

United Nations Development Programme

Kosovo

Project Document

Project Title

Action for Municipal Leadership and Cooperation

UNKT Common Development Plan**Outcome(s):**

Outcome 2.1: Institutions responsible for delivering public services and social justice are accountable and responsive to right holders

Expected Kosovo Programme Action Plan (KPAP)**Outcome(s):**

KPAP Outcome 2: "By 2015, central and local governments more effectively plan implement and administrate policies which are participatory, gender-responsive and human rights centred."

Expected**Output(s):**

Output 1. Municipal capacity development and civil servant training

(Those that will result from the project)

Output 2. Inter-municipal cooperation agreements established as a tool for improving quality of service delivery

Implementing Agency:

United Nations Development Programme (UNDP)

Brief Description

In November 2013, citizens of Serb nationality living in Kosovo's northern municipalities of Mitrovica North, Zubin Potok, Zvečan/Zvečan and Leposaviq/Leposavić, for the first time participated in electing their official representatives. This was an important step in the process of normalisation of relations and integration of Serb community in Kosovo institutions, as result of the Prishtina-Belgrade 19th April 2013 agreement, and the commencement of the process of establishing municipality mechanisms under the Kosovo system and their further integration. The four northern municipalities have an estimated population of 40,000-50,000, distributed through two principally agricultural and two urban municipalities and is predominantly (88%) ethnic Serb, all of whom stand to benefit from the creation of formal municipalities and provision of public services.

For northern municipalities who were not previously part of the Kosovo local governance system, the capacities to manage public service delivery and deliver effective economic and social policies is much lower. The transition from a parallel system and the need to engage with new actors, including donors, with an increased level of sophistication, represent additional challenges. There is an urgent need for strategic, highly focused investments to ensure adequate human capacities and a coherent development strategy to meet these challenges. Initiation of inter-municipal cooperation as a tool to improve the quality of service delivery will also be used, a tool that is currently neglected.

Through a demand-driven, result-oriented, and on-the-job knowledge and skills transfer approach, the project will support the new administrative structures. By responding to the needs and priorities identified by municipalities, which is the first step in ensuring sustainability, the project will provide technical support and capacity development activities. Regular consultation with beneficiaries in all key stages of project decision-making will also support local ownership. The approach used will incorporate ownership, transparency and accountability by the beneficiaries, which further strengthens the sustainability of results.

Programme Period:	2015-2017
Key Result Area (Strategic Plan)	Governance
Atlas Award ID:	00086591
Start date:	September 2015
End Date	July 2017
PAC Meeting Date	
Management Arrangements	DEX

Total resources required	EUR 350,000
Total allocated resources:	EUR 75,000
o Donor	NOR
Unfunded budget:	EUR 275,000 (budget awarded on yearly basis)
In-kind Contributions	

Agreed by (UNDP)

Agreed by (Donor): See the Cost Sharing Agreement

I. SITUATION ANALYSIS

In November 2013, Serb citizens living in Kosovo's northern municipalities of Mitrovica North, Zubin Potok, Zvečan/Zvečan and Leposaviq/Leposavić, for the first time participated in electing their official representatives. This was an important step in the process of normalisation of relations and integration of Serb community, as a result of the Prishtina-Belgrade 19th April 2013 agreement. The four northern municipalities have an estimated population of 40,000-50,000, distributed through two principally agricultural and two urban municipalities and is predominantly (88%) ethnic Serb, all of whom stand to benefit from the creation of formal municipalities and provision of public services.

As a result of the decentralization process, which began in 2008, Kosovar municipalities have received an increasing number of own and delegated competencies from the central government, including enhanced competencies in health and education sectors. The process has created significant workload for all municipalities, regardless of ethnic makeup, and increased expectations from citizens on the range and quality of public services. For northern municipalities who were not previously part of the Kosovo local governance system, the capacities to manage public service delivery and deliver effective economic and social policies is much lower.¹ The transition from a parallel system and the need to engage with new central administration, new actors, including donors, represent additional challenges. Apart from complete lack of short term and long-term visions, strategy or plans on the future development of the municipalities, there also an urgent need for strategic, highly focused use of resources, to ensure adequate human capacities.

