

United Nations Development Programme

Kosovo

Project Document

Project Title	Capacity Development Facility for Institutional Reform (CDF Project)
UNKT Common Development Plan Outcome(s):	Outcome 2.1.: Institutions responsible for delivering public services and social justice are accountable and responsive to rights 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): <i>(Those that will result from the project)</i>	Output 1. GoK capacities to implement short and long-term structural and regulatory policies of Stabilisation and Association Agreement strengthened Output 2. Capacity of public institutions to implement PAR Strategy increased
Implementing Agency:	United Nations Development Programme (UNDP)
Executing Entity for Output 1:	KFOS
Executing Entity for Output 2:	UNDP

Brief Description

In 2012, Kosovo gained a new momentum towards the European Integration, with the announcement in January of the start of the visa dialogue between Kosovo and the EU, and the conduct of a feasibility study for a Stabilisation and Association Agreement (SAA) with Kosovo, following EU's General Affairs Council resolution of 28th February 2012. These developments herald a unique opportunity for advancing the reforms and democratic development in the country.

Within this context, the overall objective of the Capacity Development Facility for Institutional Reform during 2013 – 2015 is to improve GoK capacities in policy planning, implementation, and administration, for effective and gender-responsive governance, in the context of EU integration and Public Administration Reform.

Two complementary outputs will support the successful implementation of the project:

Output 1. GoK capacities to implement short and long-term structural and regulatory policies of Stabilisation and Association Agreement strengthened

Output 2. Capacity of public institutions to implement PAR Strategy increased

Through a combination of on-the-job coaching and advisory services for senior and middle managers in the civil service, the project will, on a demand basis only, addresses leadership and reform management capacity needs in government institutions. Reinforcing efforts for greater local ownership of governance, professionals recruited as Coaches and Advisors are drawn mainly from Kosovo, the region, and the Kosovo Diaspora. In areas which require specific expertise, the project also makes use of international expertise. The whole process will be implemented in compliance with the UN Eight Point Agenda – SC 1325 on gender equality.

Agreed by (UNDP):

Agreed by (Executing Entity):

Agreed by (Government):

Programme Period:	2011-2015
Key Result Area (Strategic Plan)	Governance
Atlas Award ID:	00070782
Start date:	01/01/2013
End Date	31/12/2015
PAC Meeting Date	26/02/2013
Management Arrangements	DIM

Total resources required	USD 3,800.000
Total allocated resources:	USD 3,400.000
○ Donor	NOR
○ Donor	KFOS
Unfunded budget:	USD 400,000
In-kind Contributions	Office space and utilities in Government premises

I. SITUATION ANALYSIS

The Capacity Development Facility (CDF) Project was established in 2004 by UNDP and Kosovo Foundation for Open Society (KFOS), in cooperation with the Office of the Prime Minister, with the financial support of the Government of Norway, to assist with the implementation of the 'Standards for Kosovo' plan, and has continued its operation throughout the years in providing on-the-job advisory and coaching assistance to senior and middle level civil servants towards European integration and modernisation of public administration.

Since its establishment the CDF Project continues to prove itself as an effective mechanism in supporting the consolidation of the Kosovar public administration. CDF maintains a responsive approach by addressing the needs and priorities identified by Kosovo institutions, at individual, organizational and institutional level; it takes stock and adapts to rapid political changes and transitional state of Kosovo situation. This approach is demonstrated by addressing, simultaneously, short and long term demands and exhibiting sensitivity to the Kosovo cultural context.

CDF's concept has evolved from capacity building, implying that no capacity exists, to capacity development, recognizing that capacities exist and ought to be strengthened and developed in an interconnected and holistic manner. Initially, CDF targeted *leadership and management* skills, progressing to leadership and management in the context of *organizational development and public policy making and execution* matters.

CDF has come to recognize that while the focus of capacity development assistance should remain with civil servants, in both senior and middle management level, an effective and efficient public administration cannot be achieved if the capacities of political wing of the state institutions are not addressed.

In close cooperation with the Office of the Prime Minister, the CDF Project has addressed capacity development needs and has concentrated on advancing *core capacity issues* (institutional arrangements, leadership, knowledge and accountability) as well as *technical and functional issues* (stakeholder engagement, capacity to develop a vision and mandate, formulate strategies and policies, budget management and implementation of policies and evaluation) in a gender balanced manner. To date, CDF has provided capacity development assistance in 14 socio-economic sectors and cross-sectors: *Cultural and Heritage Protection, Economic Development (Agriculture, Infrastructure, Enterprise, Trade and Industry and Finance), Education and Youth, Employment, Social Affairs and Inclusion, Environment, Health and Food Safety, European Integration, Foreign Policy, Good Governance & Home Affairs, Information Society, Justice and Human Rights, Public Administration Reform, Public Relations and Media, Regional Cooperation and Local Government, Transportation and Telecommunications*.

In the conference on „Kosovo Government Priorities and Capacity Development Needs: The Future Role of the Capacity Development Facility” (9-10 November 2011), the Deputy Prime Minister, Mr. Hajredin Kuçi, assessed that *“the CDF Project paved the way for integrating capacity development in the overall actions and the resulting tangible results of government agencies”*, and emphasized the *“need for continuous capacity development support to further develop the proficiency of public administration in Kosovo”*. DPM Kuçi called for the continuation of the work of the CDF Project and its alignment with Kosovo Government's priorities in the following: *EU integration; rule of law; public administration reform; and economic development*.

DPM's statement echoes the Medium Term Expenditure Framework (MTEF) for 2013-2015 which is organised around: i) growth and sustainable economic development; ii) good governance and strengthening the rule of law; iii) human resource development; iv) social welfare growth for all citizens.

1.1 Kosovo and the EU Integration process

Following EU's General Affairs Council resolution of 28th February 2012, Kosovo gained a new momentum towards the European Integration: the start of the visa dialogue between Kosovo and the EU, and the feasibility study for Stabilisation and Association Agreement (SAA). These developments herald a unique opportunity for advancing the reforms and democratic development in the country.

As highlighted in the 2012 EC Staff Working Document-Commission Communication¹ on a Feasibility Study for SAA, Kosovo needs to overcome a number of issues on its path to European Integration, and the recent developments call for a stronger focus than ever on capacity development of Kosovo institutions, if these institutions are to ensure Kosovo's commitment towards the SAA, and the broader EU dialogue and cooperation, is fulfilled.

The Feasibility Study² lists short-term priorities whose completion will allow the start of negotiation process for the SAA; the four areas are: i) the rule of law; ii) public administration reform; iii) protection of minorities, and iv) trade capacities. However, advancing from the negotiation process for the SAA to next steps towards the EU membership requires Kosovo to strengthen overall institutional capacities.

The Feasibility Study should be read in conjunction with the Staff Working Document since the latter provides a review of the overall situation over a period of time. It also lists obligations which will derive from the SAA, once it is signed. The document is practically a guide as to what is required from the Government in the mid to long term.

The Kosovo Government is committed to meeting the expectations from the EU however, by its own admission³, its capacities to advance the EU agenda are limited. The major constraints are noticeable in the development and implementation of policies in the harmonization process, as well as the implementation and monitoring of legislation.

1.2 Civil service and Public Administration Reform

Despite advances, in comparison with other countries in the region, the public administration in Kosovo is lagging behind. A difficult socio-economic and political heritage, low capacity, and fragmented actions of national and international organizations in addressing institutional development needs in Kosovo, have led to uncoordinated approaches towards capacity development and unnecessary duplication of activities. While there have been several analyses on public administration issues in Kosovo, limited action has been taken to implement their recommendations.

The civil service is facing challenges to attract and retain quality staff mainly due to rather low salaries, nepotism, and the lack of incentives for higher performance. The March 2011 Public Pulse Report of UNDP/USAID noted that "32% Kosovans believe that family connections are the most important factor, followed by 24% who believe that bribes are the most important factor for one's chances of employment in the public sector".

