Annex E). The Youth Council in Parteš/Partesh organized a garbage collection activity on Earth Day, which included the participation of many youth from nearby villages. Parteš/Partesh allocated 1,500 Euro to Youth Action Councils in its 2013 budget for cultural, sport, and IT training activities. Youth Action Councils have allowed young people, who previously felt excluded from municipal decisions and policies, to become involved in drafting and implementing local policies. However, as noticed by a number of participants in focus group discussions, young people are not given a voice on urban planning discussions for the development of their cities.

DEMI produced the Handbook on Youth and Good Governance, based on the European Charter for Youth Participation in Local and Regional Life, that will be used by youth educators, action councils and similar organizations to assist young people in becoming more active and "agents of change" in their communities (see Annex A: Bibliography).

Designing youth policies for Youth Councils is required under Kosovo law and currently 6 formal youth policy statements are being created by 60 youth. Some municipalities have established Youth Centers; DEMI provided furniture to these centers in Kaçanik/Kacanik and Rahovec/Orahovac.

Municipalities are now focusing more on increasing youth activities and on subsidizing youth who work in agriculture. Unemployment among youth is very high in Kosovo. During a focus group discussion in Parteš/Partesh, many participants expressed uncertainty about the future given the high rate of unemployment. When interviewed, the Mayor of Peja/Pec raised the issue of not only involving youth in local policies but also in promoting initiatives that will foster youth employment such as training and qualifying programs.

Findings:

- Youth development programs are considered an important component of community life and should be continued in future USAID programming.
- Given the high rate of unemployment, assistance to youth should include training and qualifying programs, in addition to increase involvement in development plans for their cities.

4.4 BASED ON THE CURRENT CAPACITY AND TIMELINE FOR MUNICIPALITIES (KOSOVO SERB MAJORITY MUNICIPALITIES AND NON K-SERB MAJORITY MUNICIPALITIES) TO BECOME EFFECTIVE IN ASSUMING PRESCRIBED RESPONSIBILITIES UNDER THE LAW ON SELF-GOVERNMENT (LOSG), HOW HAVE DEMI'S ACTIVITIES ENABLED TARGETED MUNICIPALITIES TO ACHIEVE THIS?

DEMI's major milestones in the path to "effective" municipal government during the past three years include:

- Municipal government organization of functions is in place, and new departments have been created and staffed. Municipalities created service delivery priorities and resource allocations to support them.
- Performance measurement systems, with indicators for municipal functions, have been established and utilized including adoption by the MLGA as their own standards and measurement.
- Municipal OSRs are increasing, with current partner revenue growth exceeding non-partner revenue growth.
- Municipal assemblies are functioning as legislative bodies; program committees, work plans and budgets have been established; and outreach to the public through hearings is increasing.
- Municipalities are undertaking affirmative steps to create opportunities for greater citizen participation and engagement through websites, social media outlets and traditional communications.

4.4.1 Serb Majority Municipalities Specifically

Findings:

- New Serb majority municipalities are progressing through the start-up process and have been given priority status by DEMI. Focused coaching by DEMI staff has assisted in shortening the learning curve of the new partner municipalities, along with transferring working models and best practices from other partner municipalities. However, there is still a performance gap between the Serb majority municipalities and the Albanian majority municipalities as seen in the following table. A separate analysis in the following section demonstrates more conclusively that services performance is the weakest in all the Serb Majority municipalities.

Table 10: Service Performance and Citizen Satisfaction in Serb Municipalities

Municipality	% of citizens satisfied with Municipal Assembly	% of annual plan activities implemented or completed	% of requests reviewed and answered within specified legal guidelines	% of citizens request compared to total amount of municipal budget	% of citizen participation in budget hearing	% of citizens satisfied with Solid Waste Collection	% of citizens satisfied with the work of Municipal Administrations
Gracanica /Gracanice	50	100	99.7	5.88	2.3	64	54
Klokot-Vrbovac /Kllokot-Verboc	43	86.7	99.9	7.45	3.6	45	36
Novo Brdo /Novoberde	36	82.7	86.2	9.7	1.5	79	40
Partes/Partesh	35	33.3	0.0	7	4.0	70	38
Ranilug/Ranillug	41	37.5	98.5	13.03	3.4	90	43
Strpce/Shterpce	65	80	96.9	8.05	0.7	No Data	63

- A comparative analysis (see Section below) shows that no Serb majority municipality is among the top ten performers in any of the three years through 2011. Five of the ten bottom performers in 2009 and 2011 in the area of services are Serb majority municipalities. Clearly, this is the weakest area of performance for them.

- Serb majority municipalities have received significant grants from both the Incentive and Support Funds to assist in the start-up process.
- All of the Serb majority municipalities have large infrastructure needs requiring significant capital investment.
- The smallest Serb majority municipalities, such as Parteš/Partesh and Klokot-Vrbovac/Kllokot-Vërboc, with 2,500 or fewer citizens and less than 1,000 taxable properties, will find it difficult to build a sustainable public service delivery system without continued external support.
- As mentioned earlier in the report, all 6 municipalities have established CSCs, Youth Action Councils and have functioning Municipal Assemblies. Three of 6 municipalities have women's caucuses.

4.4.2 Comparing Kosovo Serb Majority Municipalities and Non K-Serb Majority Municipalities

The team did not find in the DEMI program documentation a definition of what it means to "become effective in assuming prescribed responsibilities under the Law on Local Self-Government (LOSG)." Therefore, using the extensive data sets of various aspects of municipal performance already available in Kosovo, we constructed an approximate measure of municipal performance in three areas. We could not find suitable data to measure general management performance, which would capture a broader range of what DEMI is doing. We selected instead financial management for which there is substantial data. The other two – transparency and services – capture much of DEMI's emphasis. Except in the case of transparency, the measures cover the years 2009, 2010 and 2011. The first year is clearly the baseline. The second year is mixed as DEMI initiated activities late in 2010. The third, 2011, is probably the one that best captures the effect that DEMI may have had on municipal performance. Key data was missing for 2012 in several cases so it was not possible to evaluate the performance in that year. The three areas of performance are described below:

- Financial management – For this measure we used three sets of data – the results of the annual audit of the municipalities by the OAG focusing on those that received an unqualified opinion; the scores obtained in the contest sponsored by the MLGA for performance in OSRs; and the percent of property taxes billed actually collected in the year. Much of what has happened in the area of audits probably is the result of what other programs have been doing, notably GFSI. However, DEMI has also worked in related areas, including asset management, which has been one of the areas identified in the audits as problematic. We also selected the results of the audits because they are a good proxy for general management performance. The two sets of data on OSRs fall clearly within the scope of what DEMI has been doing.
- Transparency – For this measure we were limited to using the scores obtained in the contest sponsored by the MLGA for performance of the Municipal Assembly. There is relevant data in the Mosaic and other surveys on citizen perspectives on responsiveness to youth and gender issues and on the usefulness of information provided by the municipality on its budget and on fees, taxes and charges. However, we could not obtain the full time series for the responses to these questions. Of all the measures of performance, this is the least complete. Nevertheless, it does show performance in an area that has been a big emphasis of the DEMI program.
- Services – For this measure we used the scores obtained in the contest sponsored by the MLGA for performance in various service areas, as well as the data on citizen satisfaction with those same services from the Mosaic and other surveys. This is an area of substantial emphasis in the work plan of DEMI.

For the analysis we looked at all municipalities, not just those that are DEMI partners. This provided a perspective on changes in performance of all municipalities over time. It also allowed us to compare the DEMI partner municipalities to their peers that are not receiving support from the program. Table 11 shows the evolution of municipal performance from the perspective of the different criteria over the period 2009 – 2011 (in some cases 2010 – 2011). It shows a broad improvement in the performance of

municipalities in all three categories, with the notable exception of the rate of collection of property taxes within the year that they are billed. According to this table:

- The number of unqualified audits has grown dramatically from just 2 in 2009 to 17 in 2011.
- The percent of property taxes billed that are collected in the same year has not changed much over the period.
- Scores in the MLGA contest for the municipal assembly and OSRs improved significantly from 2010 to 2011 (there was no equivalent category in 2009).
- Scores for all categories of services have also increased significantly from 2010 to 2011 (the criteria and scoring used in 2009 was different and thus not comparable).

Table 11: Evolution of values by criteria by quartiles for the period 2009 – 2011

Unqualified Audit Opinions			
Quartiles	2009	2010	2011
	2	11	17
Property Tax / Percent Collected			
Quartiles	2009	2010	2011
1	31%	36%	34%
2	36%	42%	38%
3	40%	46%	42%
4	67%	65%	70%
MLGA Contest Scores			
Quartiles	2009	2010	2011
Municipal Assembly			
1	n/a	12.0	39.0
2	n/a	17.0	53.5
3	n/a	19.0	67.3
4	n/a	24.0	88.5
Own Source Revenues			
1	-19.1	14.7	26.5
2	-6.6	24.1	30.4
3	6.8	37.4	36.3
4	40.0	51.0	86.3
Administration Services			
1	n/a	41.7	60.1
2	n/a	47.6	72.1
3	n/a	54.2	78.7
4	n/a	76.2	90.3
Transport, Lighting			
1	n/a	33.0	38.1
2	n/a	42.1	45.2
3	n/a	55.5	49.1
4	n/a	74.8	75.9
Parks, Streets, Waste			
1	76.2	30.3	39.7
2	90.4	39.6	43.6
3	98.3	48.0	50.1
4	151.7	66.9	78.4
Service Satisfaction			
Quartiles	2009	2010	2011
Administration Services			
1	n/a	41.7	60.1
2	n/a	47.6	72.1
3	n/a	54.2	78.7
4	n/a	76.2	90.3

Transport			
1	29.5	17.7	45.1
2	43.9	29.3	62.8
3	57.5	60.1	75.1
4	96.0	93.9	91.3
Public Lighting			
1	33.0	16.8	42.6
2	51.2	31.5	53.8
3	64.0	41.0	68.4
4	94.0	61.8	84.5
Streets			
1	43.3	43.6	53.8
2	65.7	56.5	60.8
3	75.1	62.6	69.5
4	98.0	83.0	80.1
Waste			
1	42.1	27.2	36.0
2	53.4	34.4	44.5
3	65.0	47.2	55.7
4	98.0	89.1	90.0

We also looked at how municipalities performed relative to each other. To do this we used the frequency distribution of value for each of the criteria expressed as a percentile. For example, a municipality that placed in the 75th percentile in citizen satisfaction with a particular service, such as water, would be performing better than three-fourths of all municipalities in this category. We then awarded 4 points for those in the top quartile, three for the third quartile and so on. This allowed us to calculate an aggregate score for each of the three categories – financial management, transparency and services. Table 12 shows the names of the top and bottom 10 municipalities in the three categories and their percentile rank. Due to lack of data there is no result for "Transparency" in 2009. The table provides several interesting insights.

Financial management

- DEMI partners Suhareke and Gjilan rank with the top performers in all three years, as does. Obiliq, which is not in the program. Serb majority municipalities and DEMI partners Gracanica and Kllokot are among the top performers in 2010 and 2011.
- The Serb majority municipality and DEMI partner Partesh ranks among the poorest performers in all three years as do the municipalities of Podujeve and Viti, that are not DEMI partners,.

Transparency

- DEMI partner municipalities represent 7 and 8 of the top ten performers in 2010 and 2011, respectively. This is at least partly a reflection of the data used to measure this category, which relies heavily on the scores for municipal assemblies in the annual MLGA contest. Nonetheless it suggests the DEMI is having a significant positive impact in this area.
- The Serb majority municipality and DEMI partner Gracanica/Gracanice is among the top performers in 2010 and 2011. The Serb majority municipality and DEMI partner Partesh is in the bottom ten in both years, as are the Albanian majority municipalities and DEMI partners Kamenice/Kamenica, Peje/Pec, Prizren/Prizren and Rahovec/Orahovac.

Services

- As noted above, no Serb majority municipality is among the top ten performers in any of the three years. Five of the ten bottom performers in 2009 and 2011 are Serb majority municipalities. Clearly, this is the weakest area of performance for Serb majority municipalities.
- Albanian majority municipalities and DEMI partners Kacanik/Kacanik, Mamushe/Mamusa, and Peje/Pec are among the top ten performers in services in all three years, as is the municipality of Shtime that is not receiving DEMI assistance.

Table 12: Relative performance of municipalities by category (top ten /bottom ten)

Financial Management													
Top	2009				2010				2011				
	DEMI	A	**Malisheve**	0.91	Other	A	**Prishtinë**	1.00	DEMI	A	**Suhareke**	1.00	X
	Other	A	**Obiliq**	0.91	Other	A	**Ferizaj**	0.94	DEMI	S	**Kllokot**	0.97	
	DEMI	A	**Peje**	0.91	DEMI	A	**Peje**	0.94	DEMI	A	**Gjilan**	0.91	x
	DEMI	A	**Prizren**	0.91	DEMI	A	**Gjilan**	0.88	DEMI	S	**Gracanicë**	0.91	
	DEMI	A	**Fushë-kosovë**	0.79	DEMI	A	**Suhareke**	0.88	Other	A	**Gjakovë**	0.82	
	DEMI	A	**Istog**	0.79	DEMI	A	**Fushë-kosovë**	0.73	DEMI	A	**Junik**	0.82	
	DEMI	A	**Rahovec**	0.79	DEMI	S	**Gracanicë**	0.73	Other	A	**Prishtinë**	0.82	
	DEMI	A	**Suhareke**	0.79	DEMI	S	**Kllokot**	0.73	Other	A	**Dragash**	0.67	
	Other	A	**Ferizaj**	0.73	Other	A	**Obiliq**	0.73	Other	A	**Klinë**	0.67	
	DEMI	A	**Gjilan**	0.73	DEMI	S	**Ranillug**	0.73	Other	A	**Obiliq**	0.67	x
Bottom	2009				2010				2011				
	Other	A	**Viti**	0.27	DEMI	S	**Novobërdë**	0.24	DEMI	S	**Ranillug**	0.27	
	DEMI	A	**Kamenice**	0.18	DEMI	A	**Rahovec**	0.24	DEMI	A	**Kamenice**	0.24	
	Other	A	**Gllogovc**	0.18	DEMI	A	**Decan**	0.09	Other	A	**Podujevë**	0.18	x
	Other	A	**Podujevë**	0.18	Other	A	**Podujevë**	0.09	Other	A	**Shtime**	0.18	
	DEMI	S	**Kllokot**	0.09	DEMI	S	**Shtërpce**	0.09	Other	A	**Gllogovc**	0.03	
	DEMI	S	**Shtërpce**	0.09	Other	A	**Shtime**	0.09	Other	A	**Lipjan**	0.03	
	Other	A	**Skenderaj**	0.09	Other	A	**Viti**	0.09	DEMI	A	**Malisheve**	0.03	
	DEMI	S	**Gracanicë**	0.00	Other	A	**Hani i Elezit**	0.03	DEMI	S	**Partesh**	0.03	
	DEMI	S	**Partesh**	0.00	DEMI	A	**Mamushe**	0.03	Other	A	**Viti**	0.03	x
	DEMI	S	**Ranillug**	0.00	DEMI	S	**Partesh**	0.00	DEMI	A	**Mitrovicë**	0.00	
Transparency													
TOP	2009				2010				2011				
					DEMI	A	**Kamenice**	0.88	DEMI	A	**Gjilan**	0.85	x
					Other	A	**Obiliq**	0.88	DEMI	S	**Gracanicë**	0.85	x
					Other	A	**Podujevë**	0.88	DEMI	S	**Kllokot**	0.85	
					Other	A	**Shtime**	0.88	DEMI	A	**Mamushe**	0.85	x
					DEMI	A	**Vushtri**	0.88	Other	A	**Podujevë**	0.85	x
					DEMI	S	**Gracanicë**	0.76	DEMI	S	**Shtërpce**	0.85	
					DEMI	A	**Istog**	0.76	DEMI	A	**Istog**	0.7	x
					DEMI	A	**Junik**	0.76	DEMI	S	**Novobërdë**	0.7	
					DEMI	A	**Mamushe**	0.76	DEMI	S	**Ranillug**	0.7	
					DEMI	A	**Gjilan**	0.58	Other	A	**Shtime**	0.7	x
Bottom	2009				2010				2011				
					DEMI	S	**Novobërdë**	0.00	DEMI	A	**Kamenice**	0.00	
					DEMI	S	**Partesh**	0.00	Other	A	**Klinë**	0.00	
					DEMI	A	**Peje**	0.00	Other	A	**Obiliq**	0.00	
					DEMI	A	**Prizren**	0.00	DEMI	S	**Partesh**	0.00	x
					DEMI	A	**Rahovec**	0.00	DEMI	A	**Peje**	0.00	x
					DEMI	S	**Ranillug**	0.00	Other	A	**Prishtinë**	0.00	
					DEMI	S	**Shtërpce**	0.00	DEMI	A	**Prizren**	0.00	x
					Other	A	**Skenderaj**	0.00	DEMI	A	**Rahovec**	0.00	x
					DEMI	A	**Suhareke**	0.00	Other	A	**Skenderaj**	0.00	x
					Other	A	**Viti**	0.00	Other	A	**Viti**	0.00	x
	Services												
TOP	2009				2010				2011				
	DEMI	A	**Mamushe**	1.00	DEMI	A	**Gjilan**	0.97	DEMI	A	**Kacanik**	1.00	x
	DEMI	A	**Kamenice**	0.88	DEMI	A	**Istog**	0.97	DEMI	A	**Prizren**	0.97	

	DEMI	A	**Malisheve**	0.88	DEMI	A	**Fushë-kosovë**	0.94	DEMI	A	**Junik**	0.91	
	DEMI	A	**Peje**	0.88	DEMI	A	**Kacanik**	0.91	DEMI	A	**Mamushe**	0.91	x
	Other	A	**Prishtinë**	0.88	Other	A	**Shtime**	0.88	DEMI	A	**Rahovec**	0.85	
	DEMI	A	**Fushë-kosovë**	0.79	Other	A	**Gjakovë**	0.79	Other	A	**Shtime**	0.85	x
	DEMI	A	**Istog**	0.79	DEMI	A	**Peje**	0.79	DEMI	A	**Vushtri**	0.82	
	Other	A	**Shtime**	0.79	DEMI	A	**Prizren**	0.79	Other	A	**Dragash**	0.70	
	DEMI	A	**Kacanik**	0.73	DEMI	A	**Malisheve**	0.76	Other	A	**Hani i Elezit**	0.70	
	Other	A	**Klinë**	0.73	DEMI	A	**Mamushe**	0.70	DEMI	A	**Peje**	0.70	x
Bottom	2009				2010				2011				
	DEMI	A	**Gjilan**	0.21	Other	A	**Skenderaj**	0.27	DEMI	S	**Partesh**	0.27	
	DEMI	S	**Shtërpce**	0.21	DEMI	A	**Decan**	0.21	DEMI	A	**Kamenice**	0.21	
	Other	A	**Viti**	0.21	Other	A	**Klinë**	0.21	DEMI	A	**Mitrovicë**	0.21	
	Other	A	**Dragash**	0.18	DEMI	A	**Junik**	0.12	DEMI	A	**Gjilan**	0.09	
	Other	A	**Skenderaj**	0.15	DEMI	A	**Rahovec**	0.12	DEMI	S	**Kllokot**	0.09	
	DEMI	S	**Kllokot**	0.06	DEMI	S	**Shtërpce**	0.12	DEMI	S	**Novobërdë**	0.09	
	Other	A	**Lipjan**	0.06	DEMI	S	**Ranillug**	0.09	Other	A	**Prishtinë**	0.09	
	DEMI	S	**Partesh**	0.06	DEMI	S	**Gracanicë**	0.03	Other	A	**Klinë**	0.06	
	DEMI	S	**Gracanicë**	0.03	Other	A	**Viti**	0.03	DEMI	S	**Ranillug**	0.03	x
	DEMI	S	**Ranillug**	0.00	Other	A	**Hani i Elezit**	0.00	DEMI	S	**Gracanicë**	0.00	x

1) A – Albanian; S- Serb; 2) Partner Municipalities – in red; Non-partner municipalities – in black.