During the final quarter of 2012, UNDP held consultations with key stakeholders in Mitrovicë/a and Prishtinë/Priština to identify and validate opportunities for a 12 month-long assistance project, funded by Norway, that focused on strengthening the capacities of the the newly established Mitrovica North Administrative Office (MNAO). These consultations confirmed that UNDP enjoys all-party acceptance and is able to operate unhindered in northern Kosovo, while also enjoying the confidence of Prishtina-based institution and the international community. Following the November 2013 elections, the Ministry of Local Government Administration requested to expand the support to the newly established municipalities; the request was approved by the Royal Norwegian Embassy in Prishtina, and the project shifted the focus on providing technical support to newly elected mayors.

The Final Report, documenting the implementation of the project, including results and challenges was submitted to the Embassy in October 2014 with recommendations for the continuation of support. It was concluded that, since the issue of civil servants in municipalities is still not clearly addressed (as the whole integration is still incomplete), capacity development on the municipal level has been limited. Municipalities that benefited from advisory support were open to modern, service oriented approach to work. Nevertheless, the small number of beneficiaries meant that little progress was made in the overall functioning of municipalities and the staff capacities.

The political environment in which all advisors operated in was not an easy one, to say the least. The political stands of Prishtina and Belgrade continued to send differing messages to the population and elected politicians. The dialogue agreement between the two capitals was also interpreted differently which contributed to overall uncertainty on the ground, which is evident to date. As a result, the full establishment of municipalities and their relevant apparatus has not been achieved. The efforts of the four municipalities to consolidate themselves and operate as part of the Kosovo wide local governance

¹ Additionally, municipality of Mitrovica North has been delegated enhanced competency in Secondary Health Care and University Education.

system require sustained efforts through technical and/or expert support, including exposure to good practices.

Transition from the parallel system also offers various opportunities in cooperation with other Kosovo municipalities. Inter-municipal cooperation as an element of cooperation provides an opportunity for municipalities to exchange best practices and know-how, but also participate on joint projects and development. In the case of northern municipalities, communication with other Kosovo municipalities, which have been under the process of decentralization since 2008 is valuable opportunity for exchange of information and good practice.

II. PROJECT STRATEGY AND OBJECTIVES

The project's strategy is based on two interlinked and complementary components. The **capacity development** component will provide expert support to the civil service and to the municipal leadership, while the **inter-municipal cooperation** will establish more formal cooperation on capacity development amongst the northern municipalities and/or with municipalities in the rest of Kosovo (such as Istog, Skenderaj, Podujeva, Gračanica, etc.), based on demand and needs.

The principal target group are northern municipalities (civil servants and the senior leadership), as well as other municipalities that will engage in inter-municipal cooperation activities. Project activities will be designed based on both informal and formal processes for identification of municipal needs and are also based on findings from previous UNDP support in these municipalities. Beneficiaries will be involved in all critical, non-routine decisions, such as identification of priority areas of support, needs for specific expertise, design of approaches to inter-municipal cooperation, etc. The Ministry of Local Government Administration will also be a beneficiary, as a means to facilitate the cooperation between the central and municipal governance structures.

Project activities will be closely coordinated with UNDP's programme in northern municipalities to identify synergies and enhance expected results. The bulk of UNDP programme in the four northern municipalities focuses on environmental protection, job creation, support to micro-business/farmers, women protection and economic empowerment. In all of the mentioned UNDP activities, municipality institutions are one of the major partners. While the needs and demand of communities who live in the north are high for quality service delivery and support for economic empowerment, the municipalities face several challenges:

- insufficient staff capacities (responsibilities divided between the Kosovo and parallel administrative systems with no clear organizational structure)
- inadequate knowledge of Kosovo legislation, regulations and procedures
- necessity of effective donor cooperation and utilization (multiple source financing)
- skilled grant making and financing (EU grants, Kosovo ministerial grants, other international donors and financial mechanisms)
- sustainable budgeting
- acquiring best practice and skills in local governance and participatory management.