The existing legal framework for the public administration is adequate with the legislation inspired by the latest approaches in Europe. It provides a basis for a stable, unified and professional civil service. However, the legal framework needs to be completed with secondary legislation to aid its implementation. As reform is all encompassing – in relation to the EU accession – coordination, internal harmonisation, and M&E arrangements need to be introduced.

¹ http://ec.europa.eu/enlargement/pdf/key_documents/2012/package/ks_analytical_2012_en.pdf

² http://ec.europa.eu/enlargement/pdf/key_documents/2012/package/ks_feasibility_2012_en.pdf

³ <http://www.gazetaexpress.com/?cid=1,13,96619>

Despite the sound legal basis, which envisages a career civil service, real opportunities for career development are limited and consequently, motivation is low. Training is provided by the Kosovo Institute of Public Administration (KIPA), but new skills and knowledge are not translated in improved civil service performance⁴. KIPA's limitations, real and perceived, to provide tailored training programmes using more advanced learning tools is also a concern.

The Public Administration Reform (PAR) Strategy was revised in 2010 providing objectives for public administration reform at the central level and identifying mechanisms for the monitoring and implementation of the Strategy during 2010-2013. The revised strategy contains 12 objectives, organised around three main institutions comprising a coordination triangle for the implementation of the Strategy: the Office of the Prime Minister, the Ministry of Public Administration and the Ministry of Economy and Finance. Despite progress, the implementation of PAR in Kosovo requires additional support given the real and perceived limitations stemming (mainly) from insufficient coordination, inconsistent political support, and insufficient commitment. Currently, PAR is focused at the central level and very few linkages are made with the municipal level. A review of the implementation of the current PAR Strategy and Action Plan is planned for mid to late 2013. The aim is to review the progress, identify areas which require additional support, and to move towards a modernisation of public administration approach, which should include the municipal level as well."

II. STRATEGY

The project's strategy is different for the two Outputs since they operate on separate assumptions and have different approaches. Thus, the approaches are explained separately for each Output.

Output 1. GoK capacities to implement short and long-term structural and regulatory policies of Stabilisation and Association Agreement strengthened

The project represents a rapid mechanism to provide expert support, based on a system of receiving and reviewing requests for support from the Government institutions, and deploying experts in the requested areas as quickly as possible. The project will continue to review all requests for support to ensure their alignment with the specific objectives of the project which, in turn, are based on the immediate capacity building priority needs of Kosovo, especially with respect to the European integration.

The Government is expected to ensure that the project builds upon (rather than duplicates) existing capacity development initiatives and to be actively engaged in achievement of objectives, as specified in the initial request for support and based on a detailed capacity development work plan.

Assistance will be delivered through the following service lines:

- Technical and Policy Support, including fielding of high level advisors and technical experts, and conducting of policy studies;
- Human resource development, including provision of on-the-job learning and skills development, training, and coaching/ mentoring.

The CDF project team will institute an effective system of feed-back and learning, so that government and funding agencies alike receive ongoing assurance that the projects deliver results according to expectation and where any deviations are noted, adjustments can be made quickly to strategies and plans.

⁴ http://www.ks.undp.org/repository/docs/Kosovo_Mosaic_2012_Eng_735317.pdf

Wherever possible, assistance to a government entity will be linked to a quick assessment of the existing and desired capacities. Capacity development milestones will be identified jointly with the advisor and the beneficiary and at the end of each assignment the project will assess the progress made against these milestones.

Part of the assessment of development needs, at individual or organisational level, should be an assessment of what would be the modalities of providing the capacity development services. These, subsequently agreed upon modalities, would be part of the TOR for the service delivery, and where appropriate, mentoring and coaching should be considered as part of the TOR of advisors recruited under the project, with clear articulation of the types of skills, knowledge, and systems that the beneficiary should possess at the end of the assignment. These measures will also enhance risk management in terms of: i) advisors expanding their services in areas that were not agreed upon; ii) advisors insufficiently paying attention to developing national capacities; iii) risks related to integrity of the national agency where advisors are taking on executive functions.

Drawing lessons from the earlier phases of the project (2004 – 2012), and recommendations from independent, external evaluations, the following outlines the strategy for the project:

- The project will build on and harness, rather than replace, indigenous capacity. It will promote learning, boost empowerment, build social capital, create enabling environments, integrate cultures, and guide personal behaviour;
- The project will be guided by UNDP's Capacity Development approach and will continue to address capacity development needs by advancing *core capacity issues* (institutional arrangements, leadership, knowledge and accountability) as well as *technical and functional issues* (stakeholder engagement, capacity to develop a vision and mandate, formulate strategies and policies, budget management and implementation of policies and evaluation) in a gender balanced manner;
- The gender aspect of the Project will be guided by the UN Eight Point Agenda – SC 1325, point 7- Transform Government to Deliver for Women and Gender Equality, Strategy area II. The Project will actively encourage gender representation of the advisors and beneficiaries;
- The support will be made available to government institutions on demand basis. To provide quality advisory service to Kosovo institutions, the project will draw from a pool of well-educated and experienced individuals from Kosovo proper, the Western Balkans Region, and Diaspora, who understand the Kosovo context and enable beneficiaries to turn challenges into competencies and capacities. International expertise will be sought in circumstances where no national or regional expertise is available;
- The project will remain flexible so it can align its support with GoK overarching priorities which, currently, are European Integration and Public Administration Reform.

Output 2. Capacity of public institutions to implement PAR Strategy increased

The project will guide and accelerate the implementation of the PAR projects/activities through provision of high-level policy advice for the Inter-ministerial Commission on PAR and the Minister for Public Administration, including technical support to the Director of Department for the Management of PAR (DMPAR). While the focus of support will be the Ministry of Public Administration (MPA), the project will take into consideration requests from other government institutions for advancing PAR. Cooperation with government institutions which are affected by the work of MPA will be a strong feature of UNDP's support.

2.1 Project Objective

The overall objective of the Capacity Development Facility for Institutional Reform during 2013 – 2015 is to improve GoK capacities in policy planning, implementation, and administration, for effective and gender-responsive governance, in the context of EU integration and Public Administration Reform. The objective shall be achieved through the following outputs:

Output 1. GoK capacities to implement short and long-term structural and regulatory policies of SAA⁵ strengthened

Activity 1. Technical assistance for government officials to develop, implement, and monitor policies for EU integration strengthened

Support the GoK in implementing select activities and measures (200 short-term activities and measures are identified) addressing the recommendations of the Feasibility Study, which precedes the start of SAA negotiations. The Action Plan on negotiation of SAA consists of a narrative part, explaining the current legislative and institutional situation, including the capacities for strategic planning and policy implementation. Support will be also provided during the actual SAA negotiation stages and which require democratic reforms, respect and protection of human rights, minorities and freedom of expression, and free and regular elections.

Activity 2. Institutional capacities to address sectoral challenges in the context of EU integration strengthened

This activity will focus on sectoral strategies (their design, implementation, coordination, monitoring and evaluation) that ensure socio-economic development of Kosovo and contribute to a just society. Institutionally, the project will support line ministries and respective Parliamentary Committees. Regulatory and independent authorities will also benefit from the project in strengthening governance systems and ensure citizen's rights. The CDF Project will coordinate this activity with other UNDP initiatives which support sectoral development such as energy and environment.

Activity 3. Capacities of civil servants for core capacities⁶ and technical and functional⁷ issues of GoK strengthened

Demand-driven capacity development for middle and senior level civil servants to improve institutional performance and implementation capacities, and enhancing accountability for achieving long-term development goals. Areas of support will include: *rule of law, democratization and good governance, human rights and minority integration*. Enhancing management and leadership capacities will be an integral part of support.

Output 2. Capacity of public institutions to implement PAR Strategy strengthened

1. High level advisory and policy support to PAR implementation provided

Guiding and accelerating the implementation of PAR objectives through provision of high-level policy advice for the Inter-ministerial Commission on PAR and the Minister for Public Administration, including technical support to the Director of Department for the Management of PAR (DMPAR). Strategic direction will be provided also in the process of developing policies, strategies and legal instruments which support the organisation of the implementation of PAR as a technical process.