Summary of Findings:

- The municipalities that are among the strongest and weakest performers in all three categories include both DEMI partner municipalities as well as all other municipalities.
- This is true for both Albanian and Serb majority municipalities in all three categories with the notable exception of services, where there are no Serb majority municipalities among those with the strongest performance in any of the three years.
- The performance of a given municipality relative to that of all other municipalities seems to vary from year to year. Some catch up and others fall behind. A select group of DEMI partner and other municipalities have been consistently among the strongest and weakest performers in each category, as further described below. No municipality is a consistent top or bottom performer in all three categories.

4.4.3 How Much Has DEMI Utilized On-The-Job Training and Coaching with Partner Municipalities and What Are the Concrete Results on the Ground?

The DEMI SOW of March 2010 stated the following training objectives: "Although DEMI will provide a basic training package as indicated in Paragraph 1, it will rely much more on coaching and on the job training for the Serb-majority and partner municipalities. Many donors have been training for many years in Kosovo and one often hears of the "training fatigue" phenomenon and the need to provide more on-the-job tutoring. Ideally, all training would be individualized, one-on-one and on-the-job. This scenario is of course not possible under DEMI or any assistance program of this scale because of the immense cost. Instead, the contractor will propose the optimal balance between formal training on one hand, and individualized, on-the-job coaching and mentoring on the other."

During the course of the evaluation and field trips to municipalities the work of the Regional Advisors, or coaches, was observed and discussed with local officials and DEMI staff. There is not a tracking and measurement system in place to determine if the right balance in formal training and coaching has been has been secured. It is the judgment of the mayors interviewed that the coaching provided was qualitatively

and technically valuable and facilitated project objectives. None of the mayors had requested a recall or replacement of their regional advisors.

Finding:

- The team found that the coaching tool has been effective and an optimal balance between formal training and coaching has been achieved. It may be desirable that in future programs where coaching is an option that USAID require a continuing measurement system to be a component element.

4.5 WHAT RESULTS HAVE DEMI PARTNER MUNICIPALITIES ACHIEVED THROUGH ISFS GRANTS? TO WHAT EXTENT HAVE PROJECTS IMPLEMENTED WITH THE DEMI IFS AND SFS ADVANCED DEMI OBJECTIVES? ARE THESE PROJECTS BENEFICIAL TO THE COMMUNITY? ARE THESE SUSTAINABLE? IF NOT, WHY NOT? WHAT ARE THE SOURCES OF ACTIONS TO REACH THESE LARGER OBJECTIVES?

DEMI has completed two rounds of the IF grants that are designed to reward municipalities for achieving a high level of performance in three categories: increased own source revenues; municipal service delivery performance; and transparent assemblies. Funding is competitive and currently requires matching municipal contributions. The MLGA partnered with DEMI and has provided matching funds for four awards (see Table 13, below).

Table 13: Funding for Awards

Round	Value	Date for Awards	USAID Awards	MLGA Awards	Total Awards
Round 1	$660,000	Jun-11	16	2	18
Round 2	$660,000	Apr-12	16	2	18
Round 3	$315,000	Mar-13	7	2	9

In 2011, 18 awards were granted to 14 municipalities, while in 2012, 18 awards were granted to 18 municipalities (see Annex E for a list of IF and SF grants).

DEMI determined that the criteria for the third round of awards will be limited to only a single category, municipal service delivery performance. It should be noted that 76.3% of the current IF awards reflect SIAP service delivery priorities.

DEMI's SF has focused on strengthening the institutional capacity of the partner municipalities. The categories of awards match the DEMI priorities. Accordingly, 171 projects have been funded to enhance municipal service delivery, equip municipal assemblies, initiate LED activities, and strengthen communication opportunities with citizens. The total DEMI expenditures for the SF has been $3,730,024 through 2012, with 21 partner municipalities receiving $2,569,243, and North Mitrovica/Mitrovicë receiving $1,160,381. The municipal partners contributed $855,953 or 30.55%% of their total project cost, above the minimum criteria of 20% in matching. Municipal SIAP designated projects constitute 63.3% of the approved projects from the SF. Most of the partner municipalities are now allocating funds in their annual budgets for SIAP implementation, with DEMI SF awards complementing those municipal priorities.

Findings:

- These awards advance DEMI's objectives and the projects are beneficial to the winning municipalities. The projects in the IF meet identified municipal priorities, as determined in the municipal partner goals and work plans within the framework of DEMI's three priorities of increasing own source revenues, service delivery performance and transparent assemblies.

- Projects in the SF assist in creating the municipal capacity to provide more effective services over the longer term with more than half of the municipalities receiving funds for expanding communications with citizens, creating technology capabilities, and initiating economic development building blocks. Partner municipalities received awards in this category for furnishing satellite offices; installing street lights, purchasing solid waste containers and cleaning illegal land fill sites, developing parks and green spaces, and improving streets and roads.
- The survey conducted in November 2012 by Index Kosovo asked the respondents if they could agree with the following statement: "I am optimistic about the future of my municipality." 83% of respondents agreed. Improved public confidence is a foundation for a willingness to support quality services with tax and revenue measures.

4.6 HOW EFFECTIVELY DO DEMI ACTIVITIES COORDINATE WITH OTHER USAID PROGRAMS AND OTHER DONOR PROGRAMS?

DEMI has forged cooperative relationships with a number of donors and municipal governance oriented projects. Good donor working relationships enabled the accomplishment of mutual objectives. The EC's "twinning" effort brought technical expertise to partner municipalities; the Swedish land registration GPS mapping project in the MoF enabled DEMI to assist partner municipalities with property registrations; and the Swiss LOGOS project supported DEMI objectives in non-partner municipalities.

DEMI has developed good communications and working relationships with other USAID projects such as GFSI and BEEP. DEMI's LED staff is coordinating activities with GFSI, especially in developing Public Private Partnerships in Gjilan/Gnjilane and Štrpce/Shtërpcë. DEMI worked with BEEP to develop the Law on Construction Land and will continue to do so the implement of regulations.

Illustrations of additional donor cooperative efforts will be found in the recommendations that follow.

4.7 WHAT LESSONS LEARNED CAN BE USED IN FURTHERANCE OF ONGOING PROGRAM AND PLANNING OF FUTURE USAID PROGRAMS?

The DEMI intervention to change the culture of the municipal work force through high performance organizational approaches is a useful model to be replicated. It needs to be monitored and promises to be a good case study for similar situations. Technical assistance on service improvements created the foundation for establishing the "trust" between citizens and municipality.

The competitive IFSF Grants have been very successful in recognizing excellent municipal achievement and stimulating innovation. Small Incentive and Support Projects supported the "building trust" basis between municipalities and citizens. Focusing on increasing performance of municipalities in general and especially in providing better public services followed with promoting incentives is the right approach for increasing the efficiency of public institutions in Kosovo.

The performance indicators and their current and future use, together with citizen satisfaction surveys, have been effective tools to assess municipal progress in service delivery. Performance indicators system that is in place in municipalities of Kosovo and MLGA that has received technical assistance from DEMI has to be kept and strengthened as very good instrument of involving citizens in increasing the transparency of local governance.

5.0 CONCLUSIONS

5.1 STRENGTHENED MUNICIPAL ADMINISTRATIONS

- All partner municipalities have a Citizen Service Center and many are using technology to link with villages
- DEMI partner municipalities increased own source revenues by 20% from 2011 to 2012 and increased the value of tax billings by over 50% from 2012 to 2013, outperforming comparable measures by non-partner municipalities
- The transparency of Municipal Assemblies is improving in both partner and non-partner municipalities.
- With DEMI's assistance, citizen access to municipal administration in the partner municipalities has been made more effective through streamlined procedures to expedite pending requests.

5.2 EMPOWERED MUNICIPAL ASSEMBLIES

- In all partner municipalities, Municipal Assemblies are exercising their authorities and meeting their responsibilities more fully.
- The role of women in Municipal Assemblies has been enhanced by the development of women's caucuses in partner municipalities.

5.3 INCREASED CIVIC ENGAGEMENT IN MUNICIPAL GOVERNANCE

- Municipal Assemblies are functioning as legislative bodies.
- All 21 partner municipalities conduct public hearings regularly.
- The site for hearings has expanded to include villages throughout the municipalities.
- Citizen budget requests are increasingly being adopted into the budget.
- Gender diversity and youth engagement improved slightly in local decision making.
- Opportunities for citizens to learn about municipal activities have expanded.
- Citizens are actively engaged in service improvement planning (see next component).

5.4 IMPROVED SERVICE DELIVERY OUTCOMES

- The performance of DEMI partner municipalities in improving service delivery is superior to that of all other municipalities, with exceptions.
- Citizen satisfaction with the quality of municipal services in the partner municipalities has increased since 2010, with some exceptions.
- Mayors and municipal managers regularly monitor service delivery performance DEMI has developed a strong working partnership with the MLGA.

5.5 PROMOTING LOCAL ECONOMIC DEVELOPMENT

- Municipalities are still in the initial stage of local economic development
- Partner municipalities are beginning to have some success in promoting local economic development (LED)

5.6 ENABLING TARGET MUNICIPALITIES TO ASSUME RESPONSIBILITIES UNDER LOSG.

- Considering the three factors of financial management, transparency and services, DEMI assisted municipalities rank among both the strongest and weakest in all three categories as compared to other municipalities.

- Albanian majority and Serb majority municipalities approach parity in the categories of financial management and transparency, but Serb municipalities are considerably less effective in delivering services.

5.7 GENDER DIVERSITY

- Modest progress is being made in gender involvement in municipal governance and administration and should be a priority in future USAID municipal programming.

5.8 STRENGTHENED ASSISTANCE TO YOUTH

- Youth development programs are considered an important component in the fabric of community life and should be a continuing component in future USAID programming.

5.9 COACHING APPROACH

- It is the conclusion of the team that the coaching tool has been effective and an optimal balance between formal training and coaching has been achieved. However, actual evidence of its effectiveness is antecdotal. More precise measurement of the coaching approach should be formally measured through survey questionnaires for participants and supervisors and/or other means so that more precision can be gained on results, with lessons learned identified and applied.

5.10 IFSF GRANTS

- These awards advance DEMI's objectives and the projects are beneficial to the winning municipalities. The projects in the IF meet identified municipal priorities, as determined in the municipal partner goals and work plans within the framework of DEMI's three priorities of increasing own source revenues, service delivery performance and transparent assemblies.
- Projects in the SF assist in creating the municipal capacity to provide more effective services over the longer term with more than half of the municipalities receiving funds for expanding communications with citizens, creating technology capabilities, and initiating economic development building blocks. Partner municipalities received awards in this category for furnishing satellite offices; installing street lights, purchasing solid waste containers and cleaning illegal land fill sites, developing parks and green spaces, and improving streets and roads.
- The survey conducted in November 2012 by Index Kosovo asked the respondents if they could agree with the following statement: "I am optimistic about the future of my municipality." 83% of respondents agreed. Improved public confidence is a foundation for a willingness to support quality services with tax and revenue measures.

5.11 DONOR COORDINATION

DEMI has effectively forged positive working relationships with other USAID programs, such as GSFI and BEEP, despite sometimes divergent project objectives. Effective coordination of programing has also taken place with other donor projects such as the EC "twinning" effort, the Swedish assistance in GPS mapping for land registration and the Swiss LOGOS project.

6.0 RECOMMENDATIONS

6.1 BASED ON THE REVIEW OF DEMI'S IMPLEMENTATION AND ALL EVALUATION RESULTS, WHAT ARE YOUR RECOMMENDATIONS FOR FUTURE USAID PROGRAMMING AND/OR OTHER DONORS OR GOVERNMENTS IN PROMOTING GOOD GOVERNANCE IN KOSOVO'S MUNICIPALITIES? WHAT ARE YOUR RECOMMENDATIONS FOR SUPPORTING THE DECENTRALIZATION PROCESS? (QUESTION 4.7)

Five years ago, decentralization and the issues associated with it were paramount on the Kosovo national scene. The results of the 2012 Mosaic Survey paint a mixed picture of development in the performance of municipalities since then. Compared to 2009, citizens express greater satisfaction with key services managed by municipalities, including primary education, public transport and maintenance of local streets. However, they are less satisfied than in 2009 with other key local services, including primary health care and cultural activities, as well as with important aspects of municipal administration, such as management of municipal funds. As municipalities strive to sustain the gains and address the shortfalls, they will do so in the context of new challenges and opportunities with profound implications for the structure and volume of local revenues and expenditures as well as the local budget process.

In the short to medium term (1 - 3 years) these challenges include the following:

- The impact of the new population census data on the allocation of the general grant that in turn raise questions about the adequacy of the existing formula to allocate the General Grant.
- Implementation of key reforms in the area of OSRs, including the mandated increase in the minimum property tax rate to 0.15% and the transition to a revised construction impact fee that is consistent with the provisions of the Law on Construction Land.
- Expanded flexibility in the development of municipal budgets as restrictions on the allocation of expenditures imposed by the MoF since 2009 are relaxed, and the implications this has for greater transparency, accountability and efficiency of municipalities

In the medium to long term (3 - 5 years) municipalities face additional challenges especially the impact on municipal budgets, staffing, and human resource management of the ongoing civil service reform. Other challenges include developing and implementing the tools to manage urban growth, and introduction of more transparent and expeditious e-procurement systems.

Steps to address all these challenges and opportunities should be central to the design of any future USAID assistance program in the sector. During Interviews with key informants from the GOK, senior MoF and MLGA officials confirmed the importance of these issues and supported a continuing USAID commitment to address them.

6.1.1 Recommendations for activities to address short- to medium-term issues

Because the impact of these issues will begin to be felt in 2013, the evaluation team is recommending that some of the activities to address this possible impact be incorporated in the workplan for the remaining year of the DEMI project. As such, the recommendations for the short- to medium-term below should be read in conjunction with those in Section 6.2 regarding possible adjustments to existing DEMI activities. Both this section and Section 6.2 also address the question 4.8 in the evaluation TOR about ways that DEMI can collaborate with other ongoing USAID programs, particularly GFSI and BEEP apart from current coordination. Below we present our recommendations:

6.1.1.1 Central-Local Governmental Relationships (Priority)

A more formal, structured dialogue between the central and local governments is needed. There are ample precedents of a constructive central-local dialogue in Kosovo, including under the DEMI program, such as the multi-party discussions supported by the program in 2012 on Municipal Land and Property and on the Role of Local Government in Economic Development. The timing and content of these and other discussions so far has been *ad hoc* and subject to the initiative of one of the parties or of some donor program. This is not a problem when dealing with medium- or long-term issues. However, when the issues have important, immediate implications for municipalities, such as those listed above, an *ad hoc* process of dialogue is not sufficient.

Experience in other countries in the region, such as Poland and Albania (from 2000 to 2005), suggests that it is beneficial to both the central and local governments to structure a dialogue in the context of the annual

budget cycle on key issues that will have an impact on municipalities. The initial discussions need to occur early in the process, in the context of formulating the medium-term budget framework, and continue as part of the process of formulating the annual budget. From the local perspective the objective is two-fold. One is to provide an opportunity for local authorities to express their views and concerns before the central government has made a final decision on key policy or other reforms affecting them. The second is to provide advance information as early as possible to local authorities on possible changes so that they can incorporate them in their own plans and budget. For central authorities this is an opportunity to bring their concerns to the attention of their local counterparts.

DEMI and GFSI are especially well positioned to initiate such a formal, structured dialogue on intergovernmental issues, given their involvement and credibility with both central and local authorities. At a minimum, they should also strive to involve the EU Twinning Project, which has been active on many of the issues that would be addressed through the dialogue through their long-standing advisor Mr. Alan Parker. Together, they should promote and support a dialogue in 2013 on key issues for 2014, such as:

- Expected changes in the allocation of the General Grant, especially in the context of the new population figures, and possible modifications to the formula to mitigate any significant changes in the allocation to specific municipalities or to account for differences in local fiscal capacity.
- Development of the implementing regulations for the Law on Construction Land (which would also involve BEEP).
- The status of the civil service reform and its potential local implications.
- Expected changes in the rules governing the local budget and the role of the MoF.
- Status of measures planned at the local level to implement the new minimum property tax rates.

DEMI and GFSI would need to initiate this activity shortly if it is to follow the annual budget cycle. Mr. Agim Krasniqi, Budget Director at the MoF, informed the team that the Ministry has established a working group to review a number of issues affecting municipal budgets in 2014. These include how to use new population census figures in the allocation of grants and what flexibility to give municipalities in the use of OSRs, including for salaries. No decision has yet been made because it will all be part of the review. Therefore, this is the perfect time to initiate the dialogue as described above.

Recommendation 1: Future USAID assistance programs should continue support for the annual dialogue, while also encouraging Kosovo to codify the process either in a law or as a formal decision of the Government.

6.1.1.2 Municipal Budgeting (Priority)

Municipalities have had limited scope to determine the composition of spending in recent years. Since the adoption of the LLGF in 2008, and the first budget under that law in 2009, the MoF has provided guidance to mayors and municipal budget directors through three annual budget circulars. These circulars have provided detailed instructions on the allocation of spending for the next year by economic budget categories. The restrictions undercut the potential gains to decentralization by preventing local governments from tailoring spending to local needs or improving efficiency, as savings might reduce future ceilings. Budget inflexibility also may have contributed to low municipal OSR collection, since local governments have not been free to spend the funds in the manner they desire. Transparency probably also will have suffered to the extent that municipalities may be using creative methods to implement priority spending that does not fit within the economic category ceilings—maintenance of key facilities, such as a park reclassified as an investment, for example. As a result, the budget and financial reports become more difficult to interpret correctly. Accountability to the central government for maintaining budget discipline may have diminished accountability to citizens.

The restrictions on local budget flexibility have been relaxed recently. As of 2014 municipalities will have virtually complete flexibility in preparing their budget. The budget for 2014 will be prepared in 2013; this

will be the last budget under the DEMI and GFSI, two USAID programs that have been providing assistance to municipalities in the area of budgeting. Neither program, however, has actually focused on the preparation of the annual budget: GFSI is focusing on a multi-year budget framework for municipalities; DEMI is focusing on expanding citizen information and access to the municipal budget process, largely through the hearings conducted by the Assembly.

This is all useful and relevant, but it will take a broader effort to ensure that municipalities tailor spending to local priorities and needs, increase efficiency in operating expenditures, prepare effective investment projects and harmonize programmed capital expenditures with future operating expenditure needs. We recommend that DEMI make an adjustment in the final year work plan to incorporate general assistance on budgeting for partner municipalities. In addition to the types of assistance listed above, this should also include assistance to build capacities for OSR planning based on realistic forecast, systematic analyses and collection; and to develop a revenue generation strategy for infrastructure financing and infrastructure maintenance, as suggested to the team by the DEMI COP.[13]

Helping local authorities make good use of their expanded control over their own budgets should be a priority for DEMI. The increased number of public hearings by the Assembly on the annual municipal budget is one of the most significant results of the DEMI program. The value of these hearings will be greatly enhanced if the draft budget presented to the Assembly is more transparent and if the Assembly and the Mayor have greater flexibility to incorporate in the budget suggestions made by citizens. DEMI should also work closely with GFSI to improve capital investment planning. Capital expenditure budgets probably are best managed in a multi-year framework, such as that being introduced by GFSI. Coordination between DEMI and GFSI would ensure that the benefits of this multi-year perspective are reflected in the annual budget of the municipality. In an interview with the team, the GFSI expert responsible for the project's work on municipal budgets commented that while coordination with DEMI on this topic began late in 2011, additional efforts will be required to bring together the medium-term and annual budgets.