The newly proposed project is building on the already established structure of municipal advisors to the mayors' offices and achieved results. Since 2013 UNDP has provided support to all four northern municipalities contributing to institution strengthening that operates in a highly complex environment where the municipalities have not yet been fully consolidated (operational). Funded by the Norwegian Government, UNDP has provisionally filled the human capacity gap so far and contributed to the adequate structuring of the municipality administration and supported the mayors and their cabinet in relationship

with Kosovo institutions, international organisations. The new project phase would provide municipal advisors with additional capacities, such as provision of external expert/consultative support, trainers and coaches, targeting municipal staff.

2.1. Project Objective

The overall objective of the project is to support the ***improved administrative functioning of northern municipalities and their integration into the Kosovo local governance system***. The support will lead to the increase of *effective planning, implementation and administration of policies at the local level in participatory, gender-responsive and human rights-centered manner*. The objective shall be achieved through the following two outputs:

Output 1. Municipal capacities strengthened for improved functioning

Norther municipalities require capacity development for all their structures, from the civil service, to the political leadership (mayors and directors), including municipal Assembly. Furthermore, the consolidation of municipalities is a must if they are to successfully perform individual and organizational roles. There is a need to establish functional organizational system; effective budgeting; adopting operational mechanisms, tools, procedures, participation mechanisms and guidelines as per Kosovo local governance system; formulating basic development goals, together with institutional reform, resource management, and service delivery.

The above should be achieved through two activities:

Activity 1.1. Capacity development support for municipal leadership and staff: which will provide technical and embedded advisory support to civil servants and municipal leadership based on demand. Key sub-activities include:

- Review municipal requests for technical support/expertise
- Provide technical expertise through embedded advisors in northern municipalities
- Conduct needs assessment for CD and priorities development needs;
- Provide tailor-made training and on-the-job learning for select civil servants

Activity 1.2. Develop municipal strategic plans Municipalities have made little progress in identifying priorities in a systematic way and develop accompanying strategic plans; as a result donor coordination is also lacking to a large extent. This activity will provide concrete support to municipalities to:

- Identify mid-term municipal development priorities
- Support municipalities to draft priority development plans
- Support establishment of a donor coordination mechanism in municipalities

Output 2. Inter-municipal cooperation agreements established as a tool for improving quality of service delivery

The overall plan is to support the creation of economies of scale among municipalities to better plan for, invest in and deliver services, as well as promote economic development. The mechanism is particularly useful for small municipalities as they often lack human resources or financial capacity to deliver basic services to their citizens or manage complicated administrative tasks such as tax collection. The project will seek a broad-based, inclusive and participatory approach and will reach out to local, membership based associations in the interest of advancing the needs of beneficiaries (e.g. student associations, businesses, tradesmen, etc.).

The aim of these activities is to promote inter-municipal cooperation as a tool and to share best practices and exchange experiences on a technical level on issues such as:

- Access to IPA funding, including project development and implementation;
- Infrastructure development;
- Opportunities for economic cooperation;
- Joint response to environmental issues
- Peer-to-peer learning on the functioning of the system of municipal development and public administration in Kosovo

Key activities of Output 2 are:

Activity 2.1. Assess the potential for inter-municipal cooperation: Due to the political situation and the expected establishment of the Association/ Community of the Serb majority municipalities in Kosovo the concept of the inter-municipal cooperation may not be very attractive. However, identifying and establishing a basis for inter-municipal cooperation will benefit municipalities to also assess their own capacities in service delivery. Key sub-activities include:

- Conduct an assessment on the possibility of establishing IMCs, particularly on service delivery;
- Organise a series of round-table discussions on IMC and how municipalities can benefit
- Conduct a rapid capacity assessments for selected areas of cooperation (such as transport, IPA funds, sustainable economic development, environment, innovative waste management, clean energy, etc.);

Activity 2.2. Establish inter-municipal cooperation as a tool for improving quality of service delivery: municipalities will be given the opportunity to understand the effect of inter-municipal cooperation, and engage in the same in areas which can provide immediate results. Key sub-activities include:

- Facilitate the exchange of experience with other municipalities for peer-to-peer learning on the functioning of the system of municipal development in Kosovo and service delivery
- Facilitate exchange of experience with a regional country on the functioning of IMCs
- Support municipalities to establish IMC/s on areas of joint interest
- Provide technical expertise on the implementation of IMCs.