⁵ The Action Plan for SAA was finalized in December 2012. http://www.mei-ks.net/repository/docs/PVMSA_eng.pdf

⁶ Core capacities include: institutional arrangements, leadership, knowledge and accountability, areas which the earlier phases of the project have supported successfully

⁷ Technical and functional issues include: stakeholder engagement, capacity to develop a vision and mandate, formulate strategies and policies, budget management and implementation of policies, and evaluation, areas which earlier phases of the project have supported successfully.

Activity 2. Civil servants' mandatory training and examination, in line with PAR strategy, introduced

Strategic guidance and technical support for the development of three mandatory training programmes, including curricula, and their subsequent implementation with respective categories of civil servants (i) senior and managerial level civil servants; ii) administrative procedure professionals/ inspectors; iii) EU affairs). The executive normative regulation for mandatory training and for mandatory examination of civil servants will be developed in accordance with applicable law/s and in cooperation with Kosovo Institute for Public Administration (KIPA).

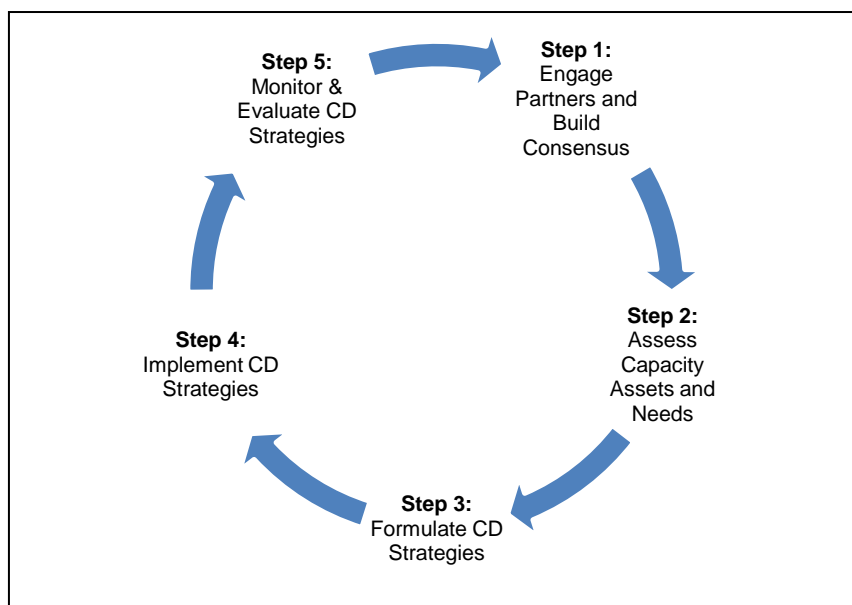
Activity 3. PAR Strategic Objectives implementation supported

Technical support will be provided to the DMPAR through development of concept notes, methodologies, guidelines, codes of conduct, etc. which enable the implementation of three PAR objectives: Objective 3 - Ethics and Transparency; Objective 9 – Reorganization of public administration; and Objective 10 – Human resources management and development. Additional technical and capacity development support will be provided to the end beneficiary/other government institutions as needed.

2.2 Capacity Development Approach

The capacity development approach points towards strong coordination and cooperation with national institutions and defining the support role the CDF project is to play. Coordination and harmonisation of support with other international agencies active in Kosovo will important to avoiding conflicting work.

There is a need to emphasize capacity development support for implementing policies and strategies, which requires improving organizational systems, mechanisms, tools, guidelines, and procedures. In achieving beneficiary objectives it is essential to discuss and identify capacity development needs (i.e. whose capacities and what capacities need to be developed by the end of specific assignment), and articulate these in the ToRs. UNDP's Capacity Development approach⁸ provides the essential framework reference in ensuring the integration of capacity development in project assignments.



The Capacity Development Cycle

⁸ See Capacity Development: A UNDP Primer.

http://www.beta.undp.org/content/dam/aplaws/publication/en/publications/capacity-development/capacity-development-a-undp-primer/CDG_PrimerReport_final_web.pdf

The on-going Capacity Development Facility (CDF) Project can provide a platform for an integrated capacity development approach for Kosovo. The CDF could evolve into a broader platform and think-tank for spearheading capacity development planning and donor coordination in Kosovo. Other considerations for the CDF Project include: i) provide a venue for CDF Advisors to jointly identify and share knowledge, experience and lessons learnt that would allow other stakeholders to also benefit from the knowledge and experience the project generates; ii) develop a clear exit strategy and an eventual integration/handover of the project implementation unit to the government; iii) develop an evaluation and monitoring framework to measure the project's progress against established goals and annual EC progress report.

The CDF Project was evaluated against UNDP's Environmental Screening and no direct, negative, impact on the environment was identified. During the process of policy or strategy development, the project will identify entry points for mainstreaming environmental and social components.

In line with the UN Eight Point Agenda – SC 1325 specifically point 7 *Transform Government to Deliver for Women and Gender Equality Strategy area II* project will provide equal opportunities to women and men in the civil service to apply for CDF support, and to be engaged as CDF advisors.

III. MANAGEMENT ARRANGEMENTS⁹

3.1. Implementation arrangements

The CDF project – Output 1 is a joint UNDP and Kosovo Foundation for Open Society (KFOS) project, and will be implemented by KFOS. UNDP and KFOS will conclude a Project Cooperation Agreement (CPA) and a Cost Sharing Agreement.

UNDP Deputy Resident Representative and the respective Portfolio Manager will provide oversight for overall project implementation. KFOS will follow the implementation of project and programmes as per the internationally recognized standards (<http://content.undp.org/go/userguide/results>).

The project represents a rapid mechanism to provide expert support, based on a system of receiving and reviewing requests from Government institutions, and deploying experts in the requested areas as quickly as possible. The project will provide a mechanism for reviewing all requests for support to ensure their alignment with the specific objectives of the project which, in turn, are based on the immediate capacity building priority needs of Kosovo, especially with respect to the European integration.

The CDF assistance will be granted to a government entity, for a maximum of 12 months, following a specific assessment of the existing gap between needs and capacity, with clear articulation of the types of skills/knowledge/systems that the beneficiary should possess at the end of the expert/consultant's engagement.

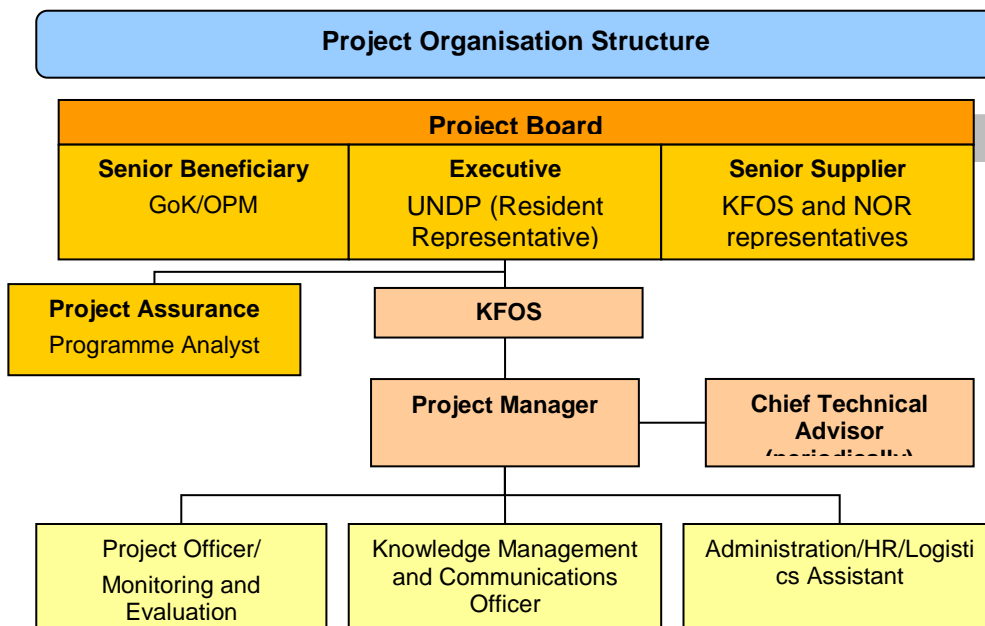
At the end of each assignment the project will assess the progress made against the identified capacity development needs. These measures will also enhance risk management in terms of advisors expanding their services in areas that were not agreed upon; advisors insufficiently paying attention to developing national capacities; or risks related to integrity of the national agency where advisors are taking on executive functions.