Recommendation: Given that it will likely take two or more annual budget cycles before municipalities have learned to make prudent and effective use of the greater flexibility, municipal budgeting should be a priority under a new USAID program to assist the process.

6.1.1.3 Local Economic Development

Most local officials in other countries have learned that there are important roles that local governments can play in fostering economic growth. In creating a climate for economic growth, the municipal focus should be on retaining businesses, helping existing businesses expand, facilitating new business startups, working with the business community and their associations, and providing excellence in municipal services, especially those which enhance the business climate. There is a temptation for municipal officials to view large-scale industrial parks as the primary road to economic growth and development. At best, however, it is a model of longer term and complex proposition of size, scale, investment and risk that may work for some municipalities in Kosovo.

Most municipalities have the opportunity to make their communities more attractive to business investment, at lower costs and risks, by using tax incentives, creating business improvement districts, easing government regulations, facilitating business licenses, and matching entrepreneurs with underutilized municipal assets to mobilize derelict land parcels and putting idle buildings into production through local PPPs. Municipalities can more productively assist the business community in their marketing efforts by

[13] The DEMI Participatory Budget Planning handbook (http://www.demi-ks.org/repository/docs/Layout_ENG.pdf) provides relevant guidance that could be used in this process. As municipalities gain more authority over the full budget, the practices and approaches described in the handbook should be expanded to a) apply to planned operating expenditures as well as capital expenditures, and b) begin earlier in the process as inputs to the draft budget before it is prepared.

utilizing websites and links that focus on community assets and services to facilitate economic growth and development.

Recommendation: The evaluation team recommends giving LED a higher priority in any future USAID program. It would seem that selecting one or two partners to focus on small and medium business retention and expansion, with additional expertise from the EU Twinning project or STTA, could yield, over the remaining six months, building blocks for future efforts.

6.1.2 Recommendations for activities to address medium- to long-term issues

In the medium-term, and perhaps beyond the life of DEMI, issues to address include a review of existing policies for transferring properties to municipalities, particularly those for providing key services such as schools, to determine the extent to which the privatization process is keeping an important part of properties out of municipal ownership. Other important medium-term concerns, as noted by the DEMI COP, include addressing the national legal framework for LED to enable municipalities have a proactive role in economic development, while continuing to build capacities at local level including for asset management, retention and expansion of existing businesses, and investment attraction.

6.1.2.1 Local Human Resource Management.

Municipalities face a dual challenge in this area. On the one hand, MoF's concern with the overall public sector wage bill (reinforced by its commitments in this area with the International Monetary Fund) has been one of the main arguments for restraining local budget flexibility. It is likely that this will be the last area over which the Ministry will relinquish control over the local budgets. On the other hand, 2008 norms included in the Government Decision 12/46 provide for a minimum municipal staff of 55, plus one additional staff per 780 residents for small municipalities. The employment norms have thus far not been implemented, as they would lead to an increase in employment from existing levels. Nevertheless, they raise concerns that once municipalities are given more freedom in their allocation of spending, they will feel legally compelled to raise employment. An additional concern are the specific sub-ceilings for the administrative structure of the Mayor's offices (the required 5 directorates), which could hamper the allocation of resources to their best use; in some cases, staff could be combined and a fewer number of directorates could be sufficient.

As municipalities expand their control over their own budget, human resource management – setting overall staff ceilings, developing job descriptions, and managing, hiring, promoting and dismissing employees – will become increasingly important. It is interesting that the DEMI COP included this among her recommendations for further assistance. She identified activities to develop municipal capacity to manage and develop human resources/civil service (e.g. size of staff, allocation of staff, classification of positions, and wages); professionalize the directorates and eliminate political appointment of directors; and promote local ownership of human resource management as part of administrative decentralization through a dialogue between the central and local levels.

Recommendation: Human Resources Management should be considered by USAID as a priority for future local government assistance programming.

6.1.2.2 Municipal Planning and Urban Growth Management

An emerging issue of concern is the area of planning and zoning. The new Law on Spatial Planning was approved in late 2012 and is awaiting central government implementation. Local land use plans are out-of-date and need to be modernized. It has been estimated that more than half of the 200 planning and land use zones in Kosovo do not have an adopted plan and many of the approved plans are obsolete. For more than a decade, little enforcement of land use plans has been accomplished, demographics have shifted, the uses of many properties have changed, and illegal buildings have appeared.

Municipal planning and land use issues are critical to decentralization and will take considerable time to resolve. Because the existing municipal capacities are limited or non-existent and, therefore, will need to be developed, this is the time for the donor and international community to step up with a multi-year commitment to provide resources and technical assistance. Some initial steps are offered elsewhere in this report. Two of the Mayors interviewed by the evaluation team, placed the need to develop updated local master plans as a major priority for technical assistance. Others identified some of the above-mentioned conditions as meriting attention. This might be an area where some initial steps could be undertaken with one or two partner municipalities during the balance of the DEMI program. However, given the added burden of the new activities already proposed above, we feel this is best left for a follow-on USAID program.

Recommendation: Urban Planning and Urban Growth Planning is central to efficient and effective growth of urban areas in Kosovo. USAID should consider technical assistance in these areas as priorities for future local governance assistance programming.

6.1.2.3 Municipal Procurement

The BEEP program was charged with developing a system to allow the use of electronic tenders for procurement. As noted by the USAID audit of this program[14] BEEP did not implement these activities because they hoped to avoid duplicating the efforts of a World Bank project with a similar objective. In fact, they postponed the work on the objective until after the World Bank had finalized its plans. The same source notes that USAID/Kosovo currently is considering whether to restructure this objective or replace it with another.

Development of a municipal e-government procurement system should remain a priority given its contribution to improving the efficiency and transparency in the management of municipal funds and its impact as a deterrent to corruption. Because of the uncertainty about the timing of an activity to develop e-procurement at the national level, which is a precondition to implementing at the level of municipalities, we have included this issue as one to be addressed in the medium- to long-term. Electronic capacities already exist in the partner municipalities, with CSCs beginning to send and process citizen forms electronically, allowing municipal budgets to grow. Developing a system for electronic procurement or a purchasing cooperative should appeal to a USAID project, a donor, or an association like AKM.

Recommendation: Procurement systems, particularly related to e-government approaches, should be considered by USAID as a priority in the design of future local governance assistance programming.

6.1.2.4 Decentralization of Health and Education.

The issues of health and education services were beyond the scope of this evaluation. However, mayors identified these areas as deserving future attention in the decentralization process by future projects and donor support.

Recommendation: Local governments' responsibilities in health and education should be considered as a priority by USAID to the extent that local governments are increasing called upon to exercise responsibility for these essential services. This assistance should be rolled out in concert with the transfer of such responsibilities from the Central Government. Local government assistance programming should take these service needs into consideration in their design. Alternatively, if such assistance is made available through sectoral assistance projects in health and education, those projects should have effective mechanisms for coordination with local government assistance.

[14] "Audit of USAID/Kosovo's Activities for Economic Growth," Office of the Inspector General, Audit Report No. 9-000-12-004-P, Washington, D.C. August 21, 2012

6.2 WHICH OF THE IDENTIFIED DEFICIENCIES IN THE OVERALL IMPLEMENTATION OF THE PROGRAM'S CURRENT OBJECTIVES CAN BE REMEDIED DURING THE REMAINING LIFE OF THE PROGRAM? WHAT ARE YOUR RECOMMENDATIONS FOR CORRECTIVE ACTIONS FOR THE OTHER DEFICIENCIES? (QUESTION 4.9)

The evaluation team has not identified particular "deficiencies" that have to be remedied. In the life of every project there are priorities, programs and activities that are realigned through the annual work plan process to meet changing conditions on the ground and expected performance results. Our following recommendations identify issues and opportunities that are increasingly important and, therefore, should be considered both in the short-term life of the current program and in future USAID assistance. It is important to note that the DEMI project concludes on August 8, less than six months from the issuance of this report. Considering the last two months of any development project are increasingly consumed by project termination tasks and requirements, the ability of DEMI to undertake one or more of the following areas in the short-term life of this project may be limited. Our recommendations are as follows:

6.2.1 Serb Majority Municipalities (Priority)

Serb majority municipalities will continue to need additional assistance to reach parity with the Albanian majority municipalities. USAID should continue programming to both Albanian and Serb-majority municipalities, but heavier weight should be placed on bringing Serb-majority municipalities up to parity to the extent possible. To do this, maximum utilization of the grant funding should be made available to Serb-majority municipalities for needed infrastructure, and strong efforts should be made to effectively coordinate the assistance of other international donors. Infrastructure projects are an excellent way to improve local service provision and provide needed jobs for the unemployed, particularly among the male youth target population.

The smaller Serb majority municipalities have large infrastructure and service needs to be fulfilled with a smaller potential tax base to utilize than their larger sister municipalities. Accordingly, efforts should be made to mobilize international donor support together with USAID to extend basic services and capital investments to these communities.

Recommendation: The evaluation team concurs with the specific recommendations for Serb majority municipalities by the DEMI COP to continue the capacity building assistance to the Municipal Administrations and Assemblies, by strengthening the role of the Assembly and the interaction between Mayors/administration and the Assembly, and continuing programs to build municipal human resource capacities. The DEMI COP further recommends that future programs support planning, management, and maintenance of infrastructure and public services (including setting priorities, using, for example a Capital Improvement Plan approach, with alternative sources of funding and determining optimal ways of managing infrastructure/services).

6.2.2 Gender Diversity (Priority)

During the last year of DEMI, efforts should be made to assess ways and means to expand ongoing successful initiatives to engage women more broadly in the work of the municipal governments. The Women's Caucus in the Assemblies is a good initiative and efforts should be made to expand the movement to municipalities. Kosovo's political parties have not sufficiently embraced diversity, as noted by the fact that the 9 visited municipalities barely meet the one-third requirement for women participation on Municipal Assemblies. The upcoming municipal elections later in 2013 will provide an opportunity to promote and support the election of greater numbers of women as Mayors and members of the Municipal Assembly. DEMI should find appropriate ways to support this objective as part of activities derived from the next recommendation.

Municipalities constantly face the challenge of trade-offs across services as they cannot afford to provide everything that the community might need. In addressing these trade-offs, municipalities must consider that men and women living in their community may not have the same needs and priorities. This cuts across everything that a municipality does: from the days and hours of its own operations to when they are open for attention to citizens. These trade-offs can be addressed effectively through the SIAP process and reflected in gender-sensitive allocation of scarce budget resources to address areas of services that are of greater importance to women. Similarly, LED affects and is affected by men and women differently. Accordingly, LED strategic planning should be expanded to incorporate these concerns.

Recommendation: During the last year of DEMI, efforts should be made to assess ways and means to expand ongoing successful initiatives to engage women more broadly in the work of the municipal governments.

6.2.3 Municipal Elections (Priority)

The forthcoming municipal elections in the fall of 2013, with its prospective turnover of elected officials, could have major implications for the sustainability of the DEMI project. In the 2009 municipal elections, it was estimated that more than 50% of the elected assembly people were new to office. This high rate of turnover has been the experience in neighboring countries: in Albania, 35 of 65 mayors turned over in 2007, 39 of 65 in 2011, and more than half of the councilors turned over in the 2011 Tirana municipal election. Macedonia has experienced similar turnover rates. Frequently accompanying mayoral turnover is the loss of department heads, experienced elected officials, and senior managers – all of which result in a loss of institutional memory and potential program setbacks. There is very little hard data available, and with political parties slating the candidates for office, it cannot be assumed that the replacements will have the same capability level as those leaving office.

Recommendation: Steps should be taken during the balance of the DEMI project to prepare a training curriculum for newly elected officials on the role and responsibilities of municipal governance, building on the experience of the last three years. It should be assumed that a roll out training program would be undertaken as soon as new officials take office. DEMI should explore potential partnerships in the development of an elected officials training program with higher educational institutions, the AKM, and other donors who might appear interested.

6.2.4 Improved Municipal Administration and Improved Service Delivery Outcomes

The approach used by USAID programs (EMI and DEMI) of support to municipalities has generated annualized data on the performance of municipalities in improving the delivery of local public services and on citizen satisfaction with those services. The data covers most municipalities, not just those that USAID has supported. As such, the databases provide a unique and valuable tool to measure change over time and compare the rate and direction of change in municipalities that received USAID assistance and those that did not. The data is directly relevant to the Improved Municipal Administration and Improved Service Delivery Outcomes components of DEMI.

This evaluation includes an analysis of the two databases, as reported earlier. The results of that analysis point in a number of directions. One is that DEMI's partner municipalities have been more successful than non-partner municipalities in improving collections of OSRs. Another is that both DEMI partner municipalities and non-partner municipalities have done similarly well in improving transparency of Municipal Assemblies and in improving most services. It would be interesting and important to try to determine what factors account for these patterns.

Recommendation 1: USAID should consider commissioning an analysis to determine the following questions. Has DEMI been especially effective in its assistance regarding OSRs? Do other factors common to all municipalities, not just those receiving assistance from DEMI, account, at least in part, for the progress in the performance of Municipal Assemblies and most local services? At a minimum, USAID should

seek to have the results prior to designing any new assistance program for municipalities. Depending on DEMI's workload in the final year, USAID may also want to have DEMI prepare the analysis as a basis for prioritizing assistance in the final year.

The analysis of the two databases as described in Section 4.1.4 found that performance of DEMI partner municipalities in improving services related to streets, sidewalks and public lighting is not fully consistent with the finding related to public satisfaction with each of these three services. Of all the questions raised by the analysis of the two databases, this one deserves the most attention. In this case, given its importance to the ongoing program, we offer the following:

Recommendation 2: To improve the performance, we recommend that USAID ask DEMI to conduct a more in-depth analysis of the issue to determine: a) what factors in the design of the two measurement systems might account for the apparent inconsistency; and b) what can be learned about the programming of assistance for improved service delivery outcomes in the final year of DEMI.

6.2.5 Municipal Assemblies

While there has been considerable progress in the functioning of assemblies, there are three concerns that should be noted. The successful functioning of municipal assemblies over a longer period of time will depend upon building a stronger oversight capacity to monitor the executive branch and negotiate effectively on policy issues. The DEMI COP has identified this factor as a necessary element in future programming.

As noted in earlier findings, municipal assemblies provide import opportunities for women to enter into the political mainstream. A women's role as an assembly member offers additional opportunities to influence fiscal and programmatic policies in achieving gender equity.

Challenges being faced by mayors and assembly leaders interviewed include the inability of citizens to constructively engage in public hearings and the low attendance rates. While progress has been made in providing opportunities and encouragement for citizens to engage, DEMI needs to monitor the situation and re-assess its outreach programs in the municipalities with lower participation levels.

Recommendations: A Municipal Assembly component will be necessary in future USAID programming to continue building strong municipal legislative components. DEMI needs to assess its outreach programs in municipalities with low citizen engagement in Municipal Assembly public hearings.

6.2.6 Effectiveness of Training Approaches

As required in its SOW, DEMI implemented a coaching approach, among others, to transfer knowledge and skills to targeted participants. While anecdotal evidence suggests that this method of training was effective, no systematic effort was made to gather data related to effectiveness and cost of skills transfer.

Recommendation: The evaluation team recommends that DEMI conduct a survey of municipal participants and supervisors to determine the effectiveness of the coaching techniques used by the Regional Advisors. Such a survey may be useful in the future design of USAID assistance.

ANNEXES

ANNEX A: BIBLIOGRAPHY

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ANNEX C: MUNICIPALITY OF ŠTRPCE/SHTËRPCË ASSEMBLY 2013 WORK PLAN

WORK PLAN

OF MUNICIPAL ASSEMBLY

ŠTRPCE

INTRODUCTORY NOTES:

Municipal Assembly is highest ranked organ of a Municipality which performs basic functions of local government, proscribed by Constitution, laws, and Municipal Statute. Municipal Assembly represents and protects citizen's interests just as good as it is well organized, prepared and successful in bringing proper decisions significant for citizens of the municipality and local government bodies. The work plan of the Assembly for the current year includes a schedule of reviewing and approval of most significant decisions, municipal decisions, reports, strategies, budget approvals and other issues which are, by law, to be part of a Municipal Assembly's agenda for 2013.

Therefore, the objective of this document is to facilitate and advance the work of Municipal Assembly in order to render it more functional, better organized, more transparent and successful in its work.

MUNICIPAL ASSEMBLY:

Municipal Assembly is legislative and highest representative body of the Municipality, elected in direct elections by its citizens. Municipal Assembly consists of Assembly members, Chairperson, and a Deputy Chairperson for Communities. Municipal Assembly has *nineteen (19) members. Members choose among their ranks (through secret voting) a Chairperson – Speaker of the Assembly, with a term same as term of Assembly members (4 years). Deputy Chairperson for Communities is a candidate from a political party that won the highest number of votes during the election among the minority communities.*

It is both a duty and a right of an assembly member to participate in activities of the Municipal Assembly and its committees, to propose to the Assembly a hearing on certain issues, it further submits decision proposals and other acts from within the competences of Municipal Assembly, and it submits amendments to proposals of rules, asks questions regarding the work of the Municipality, and also participates in other activities of the Municipal Assembly. Assembly member has a right to be regularly informed on issues of impact to performance of Assembly Member's duties, and to ask from organs and bodies for the data needed for delivery of tasks, as well as to ask for expert's support in preparation of MA sessions.

Sessions of the Municipal Assembly are open for citizens, media, NGOs, interests groups and wider public, except in cases of closed sessions envisaged by law. Municipal Assembly shall hold at least ten (10) sessions per year, out of which five should take place during first half of the year, as stipulated in Rules of Procedures.

COMPETENCES OF MUNICIPAL ASSEMBLY:

Municipal Assembly may adopt acts within its competences. Acts of Municipal Assembly apply in the territory of the relevant municipality. Some of most important acts brought and issued by Municipal Assembly are:

1. Statute of the Municipality,
2. Rules of procedures of Municipal Assembly,
3. Municipal Rules and Regulations,
4. Any other legal act necessary for efficient work and functioning of Municipal Assembly.

Municipal Assembly bases its work on the Law on Local Governance, Statute, and other sublegal acts. Municipal Assembly cannot transfer its competences which are in exclusive authority of the Assembly, such as:

1. Approval, amending, changing or annulling of Statue of Municipality, Rules of Procedures of Municipal Assembly and Municipal Regulations,
2. Approval of budget and investment plans,
3. Approval of other financial issues reserved for Municipal Assembly according to Statute or Rules of Procedure,
4. Yearly work plan and Yearly report,
5. Establishment of permanent assembly Committees,
6. Election of Chairperson and Deputy Chairperson of Municipal Assembly,
7. Approval of level of taxes and payments,
8. Establishments and use of Municipal emblems, medals and honorary titles,
9. Naming and changing names of streets, roads and other public places in the municipality,
10. Approval of inter-municipal and intra-municipal agreements
11. Issuing decisions for joining to other representative associations of municipalities
12. All other activities and responsibilities envisaged in positive legislation of Kosovo
13. .