2.2. Capacity Development Approach

The municipal capacity development approach is premised on the need to build upon existing, locally available capacities, to achieve both efficiency and long-term ownership. The 2014 Municipal Capacity Assessment by the Ministry of Local Government Administration provides baseline information on current capacities on the Kosovo-wide level and will surely serve as a guide to identifying general capacity development needs, both human and technical.

Emphasis must be given to peer-to-peer horizontal technical cooperation as a basic vehicle for building professional capacity in the municipalities. This is the most challenging part of the work in the northern municipalities as the process of recruiting and appointing civil servants is still fluid. It is important to identify immediate capacity development needs (i.e. whose capacities and what capacities need to be developed by the end of the project). UNDP's Capacity Development approach² provides the essential

² See Capacity Development: A UNDP Primer.

<http://www.beta.undp.org/content/dam/aplaws/publication/en/publications/capacity-development/capacity-development-a->

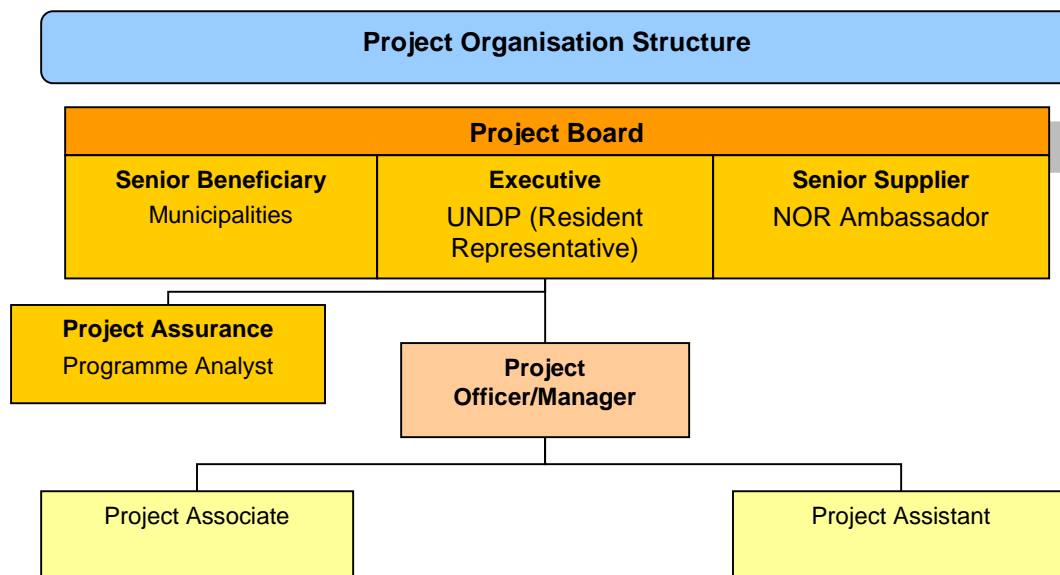
framework reference in ensuring the integration of capacity development in project assignments. For municipalities a capacity assessment light is more appropriate and would provide sufficient information on the needs and how to address them.

III. MANAGEMENT ARRANGEMENTS

3.1 Management Structures

Project Board

The highest point in the project management architecture is the Project Board, with overall authority for the project, its initiation, direction, review and eventual closure. The Project Board approves annual work plans, assesses progress, discusses lessons learned, and authorizes major deviations from agreed project work plans. It ensures that required resources are committed and arbitrates any conflicts within the project or negotiates a solution to any problems between the project and any parties beyond the scope of the project. For this project the Project Board meetings will be organized at least twice a year, and will include senior representatives (usually Mayors), the donor, and UNDP; other relevant stakeholders will be invited as observers when required. The Project Board Meetings will be chaired by UNDP.