⁹ The following management arrangements are applicable only for Output 1, which will be implemented through Kosovo Foundation for Open Society (KFOS). Output 2 will be managed directly by UNDP and as per usual structures.

3.2 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 of the Government, the donor, UNDP, KFOS, and other relevant stakeholders (invited as observers). The Project Board Meetings will be co-chaired by the Deputy Prime Minister and UNDP.



Project management

UNDP jointly with KFOS will establish the strategy which guides the CDF project, including clear guidelines and directions for its implementation, and functioning of the Project Management Unit (PMU). The PMU will conduct its activities within the premises of the Government of Kosovo. The PMU team will be selected jointly by UNDP and KFOS, while the contracting will be conducted by KFOS.

KFOS will be responsible for the daily oversight of the PMU, with a direct communicating and reporting line, to ensure timely implementation of the project, within agreed financial arrangements, time-frames, and quality standards. KFOS will also be responsible for contracting selected experts for each approved assignment. UNDP and KFOS will establish a joint review mechanism for all requests for support.

UNDP and KFOS will also provide technical assistance to the PMU in order to maintain and strengthen implementation of rules and procedures within the agreed standards, while carrying out the activities envisaged within the project. The daily decision making for project implementation will remain with the PMU.

The PMU will support the Government in preparation of the requests for assistance. It will also monitor the progress of each assignment and report in the Project Board meetings on the progress made. The PMU will also have the following, general responsibilities:

- I. Act as the secretariat of the Board, which is the ultimate decision making body;
- II. The PMU will provide substantive input and support to the Government related to capacity development, either directly or through sourcing of resource persons on capacity assessment, monitoring and evaluation, leadership, human resources, etc.;
- III. The PMU will cooperate with the Government in preparation of the requests for assistance;
- IV. The PMU will lead the process of capacity assessment for each beneficiary who's request for support is approved;
- V. The PMU is responsible for developing and maintaining the CDF Register of Experts as per established criteria;
- VI. The PMU is responsible for negotiating salary payments for all contracted advisors as per the established criteria;
- VII. The PMU will monitor the progress of each assignment and report in Board meetings on the progress made.

Financial Arrangements and the Project Team

The management of the funds will be carried out under the UNDP Direct Execution (DEX) through KFOS, in accordance with UNDP financial rules and regulations, and UNDP's results-based management approach. Specific financial contributions are stipulated in the Project Cooperation Agreement (PCA) and in the Cost Sharing Agreement (CSA).

The initiative is funded by the Royal Norwegian Ministry of Foreign Affairs (key donor) and KFOS, who is also the implementing partner.

The day-to-day management of the project will be the responsibility of the PMU consisting of a: 1 National Project Manager; 1 National Project Officer/Monitoring and Evaluation; 1 National Knowledge Management and Communications Officer; 1 National Administration/HR/Logistics' Assistant. A Chief Technical Advisor (international) will be engaged periodically to guide the development of knowledge products, and to strengthen the capacity development focus of the project and project activities. UNDP and KFOS will decide jointly the Terms of Reference (ToR) for each position, including remuneration.

Quality Assurance

The UNDP Kosovo office/Programme Analyst, will provide specialist quality assurance, mostly of a technical nature. The Project Board will receive advice from project assurance, which will raise any issues that may not have been addressed and advice on quality issues. Project assurance will also highlight areas of concern to the Project Management Unit. Additional Quality assurance will be provided through monitoring reports.

Internal Monitoring

At every stage of the project, all indicators will be monitored, and the impact measured through data collection. Regular reporting and overall monitoring will be carried out by the Project Manager, based on the Annual Work Plan (AWP) and Monitoring Schedule.

The Project Manager will provide quarterly progress reports to UNDP Governance Analyst as per the established reporting template. These reports will provide information for the status of the project and allow for changes or corrections to be made if required. The reporting template will be provided by UNDP.

AWP

Annual Work Plan will be developed by the Project Manager and will indicate the expected results, indicators and resources required for the achievement of planned results. In accordance with UNDP procedures, the project will prepare and timely submit all necessary financial and other documentation in UNDP formats.

The final report at project completion will comment on whether objectives have been met or not, outputs produced as planned, and provide other findings, lessons or recommendations to assess its success and make a recommendation on whether the initiative should be repeated incorporating the lessons learned. Final report together with final financial report will be submitted by the Project Manager to UNDP.

Risks and assumptions

Strong working relationships with the GoK, at both central and municipal level, including the legislative and the executive branch, will mitigate potential risk factors. By concentrating the support on GoK's priority areas, continuing to provide demand-driven support, and implementing principles of ownership and cooperation will further reduce potential risk.

The general assumption is that target groups will want to benefit from the project and can absorb the support.

Sustainability

Through a demand-driven, result-oriented, and on-the-job 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.

Building up on the beneficiaries' request for CDF support, the PMU and assigned expert will apply the capacity assessment methodology and draft a capacity development plan, with clearly identified benchmarks and capacities that need to be developed. Thus, the project will create an environment which fosters sustainability of results. The approach will incorporate ownership, transparency and accountability by the beneficiaries in achieving stated objective/s, which further strengthens the sustainability of results.

IV. RESULTS AND RESOURCES FRAMEWORK¹⁰ 2013-2015

Intended Outcome as stated in the Kosovo Programme Action Plan (KPAP) Results and Resource Framework:				
Outcome 3: “By 2015, central and local governments more effectively plan, implement and administrate policies which are participatory, gender-responsive and human rights centred”				
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)				
Applicable Key Result Area (from 2011 – 2015 Strategic Plan): Programme Component 2: Democratic Governance				
CDP Impact 2: Social Cohesion and equity is advanced through accountable and responsive central and local institutions				
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 endeavours and efficient delivery; clear definition of roles				
Project title and ID (ATLAS Award ID): Capacity Development Facility				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Responsible Parties	Inputs ¹¹
<p>Output 1. GoK capacities to implement short and long-term structural and regulatory policies for Stabilisation and Association Agreement¹² strengthened</p> <p>Baseline: Recommendations of the 2012 EC Staff Working Document and the Feasibility Study for Kosovo; Action Plan on negotiation of the Stabilisation and Association Agreement</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> 12 sub-objectives are supported, in line with the Action Plan for Stabilisation and Association Agreement support at least three sectors¹³ on legal review/drafting, policy development, and monitoring and implementation capacity development and technical support for at least 15 senior GoK officials on EU-policy related issues 	<p><i>Activity 1. Targeted senior officials’ capacities to develop, implement, and monitor policies for EU integration strengthened</i></p> <ul style="list-style-type: none"> Identify sub-objectives in the Action Plan for Negotiation of the SAA which will be supported through the project; Identify key government institutions responsible for implementation of the selected sub-objectives; Invite senior officials of selected government bodies to apply for assistance; Review applications for assistance and initiate assignments; Develop ToRs for experts, advertise, and engage on a need-to basis¹⁷ ; Establish a monitoring and evaluation framework for all assignments; 	KFOS/CDF	<p>USD 650,000</p> <p>Project team and a CTA</p> <p>National, regional and Diaspora experts (advisors and coaches)</p> <p>Associated costs (living allowance, travel, fee, facilities, interpreting costs, printing and publication, miscellaneous)</p>

¹¹ Inputs refer to the total planned budget of USD 2,700,000 for Output 1, over a three year period.