CALENDAR OF ACTIVITIES:

JANUARY	**I REGULAR SESSION OF THE MUNICIPAL ASSEMBLY — ____ JANUARY 2013**
	Agenda: 1. Report on realization of the Work plan of Municipal Assembly for 2012. 2. Amendments to Rules of Procedure of Municipal Assembly. 3. Amendments of Regulation on Transparency. 4. Any other business **Follow-up activities:** 1. Public hearing on amendments to Municipal Regulation on Transparency.
FEBRUARY	**II REGULAR SESSION OF THE MUNICIPAL ASSEMBLY — ____ FEBRUARY 2013**
	Agenda: 1. Approval of amendments on Regulation on Trandparency. 2. Approval of the Action Plan for improvement of public parking in municiality of Štrpce/Shterpcë (SIAP). 3. Approval of Municipal Development plan 4. Proposal of a Decision on increasing of a budget from own source revenues for 2012 and transfer of those into 2013. 5. Amendments to the Regulation on municipal taxes, fees, and payments. 6. Review of Regulation on giving for rent and for use of municipal assets through auctions.

	5. Any other business **Follow-up activities:** 1. Public hearing on draft Regulation on municipal taxes, fees, and payments. 2. Public hearing on draft Regulation on giving for rent and for use of municipal assets through auctions.
MARCH	**III REGULAR SESSION OF THE MUNICIPAL ASSEMBLY — ___ MARCH 2013**
	Agenda: 1. Presentation f the report from the Mayor on Economical and Financial situation and on implementation of investment plans in the municipality[1] • Approval of Regulation on Property tax 2. Approval of Regulation on giving for rent and for use of municipal assets through auctions. 3. Presentation of the Final financial report of trhe Mayor for year 2012[2]. 4. Approval of decision on determining location for Centre for Social Work. 5. ... 6. Any other business 6. . **Follow-up activities:** 1. .... 2. ....
APRIL	**IV REGULAR SESSION OF THE MUNICIPAL ASSEMBLY — ____ APRIL 2013**
	Agenda: 1. Approval of Regulation on naming streets and numeration of buildings and objects in the territory of the municipality. 2. Presentation and review of quarterly financial report January – March 2013[3] and report on level of collecting payments from own source revenues. 3. Reiew of Regulation on protection of environment. 4. Discussion on Regulation on provision of public services in the Municipality.

[1] Pursuant to Article *58. J* of Law on Local self government Mayor is obliged at least once in six months or more often if asked by Municipal Assembly, to report to Municipal Assembly on economic and financial situation and inplementation of municipal investment plans.

[2] Based on Law on management and responsibilities for work in public finances, Article 45.2, the Mayor has the duty to submit to Municipal Assembly the Yearly financial report for previous year.

[3] Pursuant to Article 45.4 Law on management and responsibilities for work in public finances the Mayour prepares and submits to the Municipal Assembly quarterly reports that cover the fiscal year to the point of conclusion of a quarter that already ended.

	7. Any other business **Follow-up activities:** • Public hearing on draft Regulation on protection of environment and use of public spaces in the municipality. 1. Public hearing on draft Regulation on provision of public services in the Municipality. 2.
MAY	**V REGULAR SESSION OF THE MUNICIPAL ASSEMBLY — ____ MAY 2013**
	Agenda: 1. Establishment of a working group for drafting an Action plan for participation of public in planning and approval of budget in 2014. 2. Reviev of Regulation on Fire protection in public institutions in the territory of the municipality 3. Proposal of the decision on establishment of a group of Assembly members for visiting towns and villages in the municipality. 8. Any other business **Follow-up activities:** 1. Public hearing on draft Regulation on fire protection in public institution in the municipality. 2. ... 3. ...
JUNE	**VI REGULAR SESSION OF THE MUNICIPAL ASSEMBLY — ____ JUN 2013**
	Agenda: 1. Approval of Action plan for participation of public in planning and approval of municipal budget for 2014. 2. Review and approval mid-term budgetary framework for 2014-2016. (Deadline 30/June/2013) 3. Re-balance of the budget for 2013[4]. 9. Any other business **Follow-up activities:** 1. Public hearing on draft mid-term budgetary framework for 2014-2016
JULY	**VII REGULAR SESSION OF THE MUNICIPAL ASSEMBLY — ____ JULY 2013**
	Agenda: 1. Presentation of quarterly (half-year) financial report for April – June

[4] Rewiev of the budget depends on decision of Ministry of Finance.

	2013 and report on level of collection of own source revenues. 2. Presentation (second one) of report of the Mayor on on Economical and Financial situation and on implementation of investment plans in the municipality. 3. Review of Municipal Rules on Property tax for 2014 10. Any other business **Follow-up activities:** 1. Public hearing on draft municipal budget for 2014.
AUGUST	**Follow-up activities:** 1. Public hearing on draft budget for 2014.
AUGUST	**SUMMER BREAK**
SEPTEMBER	**VIII REDOVNA SEDNICA — ____. SEPTEMBAR 2013.** **Agenda:** 1. Approval of the draft budget of municipality for 2014 (deadline 30/09/2013) 2. Review and approval of Decision on designating hunting and fishing zones. 3. Approval of municipal Rules on Property tax for 2014. 11. Any other business **Follow-up activities:** 1. Public hearing on draft Regulation on Property tax. 2. THIRD public hearing on draft budget of the Municipality and capital investments in 2014.
OCTOBER	**IX REGULAR SESSION — ____ OCTOBER 2013** **Agenda:** 1. Presentation of quarterly (nine-monthly) financial report for July – September 2013, and report on level of collection of own source revenues. 2. Razmatranje Uredbe o imenovanju ulica i numerisanju objekata na teritoriji opštine. 3. Approval of Regulation on municipal taxes, fees and payments. 12. Any other business **Follow-up activities:** 1. Public hearing on draft Regulation on naming streets in the territory of the municipality.
NOVEMBER	**X REGULAR SESSION — ____ NOVEMBER 2013** **Agenda:**

	1. Establishment of a working group for development of a work plan of Municipal Assembly for 2014. 13. Any other business **Follow-up activities:** 1. ... 2. ... 3. ...
DECEMBER	**XI SESSION — ___ DECEMBER 2013**
	Agenda: 1. Approval of Assembly work plan for 2014. **Follow-up activities:**

Chairperson
Predrag Grbic

_____

ANNEX D: MUNICIPALITY OF GJILAN/GNJILANE LOCAL ECONOMIC DEVELOPMENT (LED) ACTION PLAN

GJILAN/GNJILANE MUNICIPALITY

LOCAL ECONOMIC DEVELOPMENT ACTION PLAN

Gjilan/Gnjilane, 2011

This plan through the activities and steps outlined in details, aims to enable sustainable and long-term development in the Municipality

1. **Identify the Challenges and Issues the Municipality is Facing.**
   The challenges Gjilan/Gnjilane Municipality is facing:
   a) There is no Directorate of Economic Development
   b) Local Economic Development and lack of economic zones – unemployment
   c) Lack of infrastructure (roads, waste water treatment plants)
   d) Lack of GIS System –Geographic Information System
   e) Expropriation – of private properties for municipal needs

2. **Define exactly the role the Municipality should have in economic development, specifically in attracting and ensuring smooth operations, of businesses in the Municipality, commercial and residential development of municipal capacities.**

The role of municipalities in local economic development is clearly defined in the Law on Local Self-Government (Law No 03/L-040) and the Statute of Gjilan/Gnjilane Municipality, stating that: "The responsibilities and powers of municipality (Section 38.1 Gjilan/Gnjilane Municipality, within its territory, within the framework of the current laws, is responsible and exercises its powers over the following activities): local economic development, urban and rural plannning; protection of local environment. .....

During 2010, the Municipal Center on Registration of Businesses was established so the businesses do not need to go to Prishtina as they can get their services in their municipality.

3. **Define clearly the role of groups, partners, stakeholders, local business community and civil society in local economic development**

Gjilan/Gnjilane Municipality has good cooperation and coordination in relation to economic development activities with all the sections involved in the Municipality including: Civil

Society, local media, business community, Goldsmith Association, Economic Chamber –in Gjilan/Gnjilane, Regional Employment Center, Social Work Center, Professional Training Center, International Organizations active in Kosovo, the Government of Kosovo (Ministry of Trade, Industry, Ministry of Local Government Administration, Ministry of Economy and Ministry of Spatial Planning), Association of Kosovo Municipalities (AKM).

4. Identify resources, including assistance, that can be provided by the Government and other parties the municipality may benefit in establishing a municipal program on economic development.

Public Investment in Gjilan/Gnjilane Municipality is funded from the following sources:

a) Municipal Budget –OSR
b) Support of the International Community – Donors,
c) The Budget of the Republic of Kosovo –The Government of Kosovo
d) Local Community –participation in co-financing projects
e) Public-Private Partnership

OSR in the municipality are generated from the following sources: revenues from the Directorate of General Administration, Directorate of Urbanism, Inspection, Public Services, Cadastre, Rent, Business Taxes, Property Tax, Vehicle Registration, Police and Court Fines etc.

5. Identify at least five (5) programs/projects on economic development that the Municipality should launch in the first two (2) years.

Regarding Local Economic Development, Gjilan/Gnjilane Municipality identified the following programs-projects that are in line with Municipal and Urban Development Plan and the Regional Development Strategy as public investments funded from the referred resources:

1. Establishment of the Directorate of Economic Development,
2. Establishment of the Economic Zone Gjilan-Llabjan,
3. Projecting and starting the Gjilan-Prishtina Highway/Livoq Dam
4. Finalizing the Power Grid Gjilan V
5. Finalizing the Mirusha Riverbed -Gjilan

6. Identify five (5) additional programs/projects that the Municipality needs to initiate and implement within the next five (5) years.

In compliance with its Development Strategy, Gjilan Municipality planned to launch and implement the following projects:

6. Establishment of the Directorate of Economic Development,
7. Establishment of the Economic Zone Gjilan-Llabjan,

8. Projecting and launching the Gjilan-Prishtina Highway/Livoq Dam
9. Finalizing the Power Grid Gjilan V
10. Finalizing the Mirusha Riverbed -Gjilan

7. Draft the budget on all programs/projects/activities foreseen in this action plan in line with the municipal budget and Mid-term expenditure framework.

LIST OF PROJECTS FOR 2011/2014

Project Description	2011 Plan	2012 Plan	2013 Plan	2014 Plan
Participation on Project co-financed by Donors, Government and the Community	1,050,000	1,573,156	1,805,854	2,005,235
Drafting Regulatory Plans	300,000	150,000	150,000	150,000
Expropriation of land for public interest	500,000	400,000	400,000	400,000
Drafting of Capital Investment Project for the Municipal Assembly	300,000	130,000	130,000	130,000
Small Projects	100,000	50,000	50,000	50,000
Ongoing Projects from previous years	150,000	50,000	50,000	50,000
Equipment for the Needs of Municipal Assembly	150,000	30,000	30,000	30,000
Sports Facilities	200,000	100,000	100,000	100,000
Construction of Bridges	45,443			
Reconstruction and maintenance of municipal premises	124,557	30,000	30,000	30,000
Development Project on Agriculture, Cattle Farming, and Forestry	76,110	50,000	50,000	50,000
Mayor's Office	**2,996,110**	**2,563,156**	**2,795,854**	**2,995,235**
Rehabilitation of Roads, Sidewalks and Parks	270,000	410,000	410,000	410,000
Rehabilitation of Parks and Public Spaces	150,000			
Rehabilitation of Public Lighting	70,000	175,000	175,000	175,000
Horizontal and Vertical Road Signs and address numbers for premises	160,000	180,000	180,000	180,000
Opening of third class roads	150,000	110,000	110,000	110,000
Mobility and Public Lighting Project in cooperation with USAID/DEMI		85,000	85,000	85,000
Public Services	**800,000**	**960,000**	**960,000**	**960,000**
Health Equipment	49,553	40,000	40,000	40,000
Health and Social Welfare	**49,553**	**40,000**	**250,000**	**40,000**

Reconstruction and maintenance of school premises	685,756	250,000	50,000	250,000
School equipment	40,000	50,000	300,000	50,000
Education and Science	**725,756**	**300,000**	**350,000**	**300,000**
Total €	**4,521,866**	**3,823,156**	**4,055,854**	**4,255.235**

8. Draft the implementation plan on all programs/projects/activities and the timeframe as well as the staff assigned to implement the programs/projects/activities in the plan.

Project Proposal on Expenditures of Gjilan/Gnjilane Municipality							
Directorates/Programs	**Staff 2012**	**Salaries**	**Goods and Services**	**Municipal services**	**Subsidies and Transfers**	**Capital Investment**	**Total**
Mayor's Office	37	210,096	203,000	11,800	41,500	2,523,156	2,989,552
MA Office	49	189,000	10,000				379,300
Administration	20	215,000	143,500	20,800			141,600
Inspection	6	99,000	36,600	6,000			59,000
Procurement	37	30,000	29,000				227,500
Budget and Finance	8	171,000	44,500	12,000		960,000	1,223,000
Public Services	42	39,000	145,000	79,000			404,900
Civil Defense and Emergency	5	217,000	178,000	9,900			26,000
ZKKK	17	21,000	4,000	1,000			113,700
Agriculture	26	70,000	21,800	8,900	84,000	40,000	2,100,100
Cadaster and Geodesy	19	110,000	25,700	11,900	84,000	40,000	191,800
Urban Planning and Environment	311	84,000	20,800	8,900			1,812,500
Basic Health Care	9	1,689,000	232,600	54,500			95,800
Administration	9	41,000	21,800	5,000	84,000		294,300
Basic Healthcare Services	284	1,570,000	198,000	44,500	39,000	300,000	9,260,796
Social Services	18	780,000	12,800	5,000	39,000	300,000	586,046
Culture, Youth and Sports	36	146,000	49,500	14,800			462,400
Education and Science	1828	8,185,000	597,296	139,500			586,046.00

Administration	19	96,000	148,046	3,000			
Pre-school education and kindergartens	76	300,000	138,600	23,800			462,400
Elementary education	1256	5,429,000	224,650	85,000			5,739,550
High school education	477	2,360,000	86,000	26,800			2,472,800
Total	**2441**	**11,475,096**	**1,741,296.**	**379,000**	**248,500**	**3,823,000**	**17,667,048**

ANNEX E: INCENTIVE AND SUPPORT FUND GRANTS

Table 1. List of Projects from Incentive Funds First Round 2011

Municipality/ Counterpart	Category	Award Won	Project Title / Notes	Cost (Envisaged /Real)	Municipal Contribution	Date of Completion	Beneficiaries
Skendëraj/Srbica	Own Source Revenues	$35,000	Establishment of shelter facilities for solid waste containers	$35,303	$10,238	Oct-11	10000 residents of Skenderaj city
Prishtinë/Priština	Own Source Revenues	$35,000	Support to the Animators Club	$24,728	n/a	Oct-11	All citizens of Prishtina municipality
			Purchase of IT equipment for municipal archive	$11,776	$1,738.57	May-12	All citizens of Prishtina municipality
Fushë Kosovë/Kosovo Polje	Own Source Revenues	$35,000	Park and Playground in primary school Bajram Curri in Sllatine	$45,147	$10,147	7.Oct-11	570 students& 54 education staff
Ranilug/Ranillug	Own Source Revenues	$35,000	Improvement of the efficiency in Municipal Administration through the e-government	$16,463	n/a	Oct-11	Municipal administration and citizens in the municipality of Ranilug
Ranilug/Ranillug			Supply with equipment of the office of Youth Council	$7,128	n/a	Dec-12	All youth groups
			Establishment of pedestrian sidewalk around the green market	$13,365		Mar-13	1,800

Municipality/ Counterpart	Category	Award Won	Project Title / Notes	Cost (Envisaged /Real)	Municipal Contribution	Date of Completion	Beneficiaries
Gračanica/Graçanicë	Own Source Revenues	$35,000	Renovation of the road adjacent to Monastery	$35,417	$10,210.05	7.Oct-11	All residents of Gracanica municipality
Ferizaj/Uroševac	Services (parks, Squares, S.Waste Collection)	$45,000	Establishment of green areas in four different locations	$101,070	$56,070	Oct-11	All citizens of Ferizaj municipality
Gjilan/Gnjilane	Services (parks, Squares, S.Waste Collection)	$45,000	Establishment of Pedestrian sidewalk in the center direction to Abaz Ajeti primary school	$46,779	n/a	Oct-11	All citizens of Gjilan municipality, particularly 2100 students of Abaz Ajeti school
Mamushë/Mamuša	Services (parks, Squares, S.Waste Collection)	$45,000	Public Lighting			Jun-12	
Istog/Istok	Services (Administrative Srv & Urban Planning)	$45,000	Pedestrian sidewalk in U.C.K street	$43,947	n/a	Oct-11	4000 residents and 2200 students

Municipality/ Counterpart	Category	Award Won	Project Title / Notes	Cost (Envisaged /Real)	Municipal Contribution	Date of Completion	Beneficiaries
Prizren/Prizren	Services (Public Transport &Lightning)	$45,000	Public Lighting in Vatra Shqiptare street	$45,000	n/a	Oct-11	Citizens of Prizren municipality
Fushë Kosovë/Kosovo Polje	Services (Public Transport &Lightning)	45000	Establishment of pedestrian sidewalk in Mother Teresa street	$41,896	n/a	Oct-11	All citizens of Fushe Kosove
Istog/Istok	Services (Public Transport &Lightning)	$45,000	Public Lighting in urban center Vrella	$44,861	n/a	Oct-11	37000 residents of Vrella village and 900 students
Vushtri/Vučitrn	Transparent Assemblies	$25,000	Establishment of the green area in the city park	$24,961	$36,396.30	Oct-11	All citizens of Vushtrri municipality
Junik/Junik	Transparent Assemblies	$25,000	Purchase of inventory for Municipal Assembly Hall	$24,920	n/a	Oct-11	15 assembly members directly and all residents of Junik municipality
Suharekë/Suva Reka	Transparent Assemblies	$25,000	Establishment of fence around the city cemetery	$23,277	n/a	Oct-11	87,900 residents of Suhareka municipality

Municipality/ Counterpart	Category	Award Won	Project Title / Notes	Cost (Envisaged /Real)	Municipal Contribution	Date of Completion	Beneficiaries
Prishtinë/Priština	Transparent Assemblies	$25,000	Purchase of IT equipment for Municipal Assembly Members	$25,623	$7,006.19	Oct-11	50 members of municipal assembly

Table 2. List of Projects from Incentive Funds Second Round 2012 financed from DEMI and MoLGA

Municipality/ Counterpart	Category	Award Won	Project Title/ Notes	Cost (Envisaged/Real)	Municipal Contribution	Contract value in $	Balance remaining in $	Status of the Project
Gračanica/Graçanicë	Own Source Revenues	$35,000	Establishment of children playground in village Uglare	$35,000	$0	$33,033.60	$1,966.40	Completed
Štrpce/Shtërpcë	Own Source Revenues	$35,000	Renovation of the CSC	$35,000	$0.00	$29,847.40	$5,152.60	Completed
Novobërdë/Novo Brdo	Own Source Revenues	$35,000	Renovation of the CSC	$35,000	$0			Completed
Fushë Kosovë/Kosovo Polje	Own Source Revenues	$35,000	Renovation of the school yard in Bardh i Madh village	$35,000	$0.00	$35,029.00	-$29.00	Completed