Project Management

The management of the project will be carried out by the UNDP within the overall framework of the UNDP Kosovo Programme Action Plan 2012-2016 through a Direct Execution Modality (DEX). UNDP shall be responsible for the overall management and administration of the project, primarily with regard to the responsibility for the achievement of the outputs and the stated outcome. Similarly, UNDP will be accountable to the project Board for the use of project resources. UNDP will delegate managerial duties for the day-to-day running of the Project to the Project Manager, selected by UNDP through a competitive and transparent selection process.

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to

ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The day-to-day management of the project will be the responsibility of the PMU consisting of a: 1 National Project Officer/Manager; 1 National Project Assistant (Administration/HRM/Logistics); 1 National Project Associate (this post will be cost-shared with other projects in the Governance and Peacebuilding unit)

Project Quality Assurance

The project quality assurance is provided by UNDP programme. The programme team will support the Project Board by carrying out objective and independent project oversight and monitoring functions. The programme team ensures appropriate project management milestones are managed and completed. The programme team conducts meetings with stakeholders and targeted institutions to ensure the project is on track, in line with strategic priorities and takes in to account emerging needs. UNDP Portfolio Manager holds the Project Assurance role. Quality assurance on implementing a project is conducted to achieve project outputs as defined in the project document through implementation and monitoring, specifically:

- Overseeing the management of the overall conduct of the project including site and field visits;
- Regular monitoring of progress and ensure the project is on track and in line with needs of target institutions;
- Ensuring that any emerging changes are agreed between all parties and are implemented on effective manner;
- Ensures continuous monitoring of risks and mitigation strategy;
- Ensures that reporting on progress includes measures to address lessons, challenges and opportunities;
- Monitor that resources by donors entrusted to UNDP are utilized appropriately;
- Ensure ownership, ongoing stakeholder engagement and sustainability;
- Regular financial reports and narrative reports are submitted.

Sustainability

Through a demand-driven, result-oriented, and knowledge and skills transfer philosophy, the project will lay the grounds for sustainability of results. The project will respond to the needs and priorities identified by Kosovo institutions, at individual, organizational and institutional level, which is the first step in sustainability of results. Furthermore, the aim is to provide sufficient capabilities to the municipality staff, to further pursue above mentioned goals with their own strengthened capacities.

UNDP has an ongoing long term programme related to economic empowerment; employment and improved service deliver that benefit the respective municipalities. This programme complements the proposed project and maximises its impact.

Other relevant sustainability elements such as enviromental, technological, economic socio-economic and cultural could be establishing effective partnerships with municipal, and central, stakeholders that will be essential to guarantee sustainability. UNDP will support the engagement of local advisors with relevant knowledge and experience to encourage local ownership. UNDP also aims to create a condusive environment for work on municipal developmnt and strengthening.

IV. MONITORING FRAMEWORK AND EVALUATION

The 2015 Kosovo Mosaic will provide information on the citizens' satisfaction with municipal services, which will be used to identify areas of cooperation with other municipalities with the aim of improving service delivery. The project will rely in part on the Inter-Municipal Cooperation Tool Kit³, and will also draw upon the applicable law on inter-municipal cooperation.

Within the annual cycle

The project will be monitored by assessing progress against the qualitative and quantitative indicators outlined in the Results Framework and Project Work Plan. The indicators will be further refined during the initial stage of the project. Furthermore, the following tools will assist project monitoring:

- An Issue Log will be activated in ATLAS and updated by the Programme Analyst to facilitate tracking and resolution of potential problems or requests for change. The project team will be responsible for providing updated information;
- A Risk Log will be activated in ATLAS and regularly updated quarterly by reviewing the external environment that may affect the project implementation;
- A Lessons Learned Log will be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of a Lessons Learned Report at the end of the Project. The project team will be responsible for providing updated information;
- A Quality Log will record progress towards the completion of activities, using the ATLAS Activity Definition page. The project team will be responsible for providing updated information.

Annually

Annual Review: An annual project review is conducted by UNDP as a basis for assessing the performance of each project. This review uses the annual project reports and involves all key project stakeholders and focuses on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. All evaluations of the project, or related outcomes should be considered, along with their respective management responses and action plans. Findings from these should inform the review. This review should update output targets and results achieved.