¹² The Action Plan for SAA was finalized in December 2012. http://www.mei-ks.net/repository/docs/PVMSA_eng.pdf

¹³ Support will be provided to respective Parliamentary Committee and government body responsible for sectoral development.

¹⁷ In compliance with UNDP gender and procurement procedures

<p>Indicators: # of completed sub-objectives as listed in the Action Plan # of public policies which are developed as a direct requirement by the EU as a pre-condition for the initiation of the Stabilisation and Association Agreement # of GoK officials who have benefited from capacity development and technical assistance on EU related issues # of government institutions who have benefited from support on core capacities and technical and functional issues</p> <p>Gender marker: 1</p>	<ul style="list-style-type: none"> capacity development for at least 10 government institutions on core capacities and technical and functional issues <p>Targets (year 2)¹⁴</p> <ul style="list-style-type: none"> capacity development for at least 15 government institutions on core capacities and technical and functional issues support at least three sectors¹⁵ on policy review, implementation and monitoring capacity development and technical support for at least 10 senior GoK officials on EU-policy related issues <p>Targets (year 3)</p> <ul style="list-style-type: none"> capacity development for at least 10 government institutions on core capacities and technical and functional issues support at least two sectors¹⁶ on policy review, implementation and monitoring capacity development and technical support 	<ul style="list-style-type: none"> Organise exchange of experiences and best practices on CD through information sharing platform, round-table meetings; Collect and codify best practices and generic products for sharing with beneficiaries and stakeholders; Provide technical support to strengthen capacities of existing policy coordination structures in line ministries; <p><i>Activity 2. Institutional capacities to address sectoral challenges in the context of EU integration developed</i></p> <ul style="list-style-type: none"> Identify priority sectors for review and analysis; Collect, review and analyse existing documents on sectoral issues; Consult with central and municipal government and stakeholders on sectoral issues and develop “white papers”; Develop ToRs for experts, advertise, and engage on a need-to basis; Identify Parliamentary Committees and independent authorities which deal with sectoral issues and engage them in the process; Conduct a series of meetings with the GoK and donor community to explore hindering elements affecting coherence, implementation, and monitoring of sectoral strategies; organise a regional event on good practices in developing coherent national sectoral strategies in line with EU requirements Technical and capacity development support for line ministries in implementing policy changes at sectoral level <p><i>Activity 3. Capacities of civil servants for core capacities¹⁸</i></p>		<p>USD 400,000 Project team and a CTA National, regional and Diaspora experts (advisors and coaches) Associated costs (living allowance, travel, fee, facilities, interpreting costs, printing and publication, miscellaneous)</p> <p>USD 1,650,000 Project team, CTA, experts,</p>
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¹⁵ Support will be provided to respective Parliamentary Committee and government body responsible for sectoral development.

¹⁶ Support will be provided to respective Parliamentary Committee and government body responsible for sectoral development.

¹⁸ Core capacities include: institutional arrangements, leadership, knowledge and accountability, areas which the earlier phases of the project have supported successfully

	<p>for at least 8 senior GoK officials on EU-policy related issues</p>	<p><i>and technical and functional</i>¹⁹ <i>issues of GoK strengthened</i></p> <ul style="list-style-type: none"> • Develop a quick capacity assessment framework based on UNDP’s Capacity Assessment methodology to ensure that assignments comply with the Capacity Development approach • Establish a monitoring and evaluation framework for all assignments; • Review and update the selection and recruitment process for applicants, including the eligibility for inclusion in the Register of Experts; • Announce “Open call” to experts to apply²⁰ • Update the database of national, regional, Diaspora, and international experts that matches the demand of government institutions for CD and Technical Assistance (TA); • Invite senior civil servants to apply for assistance; • Develop a unified platform for advisors’ support to the GoK through Bratislava Regional Centre on practical application of CD methodology. If required, review the “CDF Methodology” handbook and incorporate it in the training; • Assign advisors/coaches to requesting government counterparts; • Develop a Knowledge Management System to capture lessons learned and produce knowledge management products; • Share the knowledge management products with government counterparts and stakeholders; • Codify lessons learned and best practices in capacity development for policy development, implementation, and share with GoK • Organise forums/retreats for CDF advisors to identify best practices in CD in Kosovo context and codify the knowledge 		<p><i>associated costs (living allowance, travel, fee, facilities, interpreting costs, printing and publication, miscellaneous)</i></p>
TOTAL for Output 1				2,700,000

¹⁹ Technical and functional issues include: stakeholder engagement, capacity to develop a vision and mandate, formulate strategies and policies, budget management and implementation of policies, and evaluation, areas which earlier phases of the project have supported successfully.

²⁰ In compliance with UNDP gender and procurement procedures

<p>Output 2. Capacity of public institutions to implement PAR Strategy strengthened²¹</p> <p><i>Baseline: 2010 assessment of PAR Action Plan implementation stood at 35%.</i></p> <p><i>Indicators:</i> <i>% of PAR Action Plan implementation;</i> <i># of policies/laws/legal act/strategies and guidelines developed for the implementation of PAR;</i> <i># of civil servants participating on PAR workshops;</i> <i># of PAR objectives completed to at least 80%</i></p> <p><i>Gender marker: 1</i></p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> • support and guide the drafting of 5 public policies; • organise four workshops on PAR; • organise at least one workshop for each RIA and CAF; • organise one round of mandatory training and examination for each category of civil servants; 	<p><i>1. High level advisory and policy support to PAR implementation provided²²</i></p> <ul style="list-style-type: none"> • advertisement and placement of advisors; • initiate and review institutional arrangements for PAR implementation; • support the re-organisation of state administration bodies (quality standards, e-services, etc.) • support the DMPAR director and the secretariat in coordination of PAR process • analyse regional practices on PAR implementation; • exchange of experiences and lessons learned on PAR implementation with regional and EU countries; • initiate cooperation with EU organizations such as OECD and SIGMA • organize international ministerial conference on PAR (Modernization of PA) • conduct workshops on the 12 PAR strategy objectives for high and mid-level civil servants: • strengthen the coordination of stakeholders involved in PAR through information exchange • facilitate the dissemination of achievements/areas of concern under PAR at senior-level civil service; • conduct workshops addressing policy, legal, management and coordination issues related to PAR implementation • review and amend the legal framework on Public Services (draft the following: “Law on Public Services”; “Law on Public Institutions”; review the existing laws on “State Administration”, “Civil Service” and “Salaries in the Civil Service”) • organisation of state administration at a local level through analysis and concept papers on the: i) organization of ministerial tasks at the local level; and ii) analysis of the organization of public administration at local level 		<p><i>420,000</i></p> <p><i>Project team, CTA, Experts, associated costs (living allowance, travel, fee), facilities, interpreting costs, printing and publication, miscellaneous</i></p>
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²¹ Output 2 is limited to February 2013 – February 2014 period due to the Assessment of PAR Implementation which will be conducted during the second half of 2013. The Impact Assessment Report will be the basis of the new PAR Strategy 2014 – 2020 - Modernization of Kosovo Public Administration.