Municipality/ Counterpart	Category	Award Won	Project Title/ Notes	Cost (Envisaged/Real)	Municipal Contribution	Contract value in $	Balance remaining in $	Status of the Project
Gjilan/Gnjilane	Own Source Revenues& Transparent Assemblies	$35000 + $25,000	Establishment of the sports field adjacent to Thimi Mitko primary school	$60,000	$0.00	$61,628.63	-$1,628.63	Completed
Shtime/Štimlje	Admin Service& Urban Planning	$45,000	Establishment of the green market	$45,000	$0	$33,736.29	$0.00	Completed
			Purchase of small solid waste containers		$0	$11,344.50	-$80.79	Completed
Pejë/Peć	Admin Service& Urban Planning	$45,000	Paving of the public spaces in four locations in the city and renovation of rainfall drainage system	$45,000	$0	$44,004.90	$995.10	Completed
Hani Elezit/Đeneral Janković	Roads, Sidewalks& Public Lighting	$45,000	Purchase of IT equipment of schools	$45,000	$3,708	$45,455.10	-$455.10	Completed

Municipality/ Counterpart	Category	Award Won	Project Title/ Notes	Cost (Envisaged/Real)	Municipal Contribution	Contract value in $	Balance remaining in $	Status of the Project
Vushtri/Vučitrn	Roads, Sidewalks& Public Lighting& Transparent Assemblies	45000+$25,000	Revitalization of green areas in the yards of the schools "Enver Hadri"in village Smerkovnicë and village Bukosh	$70,000	$0	$71,511.28	-$1,511.28	Completed
Prishtinë/Priština	Roads, Sidewalks& Public Lighting	$45,000	Small containers	$45,000	0	$44,429.80	$570.20	Completed
Mamushë/Mamuša	Parks & Squares& Solid Waste Collection	$45,000	Public lighting phase II	$45,000	-	$45,000.00	$0.00	Completed
Istog/Istok	Parks & Squares& Solid Waste Collection	$45,000	Establishment of parking place and green areas adjacent to municipal building	$45,000	$0	$46,488.00	-$1,488.00	Completed

Municipality/ Counterpart	Category	Award Won	Project Title/ Notes	Cost (Envisaged/Real)	Municipal Contribution	Contract value in $	Balance remaining in $	Status of the Project
Štrpce/Shtërpcë	Transparent Assemblies	$25,000	Revitalization of the plateau in front of municipal building	$25,000	0	$10,614.00	$14,386.00	Completed
			Establishment of the square in the village Drajkovce			$19,538.60		Ongoing
Klokot-Vrbovac/Kllokot-Vërboc	Transparent Assemblies	$25,000	Public lighting phase II	$25,000	$0.00	$25,000.00	$0.00	Completed
Vushtri/Vučitrn	Transparent Assemblies	$25.000	Revitalization of green areas in the yards of the schools "Enver Hadri" in village Smerkovnicë and village Bukosh	$25,000	$0.00	$25,000.00		Ongoing
Gjilan/Gnjilane	Transparent Assemblies	$25.000	Establishment of the sports field adjacent to Thimi Mitko primary school	$25.000	$0.00	$25,000.00		Ongoing
Ferizaj/Uroševac	Parks & Squares& Solid Waste Collection	$45,000	Establishment of green areas in several locations in the city	$45,000	-	$45,000.00	$0.00	Ongoing

Municipality/ Counterpart	Category	Award Won	Project Title/ Notes	Cost (Envisaged/Real)	Municipal Contribution	Contract value in $	Balance remaining in $	Status of the Project
Kamenicë/Kamenica	Transparent Assemblies	$25.000	Establishment of the sports field adjacent to Thimi Mitko primary school	$25.000	$0.00	$25,000.00	$0.00	Ongoing

Table 3. List of Projects from Support Funds 2011-2012

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Gračanica/Graçanicë	Citizens Participation	Strengthening municipal PIO and transparency: printing of 12,000 municipal monthly newsletters(2,000 X 6 months) and training of municipal PIO staff	$ 5,402.42	$ 540.24	Completed	2,000
Gračanica/Graçanicë	Citizens Participation	Improvement of citizen's information in the rural areas, purchase of 18 standing info boards and 18 boxes for newsletter/brochures	$ 2,821.41	$ 713.04	Completed	16,408
Gračanica/Graçanicë	Service Delivery	Management of Solid Waste Collection: purchasing 2000 household solid waste containers, office inventory (desk and 2 chairs), 1 printer, adjustment to the billing software	$ 43,211.82	$ 12,531.40	Completed	20,000

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Gračanica/Graçanicë	Service Delivery	Cleaning of illegal land fill sites in the municipal territory	$ 29,102.92	$ 7,172.35	Completed	25,000
Gračanica/Graçanicë	Service Delivery	Road horizontal and vertical signs	$ 47,063.00	$ 11,770.79	Completed	20,000
Gračanica/Graçanicë	Service Delivery	Establishment of park and playground in Caglavica village	$ 46,526.12	$ 11,422.80	Completed	20,000
Gračanica/Graçanicë	Service Delivery	Establishment of pedestrian sidewalk in the area of collective buildings in Laplje Selo (IF & SF)	*$ 7,860.00*	*$ 1,572.00*	Procurement	5,000
Gračanica/Graçanicë	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	*$ 641.32*	*$ 641.32*	Procurement	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Gračanica/Graçanicë	Municipal Administration	Purchase of LED Information Screen: purchase of 1 LED Screen outdoor 316R, 1 PC Case, 1 Work station for video rendering and training for support staff	$ 16,499.10	$ 4,428.40	Completed	20,000
Gračanica/Graçanicë	Municipal Assembly	Purchase of IT equipment for assembly members and PIO: purchase of 23 laptop computers, 1 Digital Camera and 23 USB	$ 11,537.70	$ 2,784.10	Completed	23
Gračanica/Graçanicë	LED	Establishment of tourism bureau: purchase of office inventory (2 desks, 2 officer chairs, 5 visitor chairs, 2 book shelves), IT equipment (2 PC computers, 2 Multifunctional printer, 2 Digital Camera), promotional material (tourist development plan, internet presentation, tourist map, brochures, TV advertisements/billboards, estimated $ 23,515.57, spent to date	*$ 6,607.40*	$ -	Ongoing	30,000
Klokot-Vrbovac/Klloкot-Vërboc	Municipal Assembly	Effective and Transparent M. Assemblies: purchase of Dictaphone, 4 Static Microphones, 2 Mobile Microphones, Simultaneous translation equipment	$ 7,988.72	$ 1,597.74	Completed	15
Klokot-Vrbovac/Klloкot-Vërboc	Citizens Participation	Strengthening municipal PIO and transparency: printing of 26,000 municipal monthly newsletters(6,000 X 6 months) and training of municipal PIO staff, 1 PC, 1 Digital Camera, 1 USB,	$ 2,439.80	$ 297.58	Completed	500

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
		Software and License				
Klokot-Vrbovac/Kllokot-Vërboc	Service Delivery	**Solid Waste Service - Mng.: purchase 5**0 waste containers; 3 months contract,1 printer	$ 27,194.18	$ -	Completed	5,056
Klokot-Vrbovac/Kllokot-Vërboc	Service Delivery	Cleaning illegal land fill sites, establishment of a mini-park in Verbovc village: cleaning of 500 tones of the solid waste in 10 locations, transport to the waste to the regional land fill site and construction of a mini park in Verbovc	$ 25,727.45	$ 5,859.63	Completed	5,050
Klokot-Vrbovac/Kllokot-Vërboc	Service Delivery	Public Lighting for Kllokot and Mogilla: purchase of 140 lighting poles	$ 94,433.97	$ 23,736.44	Completed	5,050
Klokot-Vrbovac/Kllokot-Vërboc	Service Delivery	Public Lighting for Kllokot phase II IF+SF (25,000 IF + 5,285 SF)= $30,285	$ 5,285.00	$ 1,235.40	Completed	
Klokot-Vrbovac/Kllokot-Vërboc	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	*$ 641.32*	*$ 641.32*	Procurement	
Klokot-Vrbovac/Kllokot-Vërboc	Service Delivery	Asphalting of the road in Klokot-Grncar	*$ 20,471.59*	*$ 5,172.00*	Procurement	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Klokot-Vrbovac/Kllokot-Vërboc	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 163.12	n/a	Ongoing	1,720
Novobërdë/ Novo Brdo	Municipal Assembly	Effective and Transparent M. Assemblies: purchase of 1 power inverter, 2/24 port LAN, 2 Microphones, 1 Laptop	$ 4,315.51	$ 863.10	Completed	15
Novobërdë/ Novo Brdo	Citizens Participation	Strengthening municipal PIO and transparency: printing of 6,000 municipal monthly newsletters(1,000 X 6 months) and training of municipal PIO staff, 1 PC, 1 Digital Camera, 1 USB, Software and License	$ 4,195.29	$ 369.89	Completed	1,000
Novobërdë/ Novo Brdo	Service Delivery	Cleaning of illegal land fill sites, establishment of park and green area: cleaning of waste in 33 locations and transport of the waste to the regional land fill site, display of 40 traffic signs to promote the prohibition of creating illegal land fill sites	$ 18,584.92	$ -	Completed	8,200
Novobërdë/ Novo Brdo	Service Delivery	**Solid Waste Service - Mng:** purchase of 50 waste containers,3 month contract, office inventory	$ 38,887.73	$ -	Completed	9,900
Novobërdë/ Novo Brdo	Service Delivery	Establishment of the pedestrian sidewalk and park/playground	$ 64,349.38	$ 16,299.11	Completed	1,500
Novobërdë/ Novo Brdo	Municipal Administration	Functionalization of satellite offices in Pasjak and Stanishor: additional construction work such as fencing the building , paving the area, construction of the reception	$ 11,600.00	$0.00	Completed	9,900

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
		desk, establishment of path for disabled people				
Novobërdë/ Novo Brdo	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 1,495.36	$ -	Ongoing	
Parteš/Partesh	Municipal Assembly	Effective and Transparent M. Assemblies: purchase of 1 Dictaphone, 4 Microphones, 1 wireless microphone, simultaneous translation equipment)	$ 7,988.72	$ 1,597.74	Completed	15
Parteš/Partesh	Citizens Participation	Strengthening municipal PIO and transparency: printing of 3,000 municipal monthly newsletters(500 X 6 months) and training of municipal PIO staff, 1 PC , 1 Digital Camera, 1 USB, Software and License	$ 3,827.10	$ 297.58	Completed	1,000
Parteš/Partesh		Improvement of citizen's information in the rural areas, purchase of 5 standing info boards and 5 boxes for newsletter/brochures	$ 845.12	$ 202.10	Completed	5,200
Parteš/Partesh	Service Delivery	**Solid Waste Service - Mng:** purchase of 150 waste containers,3 month contract, office equipment, office inventory	$ 65,932.03	$ -	Completed	5,200

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Parteš/Partesh	Service Delivery	Cleaning of illegal land fill sites in the municipal territory: cleaning of 800 tons of solid waste from 20 locations and transport to the regional land fill site, display of 20 traffic signs in these locations with promotion of the prohibition of creating illegal land fill sites	$ 21,392.72	$ 6,203.88	Completed	5,000
Parteš/Partesh	Service Delivery	Functionalization of the potable water system in the village of Partesh	$ 85,669.90	$ 1,741.95	Completed	1,300
Parteš/Partesh	Service Delivery	Functionalization of the potable water system in the village of Partesh (additional work)	$ 13,235.80	n/a	Completed	1,300
Parteš/Partesh	Service Delivery	Establishment of pedestrian sidewalk in village Pasjane	*$ 15,789.16*	*$ 4,578.84*	Procurement	2,300
Parteš/Partesh	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 360.55	$ -	Ongoing	
Ranilug/Ranilug	Municipal Assembly	Effective and Transparent M. Assemblies: purchase of 1 Dictaphone, 4 Microphones, 1 wireless microphone, simultaneous translation	$ 7,875.72	$ 1,575.14	Completed	15

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
		equipment				
Ranilug/Ranillug	Citizens Participation	Strengthening municipal PIO and transparency: printing of 3,000 municipal monthly newsletters(500 X 6 months) and training of municipal PIO staff, 1 PC, 1 Digital Camera, 1 USB, Software and License	$ 2,439.80	$ 297.58	Completed	1,000
Ranilug/Ranillug	Municipal Administration	Improvement of network infrastructure: network installation in the office in Ropotove and Domorovce, repairing of the printer, upgrade of network module for copying machine, purchase of 1 wall rack mount cabinet	$ 5,455.20	$ 1,091.04	Completed	50
Ranilug/Ranillug	Service Delivery	**Solid Waste Service - Mng:** purchase 70 waste containers, 3 month contract, office inventory (desk and chair)	$ 25,735.54	$ -	Completed	5,000
Ranilug/Ranillug	Service Delivery	Cleaning of illegal land fill sites in the municipal territory: cleaning of 250 tons of solid waste in 40 locations with illegal waste, transport of the solid waste in the regional land fill site, display of 40 traffic signs with promotion of prohibition of creating illegal land fill sites	$ 6,685.23	$ 1,938.71	Completed	5,000

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Ranilug/Ranillug	Service Delivery	Improvement of Public Lighting in 11 villages of the municipality	$ 37,155.00	$ 9,094.15	Completed	6,000
Ranilug/Ranillug	Service Delivery	Establishment of the green market in Ranilug	$ 20,198.14	$ 5,045.09	Completed	6,000
Ranilug/Ranillug	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	$ *641.32*	$ *641.32*	Procurement	
Ranilug/Ranillug	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 281.28	$ -	Ongoing	
Ranilug/Ranillug	Citizen Participation	Establishment of two tennis fields in village Glogovce	$ 43,028.40	$ 2,430.90	Ongoing	6,000

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Štrpce/Shtërpcë	Municipal Administration	Establishment of 2 satellite offices (Brod and Sevce) : renovation of two offices in Brod and Sevce and purchase of 2 desks, 2 officer chairs, 3 visitor chairs, 2 PC , 2 Scanners, 2 printers, 2 photocopy machines, 2 metal shelves	$ 4,868.17	$ 1,217.10	Completed	3,000
Štrpce/Shtërpcë	Municipal Assembly	Renovation of assembly hall and installation of equipment for electronic voting	$ 58,637.21	$ 12,235.25	Completed	89
Štrpce/Shtërpcë	Citizens Participation	Strengthening municipal PIO and transparency: printing of 9,000 municipal monthly newsletters(1.500 X 6 months) and training of municipal PIO staff, 1 PC , 1 Digital Camera, 1 USB, Software and License	$ 5,214.41	$ 442.21	Completed	1,500
Štrpce/Shtërpcë		Improvement of citizen's information in the rural areas, purchase of 15 standing info boards, 5 wall boards and 20 boxes for newsletter/brochures	$ 3,025.26	$ 673.64	Completed	13,807
Štrpce/Shtërpcë	Service Delivery	Enhancing the management of public parking lot: purchase of 1 basic system for parking payment, 1 electronic gate, 1 traffic light, 1 aluminum cabin, 1 PC , 1 Printer, System for identification of the cards at the entrance of the parking lot etc.	$ 22,994.31	$ 6,540	Completed	3,800

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Štrpce/Shtërpcë	Service Delivery	Public Lighting in Strpce: purchase of 96 lighting poles, 1000 light holders, 96 lights etc	$ 15,478.40	$ 3,868.48	Completed	2,270
Štrpce/Shtërpcë	Service Delivery	Public Lighting phase II, Berevce neighborhood	$ 27,225.64	$ 6,818.00	Completed	2,270
Štrpce/Shtërpcë	Service Delivery	Road horizontal and vertical signs	$ 24,930.17	$ 7,074.32	Completed	15,000
Štrpce/Shtërpcë	Service Delivery	Painting the façade in the municipal building	$ 11,346.50	$ 2,910.00	Completed	80
Štrpce/Shtërpcë	Service Delivery	Establishment of pedestrian sidewalk in the road Strpce-Berevce	$ 8,395.33	$ 2,132.31	Ongoing	3,000
Štrpce/Shtërpcë	Service Delivery	Establishment of the square in the village Drajkovce	$ 16,160.60	$ 4,140.60	Ongoing	200

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Štrpce/Shtërpcë	Local Economic Development	Establishment of tourism bureau: purchase of 2 desks, 2 officer chairs, 5 visitor chairs, 2 book shelves, 2 PC , 2 Multifunctional printer, 1 Digital Camera, promotional material tourist development plan, internet presentation, tourist map, brochures, TV advertisements/billboards, estimated $ 29,223.67, spent to date	$ *9,998.52*	$ -	Ongoing	40,000
Štrpce/Shtërpcë	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 970.90	$ -	Ongoing	
Deçan/Dečane	Service Delivery	Management of Solid Waste Collection: purchase of 2,500 household solid waste containers	$ 42,816.00	$ 10,704.00	Completed	
Deçan/Dečane	Service Delivery	Paving of the road and establishment of public lighting, adjacent to tourist center "Kulla Mazrekaj" in Drenoc	$ 41,717.31	$ 43,479.04	Completed	10,000
Deçan/Dečane	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	$ *641.32*	$ *641.32*	Procurement	
Deçan/Dečane	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 1,358.04	$ -	Ongoing	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Deçan/Dečane	LED/Citizens Participation	Rehabilitation of the sports field in village Prekolluk	$ 33,447.79	$ 9,873.93	Ongoing	
Fushë Kosovë/Kosovo Polje	Service Delivery	Establishment of the square and green areas in the center of the city	$ 58,607.00	$ 14,792.00	Completed	33,682
Fushë Kosovë/Kosovo Polje	Service Delivery	Renovation of the bathrooms in the primary school Mihail Grameno	$ 39,137.43	$ 9,793.00	Completed	1240 + 58
Fushë Kosovë/Kosovo Polje	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	$ *641.32*	$ *641.32*	Procurement	
Fushë Kosovë/Kosovo Polje	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 408.37	$ -	Ongoing	
Gjilan/Gnjilane	Municipal Administration	Information Helpdesk, purchase of 2 desks, 1 information screen, 1 chair, brochure and leaflet holders, book shelve, 1 phone machine	$ 5,028.00	$ 1,005.00	Completed	130,000
Gjilan/Gnjilane	Municipal Administration	Establishment of a Center for Capacity Development of the municipal staff	$ 13,673.00	$ 3,460.00	Completed	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Gjilan/Gnjilane	Service Delivery	Improvement of Public Lighting in Dardania -1 neighborhood: removal of the old and installment of 136 lighting holders	$ 20,631.00	$ 5,123.00	Completed	
Gjilan/Gnjilane	Service Delivery	Modernization of the public lighting in Bulevardi Pavaresise neighborhood	$ 80,030.05	$ 116,911.95	Ongoing	12,000
Gjilan/Gnjilane	Service Delivery	Establishment of round-circle in Iliria neighborhood: provision of better conditions for the traffic, by making easier access on the roads for the vehicles and by this reducing the number of traffic accidents	$ 41,560.00	$ 51,790.00	Completed	100,000
Gjilan/Gnjilane	Service Delivery	Purchase of software Traffic-ware SIM Traffic 8-Synchro Plus	$ 5,840.67	$ 1,795.68	Completed	130,000
Gjilan/Gnjilane	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	*$ 1,284.07*	*$ 1,284.07*	Procurement	
Gjilan/Gnjilane	Citizens Participation	Strengthening municipal PIO : printing of 7,500 municipal monthly newsletters(2.500 X 3 months) ,Public Information Screen, 1 Laptop computer, 1 Digital Camera, 2 USB, 1 Docking Station	$ 9,590.44	$ 2,541.00	Completed	
Gjilan/Gnjilane	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 2,673.59	$ -	Ongoing	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Istog/Istok	Municipal Administration	Functionalization of satellite offices in five villages: purchase of 5 PC computers, 5 Multifunctional printers, 5 Power Invertors, 5 Information screens, 5 air conditioners, 5 desks, 5 chairs, 5 book shelves, 5 metal shelves, 25 visitor chairs, 5 visitor desks, 5 desk drawers	$ 24,465.05	$ 5,889.00	Completed	42,380
Istog/Istok		Effective Management of municipal vehicle expenditures through the GPS control system, purchase of GPS 20 pcs, configuration service, access pass for use of system for six months, portable PC, connection system control of fuel expenditures	$ 4,218.00	$ 1,014.00	Completed	180
Istog/Istok	Service Delivery	Public Lighting in four neighborhoods, center of city: purchase and installment of 20 lighting poles	$ 27,436.00	$ 6,815.00	Completed	
Istog/Istok	Service Delivery	Functinalisation of water supply system in village Osojan, Istog/Istok municipality	$ 22,974.19	$ 6,028.80	Completed	
Istog/Istok	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	*$ 1,284.07*	*$ 1,284.07*	Procurement	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Istog/Istok	Citizens Participation	Strengthening municipal PIO : printing of 8,000 municipal monthly newsletters(2.000 X 4 months) , 1 Laptop , 1 Digital Camera, 1 multifunctional printer, 1 audio recorder	$ 4,209.97	$ 1,613.84	Completed	40,000
Istog/Istok	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 2,508.79	$ -	Ongoing	
Junik/Junik	Municipal Administration	Functionalization of the CSC	$ 41,253.84	$ 9,914.19	Completed	9,600
Junik/Junik	Service Delivery	Paving of the road adjacent to tourist center and establishment of public lighting $ 32,997 the original contract & $1,650 additional work	$ 32,813.00	$ 11,220.93	Completed	10,000
Junik/Junik	Service Delivery	Expansion of the public lighting in five neighborhoods in the municipality	*$10,877.45*	*$ 2,719.03*	Procurement	10,000
Junik/Junik	Service Delivery	Management of Solid Waste Collection: purchase of 850 household solid waste containers and 30 large metal containers	$ 23,067.00	$ 5,766.00	Completed	10,000
Junik/Junik	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	*$ 641.32*	*$ 641.32*	Procurement	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Junik/Junik	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 451.53	$ -	Ongoing	
Kaçanik/Kačanik	Citizens Participation	Enhancing the Local Activity Development Youth Council: purchase of 2 Laptop computers, 2 Laptop accessories, 1 Voice Mixer, 3 Microphones, 1 Speaker System, 1 Multifunctional printer, 1 Digital Camera	$ 3,929.64	$ 980.98	Completed	33,000
Kaçanik/Kačanik	Citizen Participation	Enhancing the office of Gender Balance	$ 1,203.66	$ *262.00*	Completed	17,000
Kaçanik/Kačanik	Municipal Administration	Functionalization of the CSC including satellite offices in Kacanik	$ *36,259.65*	$ *27,076.43*	Procurement	33,000
Kaçanik/Kačanik	Municipal Administration/Service Delivery	Establishment of the Youth Park	$ 45,619.92	$ 13,750.00	Completed	33,000
Kaçanik/Kačanik	Service Delivery	Road horizontal and vertical signs	$ 25,531.69	$ 6,524.00	Completed	33,000