³ prepared by the Council of Europe (CoE), UNDP, and the Local Government Initiative (LGI) of the Open Society

V. RESULTS AND RESOURCES FRAMEWORK:

<p>Intended Outcome as stated in the Kosovo Programme Action Plan (KPAP) Results and Resource Framework: Outcome 2: “By 2016, central and local governments more effectively plan, implement and administrate policies which are participatory, gender-responsive and human rights centred “</p>				
<p>Outcome indicators as stated in the KPAP Results and Resources Framework, including baseline and targets: Percentage of increase of public satisfaction with government services, at the local and central levels (disaggregated by gender)</p>				
<p>Applicable Key Result Area (from 2015 – 2016 Strategic Plan): Programme Component 2: Democratic Governance CDP Impact 2: Social Cohesion and equity is advanced through accountable and responsive central and local institutions</p>				
<p>Partnership Strategy Adoption of an open and consultative approach in project development, close coordination with key institutions, inclusion of senior beneficiary representation on Project Board; effective coordination mechanisms at all points in project cycle enabling stakeholders to ensure coherence of their endeavors and efficient delivery; clear definition of roles</p>				
<p>Project title and ID (ATLAS Award ID): Action for Municipalities Leadership and Cooperation ID 00086591</p>				
INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	Responsible Parties	Inputs
<p>Output 1. Municipal capacities strengthened for improved functioning</p> <p>Indicator 1: <i># adoption of strategic document and development plans supported according to the Kosovo local administration system</i></p> <p>Baseline 1: 0 (no strategic documents or</p>	<p><i>Targets (Year 1)</i></p> <ul style="list-style-type: none"> Min. of 1 municipal document per municipality drafted (local development plans, municipal development plans, etc.) Minimum 10 civil servants trained <p><i>Targets (Year 2)</i></p> <ul style="list-style-type: none"> Min. of 2 municipal document per municipality drafted (local development plans, municipal development plans, etc.) 	<p>Activity 1.1. Capacity development support for municipal leadership and staff</p> <ul style="list-style-type: none"> Review municipal requests for technical support/expertise Provide technical expertise through embedded advisors in northern municipalities Conduct needs assessment for CD and priorities development needs; Provide tailor-made training and on-the-job learning for select civil servants; <p>Activity 1.2. Develop municipal strategic plans</p> <ul style="list-style-type: none"> Identify mid-term municipal development priorities 	<p>UNDP Municipalities</p>	<p><i>Project team</i></p> <p><i>National/regional/international experts</i></p> <p><i>Training facilitators</i></p> <p><i>Quality assurance and M&E</i></p> <p><i>Associated costs (living allowance, travel, fee, facilities, interpreting costs, printing and publication, communications, miscellaneous)</i></p>

development plans ⁴ have been adopted	<ul style="list-style-type: none"> Minimum 20 civil servants trained 	<ul style="list-style-type: none"> Support municipalities to draft priority development plans Support establishment of a donor coordination mechanism in municipalities 		
Total Activity 1				EUR 252,600
<p>Output 2. Inter-municipal cooperation established as a tool for improving quality of service delivery</p> <p>Indicator 2.1: # inter-municipal agreements signed</p> <p>Baseline 2.1.: 0 (No intermunicipal cooperation agreements exist between target municipalities)</p> <p>Target 2.1: 2 intermunicipal agreements signed by 2017</p>	<p><i>Target (year one)</i></p> <ul style="list-style-type: none"> Municipalities have identified at least three areas for cooperation One study visit/exchange of experience on intermunicipal cooperation conducted <p><i>Target (year two)</i></p> <ul style="list-style-type: none"> At least 2 intermunicipal cooperation agreements are signed and implemented 	<p>Activity 2.1. Assess the potential for inter-municipal cooperation</p> <ul style="list-style-type: none"> Conduct an assessment on the possibility of establishing IMCs, particularly on service delivery; Organise a series of round-table discussions on IMC and how municipalities can benefit Conduct a rapid capacity assessments for selected areas of cooperation (such as transport, IPA funds, sustainable economic development, environment, innovative waste management, clean energy, etc.); <p>Activity 2.2. Establish inter-municipal cooperation as a tool for improving quality of service delivery</p> <ul style="list-style-type: none"> Facilitate the exchange of experience with other municipalities for peer-to-peer learning on the functioning of the system of municipal development in Kosovo and service delivery; 	UNDP Municipalities	<p><i>Project team</i></p> <p><i>National/regional/international experts/facilitators</i></p> <p><i>Quality assurance and M&E</i></p> <p><i>Study visit</i></p> <p><i>Associated costs (living allowance, travel, fee, facilities, interpreting costs, printing and publication, communications, miscellaneous)</i></p>