²² In compliance with UNDP gender and procurement procedures

		<ul style="list-style-type: none"> • conduct impact assessment of PAR as a platform for revised PAR Strategy 2014 – 2020 (Modernization of Kosovo Public Administration) • draft ToRs for the impact assessment and the team <p>2. <i>Civil servants’ training, in line with new PAR strategy, introduced²³</i></p> <ul style="list-style-type: none"> • develop ToRs for 8 international and national trainers/lecturers and examiners; • advertise and select 8 trainers/lecturers and examiners; • develop ToRs for a on-line/computer supported examination; • select the organization who will develop the on-line/computer examination; • implement training programmes and examinations for i) senior and managerial level civil servants; ii) administrative procedure professionals/ inspectors; iii) EU affairs • review the training programmes and update curricula for civil servants training in emerging PAR issues • Support KIPA’s transformation into an academic institution by discussing and agreeing with KIPA on the need to comply with the PAR activity sanctioning KIPA’s transformation; • discuss and agree with other donors supporting KIPA the scope of UNDP’s PAR support directly affecting KIPA; • -review and draft legal acts on gradual transformation of KIPA into a research and higher education institution, eligible to run high quality training programs and higher education study programs in the field of public administration at the second level (Master); • develop concept paper for “Higher Education Study Programs in the field of Public Administration” at the second level (Master) in compliance with Kosovo higher education legislation, to be conducted by KIPA; 		<p>400,000</p> <p><i>Project team, CTA, experts, associated costs (living allowance, travel, fee), facilities, interpreting costs, printing and publication, miscellaneous</i></p>
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²³ In compliance with UNDP gender and procurement procedures

		<ul style="list-style-type: none"> • select and contract a European higher education institution who will provide the MA study programme on Public Administration; • implementation of a Master's study programme (a maximum of 20 students per year), in cooperation with KIPA. <p><i>3. PAR Strategic Objectives implementation supported (Objective 3 - Ethics and Transparency; Objective 9 – Reorganization of public administration; and Objective 10 – Human resources management and development)</i></p> <ul style="list-style-type: none"> • develop ToRs for 3 international experts, advertise and select them; • draft and publish manuals on ethics and transparency in public administration; • training/workshops for civil servants on ethics and transparency in public administration; • promotion of legal instruments for combating corruption in public administration, de-politicization of civil servants and avoidance of conflict of interest; • draft and publish the new code of conduct for political appointees; • draft and implement the anti-discrimination plan in public administration; • draft and implement the plan against sexual harassment in public administration • organise workshops for introducing RIA (Regulatory Impact Assessment) aimed at increasing the quality or proposed regulation in the public administration • draft procedures, methodologies and standards for measurement and reduction of administrative costs and administrative barriers using SCM (Standard Cost Model) • organise workshops for introducing SCM aimed at supporting the process of decreasing administrative barriers and streamlining of legislative drafting • introduce the Common Assessment Framework (CAF) as a tool to manage institutional quality; • organize workshops/training on the use and implementation of CAF 		<p>80,000</p> <p><i>Project team, CTA, experts, associated costs (living allowance, travel, fee), facilities, interpreting costs, printing and publication, miscellaneous</i></p>
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	TOTAL Output 2		900,000
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V. MONITORING FRAMEWORK AND EVALUATION

Within the annual cycle

The project will be effectively 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 Manager 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. The Project Manager will be responsible for providing updated information;
- 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 Manager 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 Manager 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.

Evaluation

A final project review will be commissioned at the end of project implementation. This will focus on relevance, efficiency, non-contentiousness and appropriateness of delivered activities. In addition to that, evaluation and auditing will be conducted for the sub-projects implemented. Lessons learned and the experience gained throughout the implementation of the project will be disseminated and shared as widely as possible with the donor community.

VI. ANNEXES

Annex 1. Terms of Reference for the PMU²⁴

Title:	Project Manager
Project:	Capacity Development Facility for Institutional Development (CDF) Project
Reporting to:	KFOS Executive Director
Implementing Partner:	Kosovo Foundation for Open Society
Level:	SB4 equivalent (NET salary EUR 1527)

I. ORGANIZATIONAL CONTEXT

Following the successful partnership established in 2004, the United Nations Development Program (UNDP) Kosovo and the Kosovo Foundation for Open Society (KFOS), are committed to continue the implementation of the Capacity Development Facility for Institutional Development (CDF) project. CDF's proven success makes it an indispensable tool in further consolidation of human resources that lead and drive entrenchment of democratic and European standards within the governance system in Kosovo.

Through a combination of on-the-job coaching and advisory services for senior and middle managers in the civil service, the project addresses on demand basis only, leadership and reform management capacity needs in government institutions. Reinforcing efforts for greater local ownership of governance, professionals recruited as Coaches and Advisors are drawn mainly from Kosovo, the region, and the Kosovo Diaspora. In areas which require specific expertise, the project also makes use of international expertise.

In 2012, Kosovo gained a new momentum towards the European Integration, with the announcement in January of the start of the visa dialogue between Kosovo and the EU, and the announcement in March of the start of the feasibility study for a Stabilisation and Association Agreement (SAA) with Kosovo, following EU's General Affairs Council resolution of 28th February 2012. Within this context, the overall objective of the CDF Project during 2013 – 2015 is to improve GoK capacities in policy planning, implementation, and administration, for effective and gender-responsive governance in the context of EU integration and Public Administration Reform.

Under the direct supervision of KFOS Executive Director the Project Manager has the overall responsibility for achieving the project results (outputs) as defined in the approved project document and in the annual work plans through timely and quality implementation and monitoring. The Project Manager will supervise and lead the project team, outsource experts and contractors, and build professional relationships with government counterparts, stakeholders, and donors.

II. FUNCTIONS / KEY RESULTS EXPECTED

Management of the project, implementing activities by mobilizing goods and services:

- Prepare annual project work plans and related sub-plans (procurement plan, quarterly plans, and others as necessary);
- Build, motivate and lead a high-performing project team; coordinate and supervise the work of the project personnel;
- Ensure timely and good-quality implementation of work plan activities;
- Continuously monitor progress against the approved work-plan; identify changes in the external environment and promptly agree necessary solutions/actions (ex. related to the planning and implementation of activities, need for new activities) with the Project Board;

²⁴ Refers to Output 1 only

- Lead the process of development of the CDF Register of Experts through the interview and selection process;
- Ensure the timely placement of experts with government counterparts; provide guidance and support for experts such in development of work plans, implementation of the “Capacity Development” approach;
- Facilitate the learning process for CDF experts with a focus on “Capacity Assessment” and “Capacity Development” process;
- Mobilize personnel, goods and services, to initiate activities, including drafting terms of reference and work specifications and overseeing all experts’ work;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports; ensure preparation of budget revisions as necessary; follow up any issues with KFOS Finance Director and resolve them in the shortest possible time;
- Develop an overall project exit strategy at least 18 months ahead of the project closure date; ensure closure of the project is done according to the established procedures;
- Ensure the timely preparation of work plans and assignment exist strategies by experts assigned in partner institutions;

Monitoring of progress and risks, ensuring that changes are controlled and problems addressed; Reporting on progress including measures to address challenges and opportunities:

- Monitor events as determined in the project monitoring schedule plan, and update the plan (off-Atlas system) as required;
- Prepare periodic project information as per Atlas Project Management module;
- Manage and monitor the project risks initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Review experts’ quarterly progress reports to ensure that work plans are implemented and results are being generated; take corrective action if necessary;
- Organize regular Board meetings and perform regular progress reporting to the Project Board as agreed with the board;
- Prepare progress reports within the agreed frequency and using the templates provided by the UNDP office. Submit the report to the Governance Programme Analyst in the UNDP programme team for review and clearance, according to the agreed timetable. Share report with the project board;
- Ensure reporting to donor is prepared timely and that reports meet set standards;
- Support the preparation of reviews and evaluations as defined in the project document;
- Prepare final project reports and papers.

Support partnerships and advocacy activities at project level

- Be familiar with the activities of other development projects in the sector/area, establish contact and keep up-to date with their work;
- Create and maintain partnerships with government counterparts, donors, stakeholders, and parties with vested interest in project target areas;
- Support the partnerships and advocacy activities in the area/sector covered by the project

Ensure implementation of knowledge management activities

- Regular exchange of information/experience with other projects, cross-learning and sharing results and good practices;
- Ensure the project has the required communication package and information materials for dissemination;
- Capture lessons learnt during project implementation – a lessons learnt log can be used in this regard;

- Participation in training events, communities of practice, codifying and sharing knowledge facilitation and organization of training for project staff to enable them to perform at the required level

III. IMPACT OF RESULTS

The results of the work of Project Management have a direct impact on the implementation of the project and the achievement of results. Specifically, the results have an impact on the planning, implementation, monitoring and coordination of project activities and resources (human, financial, material assets etc.) in order to meet expected results, and contribute to the overall success and impact of the donor's work in Kosovo.

IV. COMPETENCIES

Corporate Competencies:

- Demonstrates integrity and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism

Functional competencies:

- Ability to conduct strategic planning, results-based management and reporting
- Ability to lead monitoring of management projects
- Ability to lead business process
- Ability to affect staff behavioural/attitudinal change
- Ability to perform a variety of specialized tasks related to Results-Based Management, including support to design, planning and implementation of the programme, managing data, reporting
- Analytical and strategic thinking/results orientation
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing
- Ability to establish effective working relations in a multicultural team environment
- Excellent supervisory, management and team-building skills.

V. Recruitment Qualifications

Education:	Master Degree or equivalent in administration, social /political science, or other relevant fields
Experience:	<ul style="list-style-type: none"> • 6 years of relevant experience at the national or international level in project/programme management and managing staff and operational systems, and/or establishing relationships among international organization and local institutions/communities; • Proven track record in coordination of complex programmes with diverse range of partners; • Previous experience in development assistance or related work for an international agency or donor organization; • Knowledge of capacity development approaches and methodologies; • Proven ability to successfully manage and lead teams, on and off-site; • Excellent communication and report writing skills; • Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems

Language Requirements:	Fluency in both oral and written English and Albanian; Serbian beneficial.
Terms of Reference	
Title:	Project Officer/Monitoring and Evaluation
Project:	Capacity Development Facility for Institutional Development (CDF) Project
Reporting to:	Project Manager
Implementing Partner:	Kosovo Foundation for Open Society
Level:	SB 3 equivalent (NET salary EUR 1,311)

I.BACKGROUND
<p>Following the successful partnership established in 2004, the United Nations Development Program (UNDP) Kosovo and the Kosovo Foundation for Open Society (KFOS), are committed to continue the implementation of the Capacity Development Facility for Institutional Development (CDF) project. CDF’s proven success makes it an indispensable tool in further consolidation of human resources that lead and drive entrenchment of democratic and European standards within the governance system in Kosovo.</p> <p>Through a combination of on-the-job coaching and advisory services for senior and middle managers in the civil service, the project addresses on demand basis only, leadership and reform management capacity needs in government institutions. Reinforcing efforts for greater local ownership of governance, professionals recruited as Coaches and Advisors are drawn mainly from Kosovo, the region, and the Kosovo Diaspora. In areas which require specific expertise, the project also makes use of international expertise.</p> <p>In 2012, Kosovo gained a new momentum towards the European Integration, with the announcement in January of the start of the visa dialogue between Kosovo and the EU, and the announcement in March of the start of the feasibility study for a Stabilisation and Association Agreement (SAA) with Kosovo, following EU’s General Affairs Council resolution of 28th February 2012.</p> <p>Within this context, the overall objective of the CDF Project during 2013 – 2015 is to improve GoK capacities in policy planning, implementation, and administration, for effective and gender-responsive governance in the context of EU integration and Public Administration Reform.</p>

II. FUNCTIONS / KEY RESULTS EXPECTED
<p>The Project Officer/Monitoring and Evaluation will conduct the following duties and responsibilities:</p> <p>a) Project Officer:</p> <ul style="list-style-type: none"> • Support the project manager in developing partnerships with national and international stakeholders to ensure coordination, prevent overlapping of activities, ensure lessons learned are gathered and disseminated and to identify possibilities for organizing joint activities; • Contribute in developing implementation strategies for project components, ensuring that gender-sensitive approaches are integrated; contribute to the preparation of the project work-plans; • Facilitate the cooperation and liaison between beneficiaries and the project to ensure timely and qualitative implementation of project activities; • Jointly with the project manager support the beneficiaries in developing “requests for assistance”; • Support the project manager on conducting capacity assessments for all requesting parties; • Identify changes in the external environment and promptly advise the project manager on necessary solutions/actions; • Identify possibilities for follow-up projects and support resource mobilization activities;

- Support the project manager in the selection and recruitment process of experts and the development of the CDF Register of Experts; including the timely initiation of assignments;
 - Support the project manager in preparing regular donor reports on activities, outputs, and outcomes and ensure that gender dimensions are highlighted in all products;
 - Contribute to organizing regular Board meetings;
- b) Monitoring and Evaluation:
- Support substantive monitoring and evaluation of the approved work-plan, at project level, for achievement of results and ensure capturing of gender disaggregated results;
 - Support the project manager in developing a management response for evaluations and implementation of agreed evaluation recommendations;
 - Monitor and evaluate the work-plans of advisors for achievement of results and ensure timely indication of the need for any amendments;
 - Monitor and identify project risks; update the status of these risks by maintaining the project risks log;
 - Ensure effective use of evaluations for oversight;
 - Develop a standardized system/template for monitoring and evaluation for all assignments;
 - Provide advisory and technical assistance on drafting M&E indicators for each assignment, in line with the Capacity Development approach.

III. Impact of Results

The results of the work of the Project Officer/Monitoring and Evaluation have a direct impact on the implementation of the project and the achievement of results. Specifically, the results have an impact on the planning, implementation, monitoring and coordination of project activities and resources (human, financial, material assets etc) in order to meet expected results.

IV. COMPETENCIES

Corporate Competencies

- Demonstrates integrity and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional competencies:

- Ability to conduct strategic planning, results-based management and reporting
- Ability to lead monitoring of management projects
- Ability to lead business process
- Ability to affect staff behavioral/attitudinal change
- Ability to perform a variety of specialized tasks related to Results-Based Management, including support to design, planning and implementation of the programme, managing data, reporting
- Analytical and strategic thinking/results orientation
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing
- Ability to establish effective working relations in a multicultural team environment

Recruitment Qualifications

Education:	BA in political science, public administration, or a related field
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Experience:	<ul style="list-style-type: none"> • 6 years relevant working experience in a similar role and/or establishing relationships among international organization and local institutions/communities; • Proven track record in development sector working for an international agency, donor organization, or NGO; • Proven ability to coordinate complex activities with diverse range of partners; • Good knowledge of Kosovo’s civil service issues and challenges; • Proven experience in monitoring of work plans and project implementation • Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages. Experience in handling of web based management systems.
Language Requirements:	Fluency in both oral and written English and Albanian. Serbian desirable.

Terms of Reference

Title: Knowledge Management and Communications Officer
Project: Capacity Development Facility for Institutional Development (CDF) Project
Reporting to: Project Manager
Implementing Partner: Kosovo Foundation for Open Society
Level: SB 3 equivalent (NET salary EUR 1,311)

I. BACKGROUND

Following the successful partnership established in 2004, the United Nations Development Program (UNDP) Kosovo and the Kosovo Foundation for Open Society (KFOS), are committed to continue the implementation of the Capacity Development Facility for Institutional Development (CDF) project. CDF's proven success makes it an indispensable tool in further consolidation of human resources that lead and drive entrenchment of democratic and European standards within the governance system in Kosovo.

Through a combination of on-the-job coaching and advisory services for senior and middle managers in the civil service, the project addresses on demand basis only, leadership and reform management capacity needs in government institutions. Reinforcing efforts for greater local ownership of governance, professionals recruited as Coaches and Advisors are drawn mainly from Kosovo, the region, and the Kosovo Diaspora. In areas which require specific expertise, the project also makes use of international expertise.

In 2012, Kosovo gained a new momentum towards the European Integration, with the announcement in January of the start of the visa dialogue between Kosovo and the EU, and the announcement in March of the start of the feasibility study for a Stabilisation and Association Agreement (SAA) with Kosovo, following EU's General Affairs Council resolution of 28th February 2012. Within this context, the overall objective of the CDF Project during 2013 – 2015 is to improve GoK capacities in policy planning, implementation, and administration, for effective and gender-responsive governance in the context of EU integration and Public Administration Reform.

II. FUNCTIONS/KEY RESULTS EXPECTED

The Knowledge Management and Communications Officer has the following duties and responsibilities:

- Analysis and codification of lessons learned through generation of discrete knowledge products such as reflective lessons learned papers, comparative experience papers, how-to guides, and support to production of a standardized practice note;
- Active formulation of knowledge products related to practical implementation of CDF advisors' support, and application of the "Capacity Assessment" and "Capacity Development" methodologies;
- Knowledge dissemination through existing UNDP and KFOS global mechanisms;
- Organise thematic workshops/roundtables on issues related to capacity development, open to international development agencies, bilateral partners, and civil society;
- Facilitate learning and networking amongst CDF experts, and coordinate knowledge sharing activities;
- Develop and organise thematic meetings/community of practice events via UNDP and KFOS networks on capacity development and related project activities as a platform for discussion and exchange of information, experiences and good practices,
- Initiate analytical research on substance in order to help shape overall policy position;
- Share information on capacity development activities with other UNDP and KFOS networks, including bilateral agencies, governments and intergovernmental bodies as well as NGOs in the region;
- Catalogue best practices and achievements of CDF advisor interventions;

- Utilization of information management and dissemination systems developed via project interventions for data-sharing;
- Develop an internal and external communications plan and lead its implementation;
- Develop the content for the CDF Project web-site, update it regularly, and ensure visibility of the Project and its key achievements (by using all available project resources);
- Review and recommend changes for all CDF Project templates to facilitate improved knowledge capture;
- Provide substantive inputs through progress reports including annual reports

III. IMPACT OF RESULTS

The results of the work of the Knowledge Management and Communications Officer have a direct impact on the implementation of the project and the achievement of results. Specifically, the results have an impact on codification of lessons learned, development of knowledge products, and project improvement process, in order to meet expected results.

IV. COMPETENCIES

Corporate Competencies

- Demonstrates integrity and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional competencies:

- Ability to conduct strategic planning, results-based management and reporting
- Ability to lead monitoring of management projects
- Ability to lead business process
- Ability to affect staff behavioral/attitudinal change
- Ability to perform a variety of specialized tasks related to Results-Based Management, including support to design, planning and implementation of the programme, managing data, reporting
- Analytical and strategic thinking/results orientation
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing
- Ability to establish effective working relations in a multicultural team environment

VI. Recruitment Qualifications

Education	BA in Management and Organizational Development, Communication/PR, or other relevant fields
Experience	<ul style="list-style-type: none"> • 6 years relevant working experience in a similar role; • Proven track record in the field of knowledge management/product development and PR/Communications; • Previous experience in development assistance or related work for an international agency or donor organization or NGO; • Proven ability to coordinate complex activities with diverse range of partners; • Knowledge of capacity development approaches • Good knowledge of Kosovo's political issues and challenges • Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems
Language Req.	Fluency in both oral and written English, Albanian and/or Serbian

Terms of Reference

Title: Administration/HR/Logistics Assistant (post is shared between the Project and KFOS on 50% basis)

Project: Capacity Development Facility for Institutional Development (CDF) Project

Reporting to: Project Manager for the work directly related to the support for the project

Implementing Partner: Kosovo Foundation for Open Society

Level: UNDP contribution to this post is 50% of the gross monthly salary (i.e. fixed sum of EUR 500)

I. BACKGROUND

Following the successful partnership established in 2004, the United Nations Development Program (UNDP) Kosovo and the Kosovo Foundation for Open Society (KFOS), are committed to continue the implementation of the Capacity Development Facility for Institutional Development (CDF) project. CDF's proven success makes it an indispensable tool in further consolidation of human resources that lead and drive entrenchment of democratic and European standards within the governance system in Kosovo.

Through a combination of on-the-job coaching and advisory services for senior and middle managers in the civil service, the project addresses on demand basis only, leadership and reform management capacity needs in government institutions. Reinforcing efforts for greater local ownership of governance, professionals recruited as Coaches and Advisors are drawn mainly from Kosovo, the region, and the Kosovo Diaspora. In areas which require specific expertise, the project also makes use of international expertise.

In 2012, Kosovo gained a new momentum towards the European Integration, with the announcement in January of the start of the visa dialogue between Kosovo and the EU, and the announcement in March of the start of the feasibility study for a Stabilisation and Association Agreement (SAA) with Kosovo, following EU's General Affairs Council resolution of 28th February 2012. Within this context, the overall objective of the CDF Project during 2013 – 2015 is to improve GoK capacities in policy planning, implementation, and administration, for effective and gender-responsive governance in the context of EU integration and Public Administration Reform.

II. FUNCTIONS / KEY RESULTS EXPECTED

The Administration/HR/Logistics Assistant has the following duties and responsibilities:

- Preparation of requests for disbursement authorization, ensuring the presentation of the relevant supporting documents, making the corresponding budgetary control and verifying the existence of the respective authorizations;
- Keep the Project Manager up to date with project expenditure via monthly updates;
- Prepare the requests for salary payments for project personnel and experts, preparing the corresponding list, verifying the fulfillment of contractual obligations, and obtaining the approval of the project manager;
- Establishment and maintenance of the registries/archives/inventory related to project administration and finances, including logistic issues;
- Processing of requests for recruitment of project experts, ensuring the fulfillment of all requirements and preparing the corresponding contracts;
- Assume other tasks related to the administration and finances of the Project as requested by the project manager.
- Organise all project events and logistics as per Project Manager's request and guidance

III. IMPACT OF RESULTS

The results of the work of the Finance and Administration Officer have a direct impact on the implementation of the project and the achievement of results. Specifically, the results have an impact on the financial management, due diligence, planning, implementation, monitoring and coordination of project activities and resources (human, financial, material assets etc) in order to meet expected results.

IV. COMPETENCIES

Corporate Competencies

- Demonstrates integrity and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional competencies:

- Ability to support business process
- Ability to perform a variety of specialized tasks related to Results-Based Management, including support to design, planning and implementation of the programme, managing data, reporting
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing
- Ability to establish effective working relations in a multicultural team environment

VI. Recruitment Qualifications

Education:	BA in finance, accounting, or a related economic sector.
Experience:	<ul style="list-style-type: none">• 3 years relevant working experience in a similar role;• Proven track record in accounting, finance or audit;• Proven ability to manage financially complex programmes;• Previous experience in development assistance or related work for an international agency or donor organization or NGO;• Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems
Language Requirements:	Fluency in both oral and written English and Albanian. Serbian desirable.

OFFLINE RISK LOG

Project Title:					Award ID:		Date:		
#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
1	Insufficient involvement or cooperation from the national authorities in reform initiatives	Operational Organisational	P = 2 I = 5	Open, consultative project development approach; close coordination with OPM and line Ministries; inclusion of senior national representation on Project Board	Programme Analyst	UNDP Kosovo	Inception		
2	Multiple donors working on individual initiatives; weak coordination or competition	Operational Organisational	P = 4 I = 5	Establish coordination at all points in project cycle enabling stakeholders to ensure coherence of their endeavours; clear definition of roles, areas of support	Programme Analyst	UNDP Kosovo	Inception		
3	Lack of cooperation with the project and the expert, by requesting parties	Operational Organisational	P = 2 I = 4	Address clearly in writing the duties and responsibilities of the counterpart for each assignment	Programme Analyst	UNDP Kosovo	Inception		
4	Lack of political will to implement changes recommended by the experts (line Ministries)	Political Operational Organisational	P = 3 I = 5	Work closely with respective General Secretaries and political leadership	Programme Analyst	UNDP Kosovo	Inception		
5	Beneficiary staff turnover	Operational Organisational	P = 5 I = 3	Ensure timely follow-up with new staff	Programme Analyst	UNDP Kosovo	Inception		
6	Political changes (elections/Cabinet shuffles)	Political	P = 4 I = 4	Ensure timely follow-up with new structures	Programme Analyst	UNDP Kosovo	Inception		
7	Risk of capacity substitution through advisors	Operational	P=3 I = 5	Introduction of Capacity Assessment for beneficiaries; introduction of Capacity Development Plan with milestones (work-plan); PMU regularly monitors if assignments are on track.	Programme Analyst	UNDP Kosovo	Inception		