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Kaçanik/Kačanik	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 1,210.01	$ -	Ongoing	
Kamenicë/Kamenica	Municipal Assembly	E-governance of Municipal Assembly: purchase of 31 Laptop Computers	$ 16,367.00	$ 4,129.20	Completed	29
Kamenicë/Kamenica	Citizens Participation	Strengthening municipal PIO : printing of 3,000 municipal monthly newsletters(1.000 X 3 months) , 1 PC , 1 Laptop Computer, 1 Digital Camera, 1 multifunctional printer, 1 audio recorder, 1 docking station, 2 USB	$ 4,513.81	$ 1,556.30	Completed	40,000
Kamenicë/Kamenica	Service Delivery	Management of Solid Waste Collection: Purchase of 2,589 household containers 120l/60kg	$ 45,147.00	$ 14,289.00	Completed	14,154
Kamenicë/Kamenica	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	$ *641.32*	$ *641.32*	Procurement	
Kamenicë/Kamenica	Service Delivery	Establishment of pedestrian sidewalk in Qameria neighborhood	$ *38,789.00*	$ *54,960.54*	Procurement	1,500

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Kamenicë/Kamenica	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 2,790.86	$ -	Ongoing	
Malishevë/Malisevo	Service Delivery	Establishment of underground pedestrian crossing in Astrazup, construction of the underground pedestrian crossing in the village of Astrazup	$ 52,000.00	$ 15,154.00	Completed	3,000
Malishevë/Malisevo	Service Delivery	Management of Solid Waste Collection	$ 14,099.00	$ 3,593.67	Ongoing	70,000
Malishevë/Malisevo	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	*$ 1,284.07*	*$ 1,284.07*	Procurement	
Malishevë/Malisevo	Municipal Assembly	Renovation of Assembly Hall: purchase of 39 desks, 53 chairs	$ 28,443.51	$ 7,198.60	Completed	32
Malishevë/Malisevo	Municipal Assembly	Purchase of IT equipment for municipal assembly hall	$ 5,867.72	$ 1,336.42	Completed	32
Malishevë/Malisevo	Citizen Participation	Publishing of the Annual Municipal Bulletin: Printing of 1000 copies of the annual municipal bulletin	$ 2,252.10	$ 563.03	Completed	1,000

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Malishevë/Malisevo	Municipal Administration	Funtionalisation of the CSC in Malisheve	$ 22,440.00	$ 6,524.71	Completed	70,000
Malishevë/Malisevo	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 2,183.55	$ -	Ongoing	
Mamushë/Mamuša	Municipal Assembly	Effective and Transparent M. Assemblies: purchase of 1 Dictaphone, 3 Microphones, 2 Wireless Microphones, 1 Simultaneous translation, 1 Head set, 14 channel selector	$ 8,243.81	$ 824.38	Completed	15
Mamushë/Mamuša	Service Delivery	Public Lighting in the city and park area IF+ SF: purchase and installment of 95 lighting poles in a length of 2 km , total $94,514,as per division 45,000 IF table and 49,514 SF table	$ 49,514.00	$ -	Completed	6000
Mamushë/Mamuša	Service Delivery	Extension of public lighting in Mamushe town, phase II IF+SF , total 101,195.91 as per division 45,000 IF table and 56,195.91 SF table (municipal contribution is only counted on the SF part)	$ 56,195.91	$ 12,877.40	Completed	6000
Mamushë/Mamuša	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	*$ 641.32*	*$ 641.32*	Procurement	
Mamushë/Mamuša	Local Economic Development	Extraction of Cadaster Vector Data/Layer for the Mapping of Municipal Parcels	$ 149.42	$ -	Ongoing	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Mitrovicë/Mitrovica	Municipal Administration	Establishment of CSC: purchase of 1 Information screen, 1 multifunctional printer, 1 scanner, 7 PC , 8 desks, 5 book shelves, 8 officer chairs, 4 visitor chairs	$ 18,942.08	$ 3,788.42	Completed	90,000
Mitrovicë/Mitrovica	Municipal Administration	Functionalization of the municipal civil registration office	$ 17,406.00	$ 4,495.00	Completed	90,000
Mitrovicë/Mitrovica	Municipal Administration	Establishment of the electronic reception system in the municipal civil registration office	$ 21,470.87	$ 5,297.92	Completed	90,000
Mitrovicë/Mitrovica	Service Delivery	Establishment of green areas and the water irrigation system	$ 37,742.39	$ 42,674.00	Completed	90,000
Mitrovicë/Mitrovica	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	$ 1,284.07	$ 1,284.07	Procurement	
Mitrovicë/Mitrovica	Municipal Assembly	Improvement of transparency in municipal assembly	$ 29,971.81	$ 7,572.12	Completed	41
Mitrovicë/Mitrovica	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 2,901.28	$ -	Ongoing	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Pejë/Peć	Citizen Participation	Strengthening municipal PIO : printing of 3,000 municipal monthly newsletters(1.000 X 3 months) , 2 Laptop Computer, 1 Digital Camera, 1 multifunctional printer, 1 audio recorder	$ 4,598.95	$ 1,515.08	Completed	18,000
Pejë/Peć	Municipal Administration	Effective management of municipal vehicle expenditures through the GPS control system	$ 7,442.00	$ 1,860.80	Completed	360
Pejë/Peć		Advancing functionalization of eight satellite offices in the municipality	$ 29,941.10	$ 7,490.00	Completed	91,849
Pejë/Peć	Service Delivery	Improvement of the cleaning service in the municipality	$ 78,995.91	$ 12,187.00	Ongoing	110,000
Pejë/Peć	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	*$ 1,284.07*	*$ 1,284.07*	Procurement	
Pejë/Peć	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 3,255.83	*n/a*	Ongoing	
Pejë/Peć	Municipal Assembly	Functionalization of the Assembly Hall including installation of electronic voting	$ 60,175.12	$ 62,388.94	Ongoing	41
Suharekë/Suva Reka	Service Delivery	Improvement of the school environment in the municipality: renovation of the school yard in 3-5 schools	$ 105,476.22	$ 71,913.00	Completed	15655
Suharekë/Su	Service Delivery	Purchase of GPS Devices for	*$ 1,284.07*	n/a	Procurement	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
va Reka		registration of un-registered properties				
Suharekë/Suva Reka	Service Delivery/Citizen Participation	Establishment of recreation center in the city	$ *37,841.73*	$ *277,959.19*	Procurement	89,000
Suharekë/Suva Reka	Citizen Participation	Support to Public Information Office	$ 5,397.98	$ 587.27	Completed	60,000
Prizren/Prizren	Municipal Administration	Functionalization of the CSC in Prizren: purchase of IT equipment and office inventory	$ 97,333.60	$ -	Completed	214693
Prizren/Prizren	Municipal Assembly/ Citizen Participation	Establishment of E-Assembly in Prizren, purchase of 41 laptop computers, 1 projector, 1 projector screen, 6 audio equipment for conferences, 1 electronic voting system	$ 47,915.00	$ 16,234.00	Completed	41
Prizren/Prizren	Service Delivery	Improvement of public lighting in the city of Prizren	$ 12,030.00	$ 2,975.00	Completed	214,693
Prizren/Prizren	Service Delivery	Provision of traffic lights in the crossroad Ismail Kryeziu & Gani Saramati	$ 21,390.80	$ 9,991.74	Ongoing	214,693
Prizren/Prizren	Service Delivery/Municipal Administration	Supply with IT equipment for Inspection Department in Prizren	$ *10,240.00*	$ *7,923.20*	Procurement	31
Prizren/Prizren	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	$ *1,284.07*	$ *1,284.07*	Procurement	
Prizren/Prizren	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$ 3,615.18	*n/a*	Ongoing	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Vushtri/Vučitrn	Service Delivery	Cleaning of Illegal Land Fill Sites and Establishment of green areas: cleaning of all the illegal land fill sites, establishment of the walking path near Sitnica river and purchase and installment of 50 small solid waste containers	$ 61,886.10	$ 15,521.00	Completed	70,000
Vushtri/Vučitrn		Road horizontal and vertical signs	$ 26,779.40	$ 6,746.00	Completed	70,000
Vushtri/Vučitrn		Extension of green areas and establishment of the running trail adjacent to Sitnica river and establishment of mini-park in "Lidhja e Lezhes" street	$ 51,745.00	$ 13,083.33	Completed	70,000
Vushtri/Vučitrn	Service Delivery	Purchase of GPS Devices for registration of un-registered properties	*$ 1,284.07*	*$ 1,284.07*	Procurement	
Vushtri/Vučitrn	Municipal Assembly	Promotion of Transparency in Municipal Assembly: purchase of 1 video camera, 1 digital camera, 1 multifunctional printer, 1 card reader	$ 5,656.20	$ 1,411.80	Completed	70,000
Vushtri/Vučitrn	Citizen Participation	Youth activation through development of musical education	$ 5,263.00	$ 4,987.71	Completed	485

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
Vushtri/Vučitrn	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$2,212	n/a	Ongoing	
Rahovec/Orahovac	Municipal Assembly	Effective and Transparent M. Assemblies: purchase of 13 microphone units, 1 video projector, 1 ceiling mount, 2 VCA-TP Interface Rx/Tx set, 1 VGA distributor 1/4, 1 projection screen	$ 6,782.58	$ 1,356.51	Completed	21
Rahovec/Orahovac	Municipal Administration	Functionalization of the CSC in the Rahovec, including seven satellite offices in seven villages: purchase of 1 Digital Sender HP 9200c, 1 Printer/Scanner, 3 PC, 7 Power Invertors, 7 Power corrector, 9 IP phones, 4 Air conditioners, 3 UPS, 1 Plasma tv, 1 Laptop, office desks and chairs, 30 visitor chairs	$ 20,122.91	$ 4,248.15	Completed	70,000
Rahovec/Orahovac	Municipal Administration	Effective management of municipal vehicle expenditures through the GPS control system: 15 GPS, 1 Portable PC, Automatic Gate, 6 months abonation	$ 4,362.10	$ 1,605.60	Completed	200
Rahovec/Orahovac	Citizens Participation/Municipal Assembly	Strengthening municipal PIO : printing of 12,000 municipal monthly newsletters(2.000 X 6 months) ,1 PC , 1 Digital Camera, 1 audio recorder	$ 3,827.08	$ 1,646	Completed	65,000
Rahovec/Orahovac	Local Economic Development	Extraction of Cadastre Vector Data/Layer for the Mapping of Municipal Parcels	$1,829	n/a	Ongoing	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
North Mitrovica	Service Delivery	Fire wood distribution project	$7,505	0	Completed	1,500
North Mitrovica	Service Delivery	Decoration of the city - end of the year holidays	$6,557	0	Completed	10,000
North Mitrovica	Service Delivery	Renovation of Bisevac Park and Playground	$85,065	0	Completed	500
North Mitrovica	Service Delivery	Road Asphalting in Bosniak Mahala	$87,420	0	Completed	1,000
North Mitrovica	Service Delivery	Renovation of Three Towers Park and Playground	$186,933	0	Completed	600
North Mitrovica	Service Delivery	Improvement of the Environment around the UN Towers neighborhood	$25,235	0	Completed	200
North Mitrovica	Service Delivery	Improvement of the façade in the public building in Vlade Cetkovic street	$165,000	0	Completed	370
North Mitrovica	Service Delivery	Establishment of playground and parking in Bosnian Neighborhood	$28,414	0	Completed	
North Mitrovica	Service Delivery	Renovation of Luja Braja Park and Playground	$78,910	0	Completed	2,400
North Mitrovica	Service Delivery	Renovation of Mikronaselje Park and Playground	$77,280	0	Completed	3,600
North Mitrovica	Service Delivery	Improvement of façade in the public building in Lole Ribar street, entrance 23,25,27	$83,958.00	0	Completed	
North Mitrovica	Service Delivery	Establishment of wireless internet connection in five locations in the north	$12,141	0	Procurement	
North Mitrovica	Service Delivery	Renovation of park and children playground in Tanaska Rajica street	$92,047	0	Completed	
North Mitrovica	Service Delivery	Rehabilitation of the road adjacent to Medical School	$106,573.69	0	Ongoing	

Municipality/ Counterpart	Unit	Project Title/ Notes	Contracted (Envisaged)	Municipal Contribution	Status of the Project	Beneficiaries
North Mitrovica	Service Delivery	Improvement of façade in the public building Vlade Cetkovic, 11,17,27 (continuation of the buildings on the opposite side)	$84,732.28		Completed	
North Mitrovica	Service Delivery	Renovation of park and children playground in Lole Ribar neighborhood	$104,169.06	0	Completed	1,800
North Mitrovica	Service Delivery	Replacement of the broken windows in the damaged apartments in the Three Towers neighborhood	$579.48	0	Completed	70
North Mitrovica	Service Delivery	Public Awareness on the use of pyrotechnic tools	$3,382.60	0	Procurement	
North Mitrovica	Service Delivery	Renovation of rainfall gutters in the collective building in Lole Ribar str	$17,049.64	0	Procurement	

ANNEX F: EVALUATION WORK PLAN

Mid-term Evaluation Work Plan

Kosovo Democratic Effective Municipalities Initiative (DEMI)

December 3, 2012

Submitted by:

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Introduction

Mendez, England & Associates (ME&A) is pleased to submit this draft work plan for the mid-term evaluation of the USAID/Kosovo Democratic Effective Municipalities Initiative (DEMI). The work plan is presented in the following sections:

- Evaluation Team Tasks
- Schedule for Completion of Deliverables
- Evaluation Methodology
- Proposed Site Visits and Meetings
- List of Institutions to be Interviewed
- Work Calendar

We hope that this work plan meets the Missions' expectations and look forward to any comments or suggestions for modifications that the Mission may have.

Evaluation Team Tasks

A. Evaluation Team Members and Their Responsibilities

Alan Beals, Team Leader, will be responsible for team organization, scheduling, and primary liaison with the USAID/Kosovo Mission Monitoring and Evaluation Specialist (MMES) regarding technical items. He will have overall responsibility for the preparation and submission of the final report with substantial input from the local Specialist.

The Team Leader will take the lead in preparing the project schedule and work plan, and will work closely with the other team member to determine information requirements, develop key questions, conduct interviews, and gather other relevant information. He will also lead the team's effort to prepare and deliver a presentation on findings, conclusions and recommendations for future action at the team's final meeting with USAID/Kosovo.

Albana Dhimitri, Local Specialist, will assist in all aspects of task accomplishment, conduct interviews independently and collaborate in the preparation of conclusions and recommendations.

These team members will be supported by an Interpreter / Administrative Assistant who will provide logistical, administrative, clerical, and translation support as required throughout the evaluation.

Schedule for Completion of Deliverables

Submit draft work plan and schedule	November 30, 2012
Submit final work plan and schedule	December 3, 2012

USAID oral progress report	December 7, 2012
USAID oral briefing and presentation	December 14, 2012
Submit draft final report	December 21, 2012
Submit Final Report	Within 5 days following receipt of comments from USAID and no later than January 25th.

Kosovo Evaluation Methodology

Evaluation Objectives

The purpose of the evaluation will be to determine the DEMI program impact and whether the project is meeting its intended objectives and outcomes.

The evaluation will address the five major components of the project: (1) Strengthening Municipal Administrations; 2) Empowering Municipal Assemblies; 3) Supporting Citizen Participation in Municipal Government; 4) Measurably Improving Municipal Service Delivery; and 5) Promoting Economic Development. The DEMI project is working with 21 partner municipalities with targeted technical assistance and financial support, in which at least 7 will be directly examined. In each of the five component areas, the evaluation will examine cross cutting measures such as gender, youth, and donor coordination. The complexity and the range of component elements, the relative short time allocated for evaluation with two primary investigators, will require a very focused evaluation.