⁴ Apart from municipal statues

		<ul style="list-style-type: none"> • Facilitate exchange of experience with a regional country on the functioning of IMCs; • Support municipalities to establish IMC/s on areas of joint interest; • Provide technical expertise on the implementation of IMCs. 		
Total Activity 2				EUR 71,500
TOTAL for Activities				EUR 324,100
GMS @ 8%				EUR 25,900
TOTAL				EUR 350,000

Annex I.

OFFLINE RISK LOG

Risks and assumptions

The general assumption is that target groups will want to benefit from the project and can absorb the support. While certain risks prevail, such as political situation, the amount of cooperation, strong working relationships with municipalities and the established cooperation and presence through UNDP programme, will support the mitigation of potential risk factors. By concentrating the support on municipalities' needs and priority areas, continuing to provide demand-driven support, and implementing principles of ownership and cooperation will further reduce potential risk.

As to the second output, several risks are identified that relate to the assumption that there may be a limited interest by municipal leadership to engage with advisors and/or the project, lack of donor coordination, non-consolidation of municipalities and unsuccessful IMCs.

#	Description	Date Identified	Type	Impact & Probability†	Countermeasures / Mgmt response	Owner	Last Update	Status
1	Limited interest by municipal leadership to engage with advisors and/or the project	March 2015	Strategic Operational	P = 2 I = 4	Open, consultative project development approach; close coordination and communication with municipalities	Portfolio Manager		
2	Multiple donors working on individual initiatives; weak coordination or competition	March 2015	Operational Organisational	P = 3 I = 5	Establish coordination at all points in project cycle enabling stakeholders to ensure coherence of their endeavors; clear definition of roles, areas of support. Build on the already existing contacts with donors in the area and analyse the limits of current donor cooperation	Portfolio Manager		
3	Failure of establishing pilot inter-municipality cooperation (IMC)	March 2015	Operational Strategic	P = 3 I = 4	With direct engagement of municipalities identify most cost and energy effective areas of IMC. Promote the idea of IMC clearly, on a result based language.	Portfolio Manager		

† P is probability on a scale from 1 (low) to 5 (high), I is impact on a scale from 1 (low) to 5 (high)

#	Description	Date Identified	Type	Impact & Probability†	Countermeasures / Mgmt response	Owner	Last Update	Status
4	Municipal civil service not consolidated as per the Kosovo legal framework	March 2015	Operational Organizational Political	P = 3 I =5	Focus the support/individual CD to the civil servants with established role in administrative structures. Support the dialogue on the technical level.	Portfolio Manager		
5	Municipal leadership with limited service delivery due to situation on the ground (parallel institutions)	September 2015	Organizational Political	P=3 I= 4	Necessity of constant local presence and cooperation/communication with local actors. Working closely with the municipality leaderships in understanding their agenda and implementation measures.	Portflio manager		
6	The creation of Association/Communnity of the Serbian majority municipalities will center the discussion around IMCs on ethnic cooperation	September 2015	Organizational Political	P=3 I=4	Project team has to work closely with the municipalities in explaining them the real nature and benefits of IMCs, on a clear result based manner.	Portfolio manager		
7	Advisors will not be capable/able to provide support to the municipality leadership	Setpember 2015	Strategic Organizational	P=2 I=4	Municipality advisors will periodically provide report on their work, referring to their Annual Work Plan. Furthermore, they will be in constant contact with the project team.	Portfolio manager		