



Contracting Authority: Delegation of the European Commission in Albania

Kukes Region Cross Border Cooperation Programme KRCBC

**IPA 2007
(Revised – March 2011)**

Reference:

Name of applicant:	United Nations Development Programme	
Title of the action:	Kukes Region Cross Border Cooperation Programme – KRCBC	
Location(s) of the action:	ALBANIA: Kukes Region	
Total eligible cost of the action (A)	Amount requested from the Contracting Authority (B)	% of total eligible cost of action (B/Ax100)
600,000 EUR	500,000 EUR	83.33 %
Total duration of the action:	28 months	

Dossier No

(for official use only)

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I. THE ACTION

1. DESCRIPTION

1.1. Title

Kukes Region Cross Border Cooperation Programme - KRCBC

1.2. Location(s)

ALBANIA: Region of Kukes

1.3. Cost of the action and amount requested from the Contracting Authority

Total eligible cost of the action (A)	Amount requested from the Contracting Authority (B)	% of total eligible cost of action (B/Ax100)
600,000 EUR	500,000 EUR	83.33 %

1.4. Summary

Within the new Instrument for Pre-Accession Assistance (IPA) Albania, as a potential candidate country, is eligible for the first two components: Transition Assistance and Institution Building and Regional and Cross-border Cooperation (CBC). Cross-border programmes are focused on the local level on either side of a border, helping the local population address issues of common interest.

IPA Component II will support cross-border programmes between Albania and the Former Yugoslav Republic of Macedonia and between Albania and Montenegro.

As far as cross-border co-operation with Member States is concerned, Albania will participate in; (i) the IPA CBC "Adriatic" programme which should cover the coastal regions (at NUTS III level, or equivalent) of Member States and candidate/potential candidate countries sharing a maritime border across the Adriatic; and (b) the IPA cross border programme Greece-Albania and SEE Trans-national.

In addition, the conditions are presently not met for IPA Component II to support joint cross-border programmes – as defined in Article 91 of the IPA Implementing Regulation and in the Multi-annual indicative planning document (MIPD) 2007-2009 for Albania - between Kosovo¹ and its neighbours. Owing to the exception provided for by Article 91, a part of IPA Component II funds allocated to Albania can be used to finance a unilateral border development programme in the Albanian region of Kukes bordering Kosovo.

Although the conditions are presently not met for IPA Component II to support joint cross-border programmes between Kosovo and Albania, different efforts and actions must be developed in the Albanian side of the border to facilitate a future joint cross-border programme. In this context, the proposed Action intends to strengthen Kukes Region stakeholders' capacities and prepare the institutional framework for participation and implementation of CBC Programmes. The Action will help promote networking,

¹ As defined in UNSCR 1244.

capacity and institutional building in order to establish an “internal border partnership” in Kukes Region. It is expected that envisaged Action activities will contribute to increase cross-border cooperation as a result of improved know-how and partnership of local actors.

The Action will be implemented in a fertile ground, as a successor of Kukes Regional Development Initiative, a project co-funded by the European Commission, UNDP and Kukes local governments for improving small public infrastructures throughout the Region through social mobilization and participation. Again, the Action will not move forward in isolation. A complementary project aiming at Kukes Region Tourism and Environment Promotion (KRTEP) funded by EC and UNDP will be implemented in parallel to this Action facilitating the general framework, cost-shared resources and targeting similar stakeholders in order to develop a holistic and interrelated approach through both initiatives.

In addition, the Action will seek to cooperate and coordinate with other ongoing or newly started initiatives in the Region including the EC-UNDP co-funded Mine Action programme, the new One UN Joint Programme on “Youth and Migration: Reaping the Benefits and Mitigating the Risks” as well as interact with other donor programmes such as the “Mountains to Markets Programme” (MMP) implemented by the Mountainous Areas Development Agency (MADA), the World Bank Feeder Roads project, the SNV Kukes antenna on Forestry Management, and the like.

The Action will be implemented by UNDP, which will establish a Project Management Team to take care of the realisation of activities in close collaboration with the local stakeholders and the local structures established for this purpose.

A Project Board composed of representatives from Kukes Region Authorities, Ministry of European Integration, European Commission and UNDP will provide overall guidance and oversight as well as seek to develop synergies with other related initiatives throughout the implementation.