Evaluation Questions

The evaluation will address the following **key questions.**

1. How have the Municipal institutions in Kosovo been strengthened and benefited from the implementation of DEMI's five (5) program assistance components? *To what extent has the program met its five stated objectives and how effective have the program's interventions been in achieving the program's stated objectives?*

2. How have the Municipal institutions in Kosovo specifically strengthened its gender diversity as a result of the implementation DEMI's activities? *To what extent has the program strengthened gender diversity through its five stated objectives?*

3. How have the Municipal institutions in Kosovo specifically strengthened its assistance to youth as a result of the implementation DEMI's activities? *To what extent has the program strengthened youth engagement through its five stated objectives??*

4. Based on the current capacity and timeline for municipalities (Kosovo Serb majority municipalities and non K-Serb majority municipalities) to become effective in assuming

prescribed responsibilities under the Law on Self-Government (LOSG), how have DEMI's activities enabled targeted municipalities to achieve this? *How much has DEMI utilized on the job training and coaching with partner municipalities (in comparison to classical training) and what are the concrete results on the ground?*

5. What results have DEMI partner municipalities achieved through IFSF Grants (Incentive Fund and Support Fund Grants)? *To what extent have projects implemented with the USAID DEMI Incentive Fund and Support Funds advanced DEMI's objectives? Are these projects beneficial to the community? Are they sustainable? If not, why not? What are the courses of action to reach these latter objectives?*

6. How effective does DEMI activities coordinate with other USAID programs and other donors' programs?

7. Based on the review of DEMI's implementation and all evaluation results, what are your recommendations for future USAID programming and/or other donors or governments in promoting good governance in Kosovo's municipalities? *What are your recommendations for supporting the implementation of the decentralization process?*

8. Apart from current coordination, in what other ways can DEMI collaborate with other ongoing USAID programs, particularly GFSI (Growth and Fiscal Stability Initiative) and BEEP (Business Enabling Environment Program)?

9. Which of the identified deficiencies in the overall implementation of the program's current Objectives, if any, can be remedied during the remaining life of the program and what are your recommendations for corrective actions.

10. What lessons learned can be used in furtherance of ongoing program and the planning of future USAID programs?

Quantitative Analysis

To the extent available, data for the quantitative analysis will be taken from the M&E system for the DEMI project that was been created under its PMP, as well as data obtained from the Government of Kosovo and municipalities. Even for those cases where performance data are available from the project M&E system or GoK and municipal sources, the field interviews will serve to confirm the impact and effectiveness of the DEMI project. Evaluation team members will interview as many beneficiaries as possible during their time in Kosovo.

To the extent relevant, all data obtained by the team will be disaggregated by gender.

Qualitative Analysis

For the qualitative side of the evaluation, the team plans to interview the USAID/Kosovo staff in Pristina, Kosovo government officials in the Ministry of Local Government and other central institutions; a sample of senior municipal elected officials and technical staff; and, relevant other USAID and donor project staff.

In view of the wide range of tasks to be carried out, the two team members will, in general, work separately to conduct their evaluation interviews. However, they will meet frequently to compare notes and provide updates on their respective progress. Furthermore, each team member will write a meeting summary after each interview that will be given to the other team member. While the additional time required to write the interview notes tends to limit the number of interviews that can be conducted during a given day, they will provide a substantial communications benefit, and will also serve as an effective aide- mémoire for the meetings.

The evaluation team's work will include the preparation of appropriate questionnaires that will enable the team members to collect information from parties involved in or benefitting from the DEMI. Illustrative questions are presented in tables in Annex I.

Implementation

Phase One - in US (Team Leader) and Albania (Local Government Specialist)

This phase will:

- Review pertinent background documents including DEMI Annual Reports (such as 2011 and August 2012, provided), grant project proposals and website analysis.
- Prepare Questionnaires and detailed interview questions across the component areas
- Arrange projected Kosovo interview schedule
- Projected Time Frame 4-5 days

Phase Two – in Kosovo – Full Team

Due to time constraints, the team will split for some assignments in undertaking the following tasks:

- A critical desk-top review of materials related to the DEMI project and other relevant projects, as well as any material that will be provided by USAID such as project reports and annual work plans, project performance management plan, project grants manual, etc.
- Interviews with USAID and DEMI project staff
- Meetings with municipal officials in at least seven municipalities (list to be approved by USAID)
- In depth, semi-structured interviews with other key stakeholders such as donor organizations – EC, SDC, GTZ, OSCE and World Bank
- Interview with relevant□central government agencies, such as MLGA, to assess perspectives on municipal effectiveness, decentralization regulations, barriers to effective municipal administration and remedies; and implementation of decentralization empowerment laws
- Review of program outputs against objectives and performance indicators.

Phase Three – in Kosovo

After finishing with site visits and interviews, the Evaluation Team will process and consolidate the raw quantitative and qualitative data collected. Because data will be gathered from a variety of sources, the team will use cross-checking or triangulation – especially for qualitative data resulting from stakeholder interviews, where much of the evidence may be anecdotal or inferred - to identify any inconsistencies and ensure reliability. Triangulation will assist the Team to reduce the "response bias" in which respondents tend to tell the evaluators what they want to hear.

Throughout the analysis, the Team members will share and compare notes taken during the interviews, identify any variations in the information provided to various Team members by different stakeholders, and reveal their different expectations and opinions about DEMI.

Evaluation findings and a draft report with findings from the evaluation and recommendations for future USAID interventions will be presented to the Mission for comment before the Team's departure.

Phase Four – in US

The final report will be submitted after comments of the Mission are fully integrated.

List of Priority Interviews

Municipalities - 9
- Gjilan
- Gracanica
- Klokot
- Mitrovica + Mitrovica North Administrative Office
- Partesh
- Peja
- Prizren
- Strpce
- Suhareka

Association of Kosovo Municipalities (AKM)

Central Government
- Ministry of Local Government Administration (MLGA)
- Ministry of Finance

International Donors
- European Commission (EC)
- OSCE
- Swiss Development Agency (SDC)
- German Development Agency (GTZ)
- UNDP
- World Bank

ANNEX G: EVALUATION DESIGN MATRIX

Draft Evaluation Design Matrix

Purpose: The purpose of this evaluation is to provide USAID/Kosovo with an objective external assessment of the management and performance of DEMI's activities from August 9, 2010 - October 31, 2012.					
Priority Questions **(Based on Current Capacity and Timelines,)**	**Measures**	**Sources**	**Methodology**	**Sampling**	**Data collection instruments**
Has DEMI met its objectives?	Quantitative indicators	TBD	Review of existing databases Semi-structured interviews	Selected (persons to interview)	Pre-designed tables Interview guide
What has been the impact and the sustainability of IFSF Grants?	Quantitative indicators	DEMI, municipal records	Review of existing records	Random, stratified (municipalities)	Pre-designed tables
How have DEMI's activities enabled targeted municipalities (Kosovo Serb majority municipalities and non K-Serb majority municipalities) to become effective in assuming prescribed responsibilities under the Law on Self-Government (LOSG)?	Qualitative, quantitative indicators	DEMI, municipal records	Review of existing records Semi-structured interviews	Selected (persons to interview)	Interview guide
What has been DEMI's impact	Qualitative,	Municipal, CSO	Focus group	Selected (focus	Focus group

on gender, youth?	quantitative indicators	officials DEMI, municipal records	discussion Review of existing records	group participants) Random, stratified (municipalities)	discussion guide Pre-designed tables
What methods have DEMI and its municipal partners used to achieve DEMI objectives?	Qualitative indicators	Municipal, CSO officials DEMI, municipal records	Semi-structured interviews Review of existing records	Selected (persons to interview) Random, stratified (municipalities)	Interview guide Pre-designed tables
How effectively does DEMI coordinate?	Qualitative indicators	Other USAID implementing partners, other donors, Kosovo officials	Semi-structured interviews Review of existing records	Selected (persons to interview)	Interview guide

Question 1: Impact of DEMI on role women and men, youth

Focus group discussion guide – Points to cover in discussion with municipal, CSO representatives	
• General questions regarding efforts to strengthen gender diversity, involve youth more fully o Describe a specific measure to strengthen gender diversity, involve youth more fully o When did it occur, who participated? o What role did DEMI and the municipalities play in this effort? o Was it a one-time effort or has it become part of how the municipality works? • General questions regarding the impact of measures to strengthen gender diversity, involve youth more fully o Describe a specific decision taken by the municipal council or administration that reflects the different perspective of women and men or of youth o What was the outcome of this decision? o Who benefitted? • General issue: What remaining problems and obstacles are impeding a greater recognition of gender diversity and/or an expanded role of youth? o Description of the problem or obstacle o Ongoing efforts to resolved them, if any /by whom	**Key institutions/projects to interview on this topic** • DEMI • DEMI partner municipalities (sample) • MFE regarding changes in municipal PFM • MLGA regarding changes in internal systems, procedures **Reports that bear on the issue** • DEMI quarterly, annual reports • DEMI success stories, best practices reports • MLGA annual report on municipalities • OAG audit reports • Other documents will be identified during the visit
General Context Indicators	

- Regarding Citizen Participation
  - Describe the processes and measures to advance citizen participation in the municipal programs and activities and Demi's role, if any
  - How effective have they been
  - How could they be improved
  - Are they sustainable without additional DEMI assistance

- Regarding the Municipal council
  - Number of budget and other hearings, topic, duration, location, timing
  - Number of participants per hearing, disaggregated by gender, age
- Regarding the municipal administration
  - Number of municipal staff by level disaggregated by gender
  - Number of citizens involved in monitoring service performance in partner municipalities disaggregated by gender, age
- Regarding local economic development
  - Number of potential entrepreneurs identified/supported disaggregated by gender, age
  - Number of new jobs generated disaggregated by gender, age

Question 2: Methods used by DEMI and its partners to achieve program objectives

Semi-structured interview guide – Points to cover in interviews with DEMI and municipal staff

Analysis of changes related to DEMI objectives using a concrete example from the institution being interviewed

- Describe a change that occurred as a result of the DEMI assistance
- Describe its impact on the performance of the municipality

Analysis of roles played by DEMI and municipal staff and others in effecting the change and achieving the impact

- Role in identifying the need / opportunity to improve performance
  - Analysis of the existing situation
  - Selection of specific change(s) to pursue
- Role in developing the measures to improve performance
  - Design the measures
  - Review and adopt the measures
- Role in implementing the measures
  - Monitor performance
  - Identify and assess impact of the measures
- General issue: Problems and obstacles encountered
  - Description of the major problems encountered
  - How resolved/by whom
  - Current status of the problem

Key institutions to interview on this topic

- DEMI
- DEMI partner municipalities (sample)
- MFE regarding changes in municipal PFM
- MLGA regarding changes in internal systems, procedures

Reports that bear on the issue

- DEMI quarterly, annual reports
- DEMI success stories, best practices reports
- MLGA annual report on municipalities
- OAG audit reports
- Other documents will be identified during the visit

General Context Indicators

- Regarding training events, for each topic

- Topic
- Number of sessions per municipality, duration, location, timing
- Number of participants per municipality, disaggregated by gender

- Regarding methodologies and how-to guides, for each topic
  - Topic
  - Number of copies distributed per municipality, when
- Regarding on the job training, coaching
  - Topic
  - Number visits, duration, when
  - Number of participants per municipality, disaggregated by gender

Question 3: Nature and extent of coordination with other programs

Semi-structured interview guide – Points to cover separately with DEMI, other USAID and donor programs
• Information on actual efforts to achieve coordination o Nature of effort o When it occurred o Who participated o What was discussed o What was resolved • Major issues or differences among donors o Issue o Position of respective donors o How it is being/has been addressed o Current status of differences • Regarding impact on GFSI participants o Lack of coordination of inputs/events o Simultaneous, conflicting demands on their time and resources o Differing positions on issues

ANNEX H: EVALUATION SCHEDULE

◄ October 2012	~ November 2012 ~					December 2012 ►
Sun	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**
28	29	30	31	**1**	**2**	**3**
4	**5**	**6**	**7**	**8**	**9**	**10**
11	**12**	**13**	**14**	**15**	**16**	**17**
18	**19**	**20**	**21**	**22**	**23**	**24**
25	**26** **Phone Call w/USAID/CAR** Review Materials Evaluation and Data Analysis Plan Preparation Home	**27** Review Materials Evaluation and Data Analysis Plan Preparation Home	**28** Review Materials Evaluation and Data Analysis Plan Preparation Home	**29** Review Materials Evaluation and Data Analysis Plan Preparation Home	**30** **Submit Draft Work Plan to USAID** Team Leader departs for Kosovo	1

◄ November 2012		~ December 2012 ~				January 2013 ►
Sun	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**
25	26	27	28	29	30	**1** Team Leader arrives in Kosovo
2 **In-Briefing with USAID** Pristina	**3** **Submit Final Work Plan & Evaluation Design** 1 pm DEMI Interview 4pm MLGA/Dukagjin Etemi – Mun Perf. Pristina	**4** Meetings and Interviews Proposed in Gjilan Klokot Partesh Pristina	**5** Meetings and Interviews Proposed in Peja Mitrovica – North Mitrovica Pristina	**6** Meetings and Interviews With Stakeholders **4pm USAID** Pristina	**7** Meetings and Interviews with Stakeholders in Pristina, and Strpce Pristina	**8** Pristina
9 Pristina	**10** Meetings and Interviews Proposed in Pristina and Gracanica Pristina	**11** Meetings and Interviews with Donors and/or Stakeholders Prizren Suhareka Pristina	**12** Meeting and interview with stakeholders Pristina	**13** Prepare for Out-Briefing Pristina	**14** **Oral Out-Briefing with USAID**	**15** TL departs for US
16	**17** Write Draft Report	**18** Write Draft Report	**19** Write Draft Report	**20** Write Draft Report	**21** **Submit Draft Report to USAID**	**22**
23 **30**	**24** **31**	**25**	**26**	**27**	**28**	**29**

◄ December 2012		~ January 2013 ~				February 2013 ►
Sun	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**
30	31	1	2	3	4	5
6	7	8	9	10	11 **Receive USAID Comments**	12
13	14 Integration of USAID Comments	15 Integration of USAID Comments	16 Integration of USAID Comments	17 Integration of USAID Comments	18 **Submit Final Report to USAID**	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

ANNEX J: FOCUS GROUP DISCUSSION GUIDE

Focus Group Discussion Guide – Points to Cover in Discussion with Municipal, CSO Representatives

- General questions regarding efforts to strengthen gender diversity, involve youth more fully
  - Describe a specific measure to strengthen gender diversity, involve youth more fully
  - When did it occur, who participated?
  - What role did DEMI and the municipalities play in this effort?
  - Was it a one-time effort or has it become part of how the municipality works?
- General questions regarding the impact of measures to strengthen gender diversity, involve youth more fully
  - Describe a specific decision taken by the municipal council or administration that reflects the different perspective of women and men or of youth
  - What was the outcome of this decision?
  - Who benefitted?
- General issue: What remaining problems and obstacles are impeding a greater recognition of gender diversity and/or an expanded role of youth?
  - Description of the problem or obstacle
  - Ongoing efforts to resolved them, if any /by whom

Key institutions/projects to interview on this topic

- DEMI
- DEMI partner municipalities (sample)
- MFE regarding changes in municipal PFM
- MLGA regarding changes in internal systems, procedures

Reports that bear on the issue

- DEMI quarterly, annual reports
- DEMI success stories, best practices reports
- MLGA annual report on municipalities
- OAG audit reports
- Other documents will be identified during the visit

General Context Indicators

- Regarding the municipal council
  - Number of budget and other hearings, topic, duration, location, timing
  - Number of participants per hearing, disaggregated by gender, age
- Regarding the municipal administration
  - Number of municipal staff by level disaggregated by gender
  - Number of citizens involved in monitoring service performance in partner municipalities disaggregated by gender, age
- Regarding local economic development
  - Number of potential entrepreneurs identified/supported disaggregated by gender, age
  - Number of new jobs generated disaggregated by gender, age

ANNEX K: SEMI-STRUCTURED INTERVIEW GUIDE - DEMI and MUNICIPAL STAFF

Semi-Structured Interview Guide – Points to Cover in Interviews with DEMI and Municipal Staff

Analysis of changes related to DEMI objectives using a concrete example from the institution being interviewed

- Describe a change that occurred as a result of the DEMI assistance
- Describe its impact on the performance of the municipality

Analysis of roles played by DEMI and municipal staff and others in effecting the change and achieving the impact

- Role in identifying the need / opportunity to improve performance
  - Analysis of the existing situation
  - Selection of specific change(s) to pursue
- Role in developing the measures to improve performance
  - Design the measures
  - Review and adopt the measures
- Role in implementing the measures
  - Monitor performance
  - Identify and assess impact of the measures
- General issue: Problems and obstacles encountered
  - Description of the major problems encountered
  - How resolved/by whom
  - Current status of the problem

Key institutions to interview on this topic

- DEMI
- DEMI partner municipalities (sample)
- MFE regarding changes in municipal PFM
- MLGA regarding changes in internal systems, procedures

Reports that bear on the issue

- DEMI quarterly, annual reports
- DEMI success stories, best practices reports
- MLGA annual report on municipalities
- OAG audit reports
- Other documents will be identified during the visit

General Context Indicators

- Regarding training events, for each topic
  - Topic
  - Number of sessions per municipality, duration, location, timing
  - Number of participants per municipality, disaggregated by gender
- Regarding methodologies and how-to guides, for each topic
  - Topic
  - Number of copies distributed per municipality, when
- Regarding on the job training, coaching
  - Topic
  - Number visits, duration, when
  - Number of participants per municipality, disaggregated by gender

ANNEX L: SEMI-STRUCTURED INTERVIEW GUIDE – USAID and OTHER DONOR PROGRAMS

Semi-structured interview guide – Points to cover separately with DEMI, other USAID and donor programs

- Information on actual efforts to achieve coordination
  - Nature of effort
  - When it occurred
  - Who participated
  - What was discussed
  - What was resolved
- Major issues or differences among donors
  - Issue
  - Position of respective donors
  - How it is being/has been addressed
  - Current status of differences

ANNEX M: INCENTIVE FUND COMPETITION IN 2010 AND 2011: CRITERIA AND SCORES BY CATEGORY

Criteria used for each category in the Incentive Fund Competition in 2010 and 2011:

1. The criteria on Collection of Own Source Revenues

- % Increasing of OSR compared with the previous year — 35 points
- % Good planning of the OSR compared with collection on actual year — 20 points
- Income collection per capita — 20 points
- Public Awareness Campaign with the purpose of OSR increase — 20 points

2. The criteria on Performance of municipal services

a. On Administrative Services and Urban Planning

- % of requests not reviewed and answered within specified legal guidelines — 30 points
- % of citizens satisfied or highly satisfied with administrative services — 20 points
- Municipal Development Plan MDP) and Urban Development Plan (UDP) approved — 20 points
- % municipal urban municipal land with Regulatory Plan — 15 points
- % of citizens very satisfied and somewhat satisfied with current functioning of the municipal implementation of building regulations and building control standards — 15 points

b. On Public Transport (streets and Sidewalks) and Public Lighting

- % of the total km of local streets included in the municipal plan for street cleaning — 10 points
- % of local streets (total km of local roads) that are paved — 10 points
- % of citizens satisfied with: — 10 points
  - level of street cleanliness
  - condition of streets
  - horizontal and vertical street signage
- % of paved sidewalks (asphalted, pavers, concrete) — 15 points
- % of km sidewalks covered by municipal annual plan for maintenance (summer/winter) — 10 points
- % of citizens satisfied with maintenance and fixing sidewalks — 10 points
- % of km of roads covered with public lighting – in the city — 15 points
- % of km of roads covered with public lighting – in the villages — 10 points
- % of citizens satisfied or somewhat satisfied with public lighting of streets and public spaces — 10 points

c. On Parks and Squares, Waste Collection

- Surface of maintained parks and squares per capita in m2 — 20 points
- % of municipal parks and squares that have access on the potable water — 15 points
- % of citizens satisfied or Highly Satisfied with parks / squares — 15 points
- % of households that have access to waste collection service — 20 points
- % of fee collected for solid waste collection — 15 points
- % of citizens who are satisfied or very satisfied with solid waste collection service — 15 points

3. On Transparency of Municipal Assemblies

- The assembly sessions are announced publicly to citizens seven (7) days in advance — 5 points
- # of public meetings conducted (i.e. municipal regulations, strategic documents etc.) — 2 (1 point)
3-5 (3 points)
5+ (5 points)
- # of budget hearings conducted out of municipal building — 1 (1 point)
2 (3 points)

	3+ (5 points)
• An information brochure on municipal budget is published	5 points
• Assembly conducted survey with citizens on municipal budget	5 points
• Any update on the municipal budget is made public	1 report (1 point) 2 reports (2 points) 3 reports (3 points) 4 reports (4 points) 5 reports (5 points)
• Assembly's activities (i.e. assembly sessions, public meetings, budget hearings, etc.) are announced publicly to citizens by using public information tools	1 tool (1 point) 2-3 tools (3 points) 3+ tools (5 points)
• Space is available in the municipal assembly room for citizens and media	5 points
• External Audit report is made Public	10 points
• Minutes from Assembly sessions are published on municipal web page	5 points
• Citizens are provided with access to the names of the municipal assembly members and the administrative staff of the assembly and they are reachable	5 points
• Municipal Regulations are posted on the municipal web page	30 % (3 points) 30-50% (5 points) 50-80% (7 points) 80%+ (10 points)
• Municipal decisions are posted on the municipal web page	30 % (3 points) 30-50% (5 points) 50-80% (7 points) 80%+ (10 points)
• Municipal Assembly has a workplan for 2012	10 points
• Municipal Assembly workplan is published on municipal web page	5 points

Municipalities Scores by category on Incentive Fund Competition in 2010 and 2011

	Municipality	Scores on Own Source of Revenues			Scores for Adm.Servic&Urb.Plann.			Scores on Streets, Pub.Light.			Scores on Parks&Squares,Waste			Scores on Municipal.Assemblies		
		2010	2011	Differ.	2010	2011	Differ.	2010	2011	Differ.	2010	2011	Differ.	2010	2011	Differ.
1.	Gracanicë	45.67	86.27	**40.6**	25.25	43.01	**17.76**	35.25	49.14	**13.89**	38.76	37.96	**-0.8**	18	67.5	**49.5**
2.	Kllokot	37.54	35.13	**-2.41**		38.82	**38.82**	36.43	46.19	**9.76**	29.59	45.49	**15.9**	17	88.5	**71.5**
3.	Novobërdë	36.46	48.47	**12.01**	36.08	50.2	**14.12**	46.89	31.29	**-15.6**	33.55	41.59	**8.04**	9	63	**54**
4.	Partesh	0	28.12	**28.12**	17.07	48.77	**31.7**	30.91	44.05	**13.14**	41.8	55.46	**13.66**	12		**-12**
5.	Ranillug	38.67	23.68	**-14.99**	43.85	42.47	**-1.38**	15.22	30.7	**15.48**	29.32	41.9	**12.58**		55	**55**
6.	Shtërpce	17.82	49.12	**31.3**	29.58	60.06	**30.48**	47.19	45.2	**-1.99**	18.2	47.35	**29.15**		88.5	**88.5**
7.	Deçan		27.95	**27.95**		65.98	**65.98**	49.82	47.35	**-2.47**	14.84	44.87	**30.03**		0	**0**
8.	Fushë-kosovë	39.51	44.71	**5.2**	54.19		**-54.2**	63.26	34.04	**-29.22**	47.82	50.47	**2.65**	12		**-12**
9.	Gjilan	24.12	40.58	**16.46**	56.92	77.41	**20.49**	56.49	33.37	**-23.12**	61.69	36.73	**-24.96**	17	68.5	**51.5**
10.	Istog	14.08	28.09	**14.01**	76.15	77.05	**0.9**	67.02	42.09	**-24.93**	48.1	56.94	**8.84**	19	61	**42**
11.	Kaçanik	14.72	17.28	**2.56**	57.33	78.72	**21.39**	39.79	24.33	**-15.46**	39.57	48.85	**9.28**		43	**43**
12.	Kamenicë	8.67	34.14	**25.47**	46.62	74.98	**28.36**	41.83	48.29	**6.46**	33.06	34.88	**1.82**	19	68.5	**49.5**
13.	Malishevë	12.88		**-12.88**	50.44	71.41	**20.97**	60.05	50.02	**-10.03**	45.9	48.86	**2.96**	16	40.5	**24.5**
14.	Mamushë	11.09	17.56	**6.47**	38.76	60.9	**22.14**	60.74	51.57	**-9.17**	66.93	78.39	**11.46**	5		**-5**
15.	Mitrovicë	16.59	37.28	**20.69**	44.52	74.27	**29.75**	32.03	35.2	**3.17**	42.9	42.95	**0.05**	12	67	**55**
16.	Peje		29.14	**29.14**		89.3	**89.3**		46.02	**46.02**		37.29	**37.29**		38	**38**
17.	Suharekë	37.42	38.76	**1.34**	53.01	84.07	**31.06**	55.12	50.42	**-4.7**	53.27	56.22	**2.95**	21	53.5	**32.5**
18.	Prizren		32.37	**32.37**		74.08	**74.08**	74.81	52.94	**-21.87**	55.05	51.34	**-3.71**		32.5	**32.5**
19.	Vushtri	14.69	26.13	**11.44**	54.46	69.5	**15.04**	35.37	53.09	**17.72**	37.91	42.55	**4.64**	24	68.5	**44.5**
20.	Rahovec		20.52	**20.52**		59.5	**59.5**		39.6	**39.6**		40.63	**40.63**		37	**37**
21.	Skënderaj	50.97	30.04	**-20.93**	66.82	88.68	**21.86**	56.67	42.65	**-14.02**	29.51	41.74	**12.23**			**0**
22.	Prishtinë	45.17	36.67	**-8.5**	41.83	62.18	**20.35**	53.57	67.29	**13.72**		44.23	**44.23**	20	27	**7**
23.	Junik	36.96	27.79	**-9.17**	47.62	70.41	**22.79**	3.31	35.54	**32.23**	29.19	36.37	**7.18**	21	36.5	**15.5**
24.	Obiliq	33.23		**-33.23**	42.04		**-42**	25.6		**-25.6**	30.94		**-30.94**	13		**-13**
25.	Lipjan	28.93		**-28.93**	47.82		**-47.8**	43.84		**-43.84**	44.47		**-44.47**	10		**-10**
26.	Ferizaj	16.65	31.5	**14.85**	48.02	87.21	**39.19**	34.55	48.74	**14.19**	56.22	59.19	**2.97**	14	40	**26**
27.	Shtime	15.1	22.97	**7.87**	68.67	90.33	**21.66**	42.37	46.6	**4.23**	44.7	56.14	**11.44**	20	54	**34**
28.	Hani i Elezit	34.36	31.17	**-3.19**	34.95	82.05	**47.1**	13.06	75.85	**62.79**	21.1	27.45	**6.35**	19	51.5	**32.5**
29.	Dragash	9.59		**-9.59**	41.66		**-41.7**	27.4		**-27.4**	51.4		**-51.4**			**0**
30.	Gllogovc		30.86	**30.86**		72.07	**72.07**		38.1	**38.1**		48.97	**48.97**		0	**0**

	Municipality	Scores on Own Source of Revenues			Scores for Adm.Servic&Urb.Plann.			Scores on Streets, Pub.Light.			Scores on Parks&Squares,Waste			Scores on Municipal.Assemblies		
		2010	2011	Differ.	2010	2011	Differ.	2010	2011	Differ.	2010	2011	Differ.	2010	2011	Differ.
31.	**Gjakovë**		28.7	**28.7**		81.54	**81.54**		42.93	**42.93**		24.9	**24.9**		0	**0**
32.	**Klinë**		30.8	**30.8**		59.27	**59.27**			**0**		42.01	**42.01**		23	**23**
33.	**Podujevë**	6.34	18.34	**12**	50.33	73.04	**22.71**	33.35	44.92	**11.57**	33.81	39.38	**5.57**	14	41	**27**
34.	**Viti**		17.93	**17.93**			**0**			**0**			**0**			**0**

- *Note: Municipalities in red color, from 1-20 are DEMI partner municipalities. Municipalities of Leposaviq, Zubin Potok, Zvecan and North Mitrovica were not part of this process*

ANNEX N: SCOPE OF WORK

SECTION C – DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK

C.1.1 INTRODUCTION:

Name of Activity to be Evaluated:	Democratic Effective Municipalities Initiative (DEMI)
Implementer:	Urban Institute (UI)
Award Number:	BPA No. EPP-I-00-04-00036, TO #04
Agreement Value:	$20,170,453 and plus €1Million of the GoK trust fund
Life of Program:	August 9, 2010 – August 8, 2013
Period to be covered by this Mid Term Evaluation:	August 9, 2010 to October 30, 2012

C.1.2. BACKGROUND

USAID has been instrumental in building the institutions and aiding in developing legislation that underpin the State of Kosovo. Improving the function of these institutions, including their legal framework, is imperative to Kosovo's continued progress towards Euro-Atlantic integration. The goal of the DEMI project is to promote good governance in Kosovo's municipalities and support the implementation of decentralization as envisioned in the Ahtisaari Plan and enshrined in the Kosovo's Constitution. The project began on August 9, 2010 and will end on August 8, 2013.

C.1.3 DEMI PROGRAM OBJECTIVES

The Democratic and Effective Municipalities Initiative (DEMI) is a three-year program being implemented by USAID/Kosovo. The overarching objectives of DEMI are two-fold: 1) to promote good governance in Kosovo's municipalities, where better skilled, more transparent, and responsive local officials and more engaged citizens work together to improve services and create more prosperous communities; and 2) to support the implementation of decentralization as envisioned in the Ahtisaari Plan and enshrined in the Kosovo constitution. DEMI will accomplish this through implementation of its five project components: 1) Strengthen Municipal Administrations – improve the leadership, planning, managerial, and citizen outreach skills of mayors and department heads and the technical skills of technical staff; 2) Empower Municipal Assemblies – improve their ability to provide oversight of municipal administrations, reach out to and represent the interests of their constituents, and legislate; 3) Support Citizen Engagement in Municipal Governance – strengthen the ability of citizens, youth, Civil Society Organizations(CSO) and media to participate in, advocate to, and monitor the performance of municipal governments; 4) Measurably Improve Municipal Service Delivery – improve the technical skills of relevant personnel, improve billing and collection, increase own source revenues, outsource for services and inter-municipal service agreements; and 5) Promote Local Economic Development – improve the ability of local governments to create conditions more conducive to economic growth and to promote investment opportunities.

DEMI partners with and is providing support to 21 municipalities, including all Kosovo Serb majority municipalities south of the Ibar River and the recently established Mitrovica North Administrative Office (MNAO). If local elections are held in the future for the three municipalities

in the north, the DEMI program will also engage those municipalities, expanding DEMI's support to a total of 24 "partner" municipalities and the Municipal North Administrative Office (MNAO).

C.1.4. PURPOSE

The purpose of this evaluation is to provide USAID/Kosovo with an objective external assessment of the management and performance of DEMI's activities from August 9, 2010 - October 31, 2012.

C.1.5 OBJECTIVE

The result of this evaluation will determine the DEMI **program** impact and whether the project is meeting its intended objectives and outcomes; and provide USAID with the tools to effectively utilize lessons learned in future USAID Kosovo governance project design.

Further, the evaluation will assist the mission to: (a) understand the extent to which change in relevant outcomes can be attributed to the project activities; (b) provide information on the successes in the municipalities with which the project works that can be attributed to the project's interventions, and how successes vary in targeted municipalities; and (c) what program successes' of DEMI can be replicated on less successful municipalities during the remaining life of the project.

C.1.6 TARGETED STAKEHOLDER

The targeted stakeholders for this assessment include, but are not limited to USAID Kosovo Mission Director, USAID/Kosovo staff, especially the Democracy and Governance Office, Office of Economic Growth, and the Program Office; USAID implementing partners, local stakeholders, and local beneficiaries including targeted municipalities.

To achieve this, the contractor will provide either one expert or a two-person team of experts to develop and implement an evaluation that elicits and analyzes information, provides key findings, conclusions, and recommendations.

C.1.7 SCOPE OF WORK

The contractor will provide one or two person team experts to develop and implement an evaluation that elicits and analyzes information, provides key findings, conclusions, and recommendations to USAID/ Kosovo.

The contractor will design and execute the evaluation to generate detailed knowledge about the magnitude and performance of the DEMI project, to measure accountability, program impact and benefit, as well as planning for future activities.

The contractor will develop an evaluation plan, including a draft evaluation and work Plan that is most appropriate and feasible to accomplish USAID objectives.

The contractor will develop a data analysis plan including the description of methods and procedures analyzing quantitative and qualitative data gathered.

The Contractor will reach the widest possible stakeholders such as project participants, current employees, implementing partners, municipalities at minimum seven of the from the targeted 21) and other donors.

The contractor will also collect data from a broad range of stakeholders deemed familiar with the DEMI program. After contract award, at the request of the Contractor, the list of the stakeholders and their contacts will be provided by USAID/Kosovo.

Contractor's will collect data from all sources and will disaggregate it by sex to indicate: the numbers of females and males impacted by the project and how; how the activities impacted the status and roles of women and men within the areas of interventions, (for example roles in decision-making and different access to and control over resources and services); how results of the work has affected women and men differently; and what specific benefits of the program can be uniquely and specifically attributed to targeting women.

USAID/Kosovo will provide the Contractor with all key documents listed below and background material relevant to Kosovo's local governance and decentralization system and the applicable USAID design and project documentation, as well as, any available document deemed necessary to the Contractor to be familiar with the DEMI activities.

List of documents and Background Material attached to this RFTOP:

A. DEMI Performance Based Monitoring Plan (BPMP) of October 2011
B. DEMI Annual Report 2011
C. DEMI Annual Report 2012 and
D. USAID Evaluation Policy Of January 19, 2011
   http://transition.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf
E. Agency's Branding and Marking regulations
   http://transition.usaid.gov/branding/USAID_Graphic_Standards_Manual.pdf
F. Acceptable Reporting requirement:
   http://transition.usaid.gov/policy/evalweb/documents/TIPS-ConstructinganEvaluationReport.pdf

C.1.8. QUESTIONNAIRES:

In addressing the questions below, as well as any others, to respond to this Scope of Work the Contractor will do so in a manner and order that it determines to be most effective, efficient and encompassing of all relevant stakeholders.

Contractor must address the following **key questions and** may include others, as necessary to meet the objectives of this evaluation.

1. How have the Municipal institutions in Kosovo been strengthened and benefited from the implementation of DEMI's five (5) program assistance components? *To what extent has the program met its five stated objectives and how effective have the program's interventions been in achieving the program's stated objectives?*

2. How have the Municipal institutions in Kosovo specifically strengthened its gender diversity as a result of the implementation DEMI's activities? *To what extent has the program strengthened gender diversity through its five stated objectives?*

3. How have the Municipal institutions in Kosovo specifically strengthened its assistance to youth as a result of the implementation DEMI's activities? *To what extent has the program strengthened youth engagement through its five stated objectives??*

4. Based on the current capacity and timeline for municipalities (Kosovo Serb majority municipalities and non K-Serb majority municipalities) to become effective in assuming prescribed responsibilities under the Law on Self-Government (LOSG), how have DEMI's activities enabled targeted municipalities to achieve this? *How much has DEMI utilized on the job training and coaching with partner municipalities (in comparison to classical training) and what are the concrete results on the ground?*

5. What results have DEMI partner municipalities achieved through IFSF Grants (Incentive Fund and Support Fund Grants)? *To what extent have projects implemented with the USAID DEMI Incentive Fund and Support Funds advanced DEMI's objectives? Are these projects beneficial to the community? Are they sustainable? If not, why not? What are the courses of action to reach these latter objectives?*

6. How effective does DEMI activities coordinate with other USAID programs and other donors' programs?

7. Based on the review of DEMI's implementation and all evaluation results, what are your recommendations for future USAID programming and/or other donors or governments in promoting good governance in Kosovo's municipalities? *What are your recommendations for supporting the implementation of the decentralization process?*

8. Apart from current coordination, in what other ways can DEMI collaborate with other ongoing USAID programs, particularly GFSI (Growth and Fiscal Stability Initiative) and BEEP (Business Enabling Environment Program)?

9. Which of the identified deficiencies in the overall implementation of the program's current objectives can be remedied during the remaining life of the program? And what are your recommendations for corrective actions for the other deficiencies.

10. What lessons learned can be used in furtherance of ongoing program and the planning of future USAID programs?

C.1.9 TIMELINE

USAID recognizes that the intensity of preparations for the Evaluation and related work, however, it is requested that preliminary work begin at the earliest possible time and we would like the evaluation to be completed within 60 days and the reports to be finalized by no later than January 20, 2013. USAID requests that a timeline for this work be presented. The timeline should include highlights of work such as dates for arrival in country, preliminary meetings, data collection, entry and analysis efforts, out briefing, draft report and final report submission. This timeline will be made part of the award.

C.1.10 IMPLEMENTATION AND MANAGEMENT PLAN

The Contractor shall provide contract management necessary to fulfill all the requirements of this task order. This includes cost and quality control under this Task Order. The duration of the activities shall be established in the proposed work plans and be reflected in the timeline.

C.1.11 PERFORMANCE MONITORING PLAN

The COR for the IQC, TOCOTR and the USAID Program Officer, in conjunction with the Task Order Contracting Officer (TOCO), will monitor and evaluate the contractor's overall performance in meeting the end-of-task order goal, objectives and deliverables.

USAID will conduct a final performance review after submission of the contractor's final report. A final report synthesizing the work, deliverables and results of the evaluation covering the period of August ---- 2009 to October 31, 2012 of the DEMI program will be due from the contractor on January 20, 2013. A final performance review of this task order will be scheduled after completion and submission of the final report.

The contractor's performance shall be evaluated based on the completion of specific deliverables as outlined in the Task Order (Section C), adherence to the work plan, and reports submitted to the Contracting Officer's Representative for this Task Order (TOCOR).

C.1.12 ADDITIONAL REQUIREMENTS:

An acceptable report will meet the following requirements as per USAID rules and procedures (please see: http://transition.usaid.gov/policy/evalweb/documents/TIPS-ConstructinganEvaluationReport.pdf**). The following considerations should also be included:**

- The evaluation report should represent a thoughtful, well-researched and well-organized effort to objectively evaluate what program activities were most successful in achieving the desired results, what did not work and why;
- The evaluation report should address all evaluation questions included in the scope of work;
- The evaluation report should include the scope of work as an Annex. All modifications to the scope of work technical requirements, evaluation questions, evaluation team composition, methodology or timeline shall be agreed upon in writing by the USAID Mission M&E Specialist.
- Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation such as questionnaires, checklists and discussion guides will be included in an Annex to the final report;
- Evaluation findings will assess outcomes and impacts using gender disaggregated data.
- Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparative groups, etc.);
- Evaluation findings should be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people's opinions;
- Findings should be specific, concise and supported by strong quantitative or qualitative evidence;

- Sources of information need to be properly identified and listed in an Annex, including a list of all individuals interviewed;
- Recommendations need to be supported by a specific set of findings; and
- Recommendations should be action-oriented, practical and specific, with defined responsibility for the action.

All records from the evaluation (e.g., interview transcripts or summaries) must be provided to the TOCOR. All quantitative data collected by the evaluation team must be provided in an electronic file in easily readable format agreed upon with the TOCOR. The data should be organized and fully documented for use by those not fully familiar with the project or the evaluation. USAID will retain ownership of the survey and all datasets developed.

[END OF SECTION C]