Total duration of the action	28 months
Objectives of the action	<p><u>Overall Objective:</u> To strengthen Kukes Region stakeholders’ capacities and prepare the institutional framework for participation and implementation of CBC Programmes.</p> <p><u>Specific Objectives:</u></p> <ul style="list-style-type: none"> • Identify the local stakeholders and set up and support their CBC capacity at Kukes region level • Set the ground for a fully-fledged CBC Albania – Kosovo through mirroring a future CBC programme between both countries in both structures and operations if and when available; • Public awareness and capacity building to manage CBC programmes by local authorities, civil society organizations (CSOs) and any other local stakeholder. • Implement CBC related small-scale interventions in infrastructure and capacity building.
Target group(s)	Staff from the Regional Government, local municipal and communal governments, local civil society and any other potential local community organizations and representatives exposed or potentially participating in cross border cooperation initiatives.
Final	Local communities of the region of Kukes, related local government bodies and civil society organizations. Indirectly neighbouring regions

beneficiaries	which will exchange experiences and lessons and draw benefits from the achievements of this current initiative.
Estimated results	<ul style="list-style-type: none"> • Structures established, equipped and trained to manage and programme CBC initiatives; • Increased public awareness and participation of civil society and communities at large in CBC activities and programming; • CBC related capacity building grants and small-scale infrastructure interventions implemented by local stakeholders.
Main Deliverables	<ul style="list-style-type: none"> • CBC-like structures (KRCM and KRST) fully-equipped, trained and established; • Kukes Region CSOs database completed and available online; • Informational materials on project preparation and project cycle management focusing on CBC initiatives produced; • Two info and partnership days organised in Kukes Region; • One socio-cultural event with a cross border impact organised in Kukes Region; • Up to ten capacity building grants, worth an amount of 100,000 EUR, awarded to and implemented by local stakeholders; • One small-scale infrastructure intervention with a CBC potential, worth an amount of 190,000 EUR including works and refurbishment, implemented by local stakeholders; • At least 100 participants from local governments, non-government organizations and eligible local stakeholders trained in project preparation and project cycle management focusing on CBC initiatives.

1.5. Objectives

The Overall Objective of the proposed action is to strengthen Kukes Region stakeholders' capacities and prepare the institutional framework for full participation and implementation of CBC Programmes when available.

The Action will contribute in fulfilling the above objective by specifically seeking to:

- Identify the local stakeholders and set up and support their CBC capacity at Kukes region level.
- Set the ground for a fully-fledged CBC Albania – Kosovo if and when available through mirroring a future CBC programme between both countries in both structures and operations.
- Public awareness and capacity building to manage CBC programmes if and when available by local authorities, civil society organizations (CSOs) and any other local stakeholder.
- Implement CBC related small-scale interventions in infrastructure and capacity building.

These tasks will be carried out in close collaboration and consultation with local actors, seeking their active participation and ownership. Their consensus and commitment to develop and implement CBC-like initiatives are critical for lasting results and further follow up. Positive changes will be coming as part of a well designed process where the Action aims to lay down the basis and the framework.

1.6. Relevance of the action

Albania has a relatively short experience in the implementation of cross-border programmes. Lessons learned from the former Neighbourhood Programs INTERREG CARDS 2004, 2005 and 2006 with Greece-Albania, Italy-Adriatic and Italy-Albania point out different challenges that must be faced. The main ones are the following:

- The beneficiaries have shown lack of basic skills in project cycle management especially during the phases of identification, action plan and budgeting.
- Due to the incomplete preparation during the application phase, more and more beneficiaries are requesting amendments to their initial action plan and the relevant budget during the implementation phase.
- Low level of information on IPA instrument and on cross border programmes.
- Difficulties, mainly among civil society organizations, to contact partner organizations on the other side of the border.

These challenges are expected to be more evident in the Region of Kukes as there is no previous neighbourhood programmes experience. In addition, the Region of Kukes is still the poorest region in Albania and it is increasingly lagging behind national averages according to a range of macroeconomic and human development indicators.

The total number of the population living in the Region is 75,765 inhabitants². The population is relatively young with an aging coefficient of 7.5 %, according to the last census of 2001. From 1989 to 2001, approximately 24% of the population left the region and during 2004–2007 an additional 26% decline was recorded where the rural population shrank with 28% and the urban one with 17%. People have moved within the region from rural to urban areas and outside the region to more prosperous ones. The majority of population resides in rural areas spread in 24 communes and representing about 73% of the total population in 2007. This population share has not changed much during 2004-2007 with a slight increase of urban share from 24% to 27% and a decrease in rural areas from 76% to 73%. The remaining 24% make up the population of the three municipalities of Kukes, Kruma and Bajram Curri.

In 2007, the rate of registered unemployment in the prefecture of Kukes was 31.3%. The share of youth unemployed on the total unemployed registered is 38.2%. However, the total share of funds for employment promotion programmes allocated in 2008 was nil. Employment trends have maintained a constant pattern over the last years with a slight decline for the employment in the public sector and a slight increase in agriculture. Considering unemployment by age-groups, the high proportion of the most active age group (25-45) composes the majority of the unemployed group in the Region of Kukes.

Kukes region has a share of only 0.5 percent in the national SME sector. The structure of economic activities includes trade, agriculture, construction, transport and other services. As of end 2007, the major economic share is occupied by the trade sector with 42 percent, followed by services 32 percent and construction 11 percent. Also the first two sectors have known a faster growth relative to the economic activities and free enterprise. SMEs working in other sectors such as industry, transport and agriculture represent a very small fraction with respective shares of six, six and three percents. However, these available data do not provide information on the wealth and sustainability of the enterprises, which might explain in part the slight decline in the construction sector in 2007 and that of services in 2005. The micro enterprises consisting of 1-5 employees are the majority representing 87% of the total, followed by small enterprises of 6-20 employees with a share of only 8.4%, and medium size enterprises representing only 1.6% of the total.

² INSTAT : data 2008

The underdevelopment of these potential sectors is also hampered by the lack of know-how and weak local capacities for resource management and entrepreneurship. These deficiencies are compounded in a vicious circle and further blurred by the myriad of local needs and priority settings and shaky strategic visions developed by local governments, which rely on very modest fiscal powers for bringing about change.

Nevertheless, the Region has high potentials for development, relative to its subsoil resources of chromium and copper and other rare minerals, its attractive natural and environmental resources including the Valbona valley, the lake of Fierza, the traditional village of Shishtavec with its high potential as skiing station, the canyons of Gryka e Gashit and that of Shishtavec road, the tower houses of Arren and several other tourist sights including characteristic houses, natural landscapes, rare species, sites of historical and cultural interest. In the agriculture and livestock sector as well there are high quality products with a potential for wider market such as potatoes, chestnuts, fruits and meat.

To develop this valuable potentials, a complementary project funded by EC and UNDP will be implemented in parallel to the present Action in order to contribute to the promotion of sustainable economic growth and attractiveness of the Albanian Kukës Region so as to make better use of its socio-economic and natural potentials in pursuing regional development and facilitating cross border cooperation.

Opportunities and certain comparative advantages for Kukës are in the rise, especially as a result of recent geopolitical changes in the larger cross-border region and the ease of border crossing between Albania and Kosovo. Kukës region has become a major entry point, especially through Kukës town, of Kosovo people to Albania and to a lesser extent of FYROM citizens as well.

Especially during the last decade various links have been established across the border for business, cultural and social activities though mainly on ad-hoc basis. These relations have developed spontaneously, though there are also some cultural exchanges that tend to consolidate a more regular frequency such as the event of Dita e Veres (Summer Day), Dasma Kuksiane (Kukës Wedding), Sofra Dardane, etc.

The construction of the Durrës-Kukës-Morina highway, expected to complete in summer 2009, will trigger other development opportunities for Kukës region as distances will become much smaller and business and people mobility much easier and cheaper. Kukës will have to grasp this opportunity and use it to its benefit by developing local capacities and know-how for putting successfully the region's resources in a competitive market and promote cross border cooperation initiatives.

From a policy perspective the National Plan for the Implementation of the Stabilization and Association Agreement (Sep 2007) refers to the commitment of the Government of Albania to "encourage inter-regional and cross-border cooperation and partnership".



Kukës Region

In this context, the Ministry of European Integration is implementing a project funded by the EC to support Albanian institutions in the implementation of the cross-border programmes, under IPA component II, respectively the cross border programmes of

Albania with the Former Yugoslav Republic of Macedonia, Montenegro, the South Eastern Europe (SEE), and the IPA programme with Greece. In addition, it will support the activities for regional IPA programmes of IPA Adriatic.

These programmes seek to improve neighborly relations and promote economic and social development in border regions. Kukës region participates in the Albania-Montenegro CBC programme together with Shkodra region.

Taking into account this situation, through the proposed Action, UNDP intends to strengthen Kukës Region stakeholders' capacities and prepare the institutional framework for participation and implementation of CBC Programmes. This will in turn contribute to furthering socio-economic development and increasing the region's capacities, having a direct impact in improving the livelihoods of the local populations. It will also aim to enable initiatives of local stakeholders and civil society organisations focusing on CBC. Although, needs for such support are considerable and of a longer-term, the current interventions and objectives would be proportional to the available funding, yet lay down sustained basis for further progress.

1.7. Description of the action and its effectiveness

1.7.1 General Objective

The **Overall Objective** of the proposed Action is to strengthen Kukës Region stakeholders' capacities and prepare the institutional framework for participation and implementation of CBC Programmes

Kukës region has been in the focus of UNDP and European Commission assistance since 2002 with the Local Governance Programme of UNDP and since 2005 through Kukës Regional Development Initiative phases 1, 2 and 3 funded by the European Commission and UNDP. KRDI consisted in the rehabilitation of small scale public infrastructure through social mobilization. Throughout this period, local communities have been organized in interested community based organizations and trained to identify local development priorities, ranking interventions by importance, reach consensus with local governments on co-funding at least 10% of the cost of selected interventions and provide basic post-project maintenance.

These interventions have been preceded by a wide local process for the formulation of the first Kukës Regional Development Strategy, which was finalized in 2004 and followed by Communal and Municipal Development Strategies for most of the local government units within the Region. This intensive process of local capacity building was a great experience especially for the Regional Government level which provided a platform of cooperation for local government units and other local economic and social actors. In this context, KRDI has set the stage and contributed to establishing a participatory approach, promoting Kukës Region partnership for improving access to basic services and the overall local living conditions.

However, new opportunities are presented through the Cross-border Cooperation programmes for which past experience is lacking and therefore there is a need for capacity building targeting local authorities, institutions and civil society organizations to make them active participants and actors in exploiting new development prospects.

Cross border cooperation initiatives could become important tools to facilitate regional development and social inclusion within Kukës Region and later in the wider region. To this aim, the establishment, training and equipment of the structures needed for a standard CBC Programme will become the groundwork for the up-coming CBC between Albania and Montenegro and for a near future fully-fledged CBC Programme between Albania and Kosovo if and when available.

The present Action, with its aim of strengthening Kukes Region stakeholders' capacities and prepare the institutional framework for participation and implementation of CBC Programmes is in line with the ongoing efforts, led by the MEI and the ECD, to enhance cross border cooperation with Albania's neighbouring countries.

The Action will bring an innovative assistance and theme to the Region, but will not unfold in isolation. A parallel Kukes Tourism and Environment Promotion project funded by EC IPA 2008 and UNDP is starting up and for rational and cost efficiency purposes the implementation of both Actions will be managed by the same core Project Management Team. The Actions' regional location will be in the same premises of ex-KRDI and running costs will be also shared with another UNDP-EC funded project on Mine Action in Kukes.

With the assumption of an earlier start-up of the Tourism and environment Promotion Project, a direct contribution of this project for CBC programming is the inclusion of a strategic CBC programming priority within the framework of development of the Region's Action Plan for Tourism and environment Promotion. In that perspective, the two Actions should be seen further linked and complementary.

Other complementarities and synergies will be sought with national and regional initiatives having in impact on regional development and cross-border cooperation. Such initiatives include:

- the already started CBC programmes between Albania and Montenegro where Kukes region is an eligible area;
- the World Bank Feeder Roads programme, expected to support the improvement of the Region's rural road network,
- the Mountainous Areas Development Agency's programme related to rural economic development,
- the One UN Joint Programme on "Youth and Migration: Reaping the Benefits and Mitigating the Risks" as well as
- the EC-UNDP partnership on Integrated Support to Decentralization project, which envisages piloting national and regional-local mechanisms for strategic programming, planning, implementing and monitoring initiatives with impact on local development.

1.7.2 Specific objective

In this context, the Action's **Specific Objectives** are the following:

- Identify the local stakeholders and set up and support their CBC capacity to efficiently participate to the Albania – Montenegro CBC programme and prepare them for active engagement in a future Albania – Kosovo CBC programme
- Set the ground for a fully-fledged CBC Albania – Kosovo if and when available, through mirroring a future CBC programme in both structures and operations;
- Public awareness and capacity building to manage CBC programmes by local authorities, civil society organizations (CSOs) and any other local stakeholder.
- Implement CBC related small-scale interventions in infrastructure and capacity building.

The Action's **capacity building** activities will target staff from the Region's local governments, the Regional Council administration, local civil society and other potential local community representatives with an eligibility potential of participation in cross border cooperation programmes.

The already identified potential beneficiaries would include at least representatives from the following organizations/units:

- Regional Council administration
- Local governments of three municipalities of the region: Kukes, Has and Tropoje
- Local governments of border communes of Tropoje, Bytyç (Tropoje), Golaj, Krume, Has (Has), and Zapod and Shishtavec (Kukes)
- Chambers of Commerce of Kukes, Has and Tropoje
- Kukes Regional Environmental Agency
- Directorates of Forests and Pastures of Kukes, Has and Tropoje
- Food and Veterinary Inspectorates of Kukes, Has and Tropoje
- Kukes Fishing Inspectorate
- Kukes Civil Society Forum
- Six Kukes environmental associations
- Kukes Federation of Producers of Agricultural Products and Livestock
- Association of Producers of Chestnut of Tropoje

Local communities of the whole Kukes Region as well as related local government bodies and civil society organizations, will be the final beneficiaries of the Action. Neighbouring regions which will exchange experiences and lessons and draw benefits from the achievements of this current initiative are indirect beneficiaries as well.

Indeed, the full impact of the interventions will be visible in a longer-term as the Action will be limited in time and resources and will aim at laying down the basis, both capacity and institutional building, for further sustained progress on CBC programmes. As such, the Action will first aim at establishing an institutional framework at regional level, based on broad cooperation amongst national, regional and local authorities and stakeholders mirroring ongoing standard CBC programmes. This exercise will reinforce the efforts done under Albania – Montenegro CBC programme and set the ground for a fully-fledged CBC programme between Albania and Kosovo if and when available. Exposed administrative staff and other participating local actors will receive specific training to become operational and start functioning.

Two specific local structures will be established to direct the implementation of the Action: **Kukes Region Monitoring Committee** (KRMC) and **Kukes Region Technical Secretariat** (KRTS). Those structures will mirror at possible extent similar structures established for standard CBC programmes: JTC and JTS. While the composition and role of these “interim” structures will be developed in full detail during the implementation in consultation with regional and local stakeholders, the KRMC will include in its membership representatives from central level Operating Structure of CBC programmes (MEI), the EC Delegation, UNDP and regional and local stakeholders from the region. In this perspective, guidance and support will be requested from the Operating Structure (OS), the Unit for Regional Cooperation (MEI), as national authority for the implementation of the CBC programmes in Albania.

The Action will also promote improvement of **public awareness** and partnership around CBC initiatives aiming at increased knowledge and capacities of every potential and eligible stakeholder organization for participation in current and future CBC programmes. This aim will be realized through a series of activities including:

- a mapping of Civil Society Organizations (CSOs) based in Kukes Region.
- organization of info and partnership days in each of the three Region’s municipalities
- organization of “people to people” actions events

The Action will fund, under a grant scheme **CBC capacity building initiatives** implemented by eligible applicants. Training on project preparation and project cycle management (PCM) focusing on CBC initiatives will be designed and delivered. In addition, Guidelines for Applicants will be prepared or adopted, prior to launch the Call for Proposals (CfP), to establish the legal and administrative framework for the whole process, defining clearly and in detail each of its different components. Guidelines for

Applicants produced by other ongoing CBC Programmes in Albania will be taken into consideration at this stage as a mirroring and standard model.

The Guidelines for Applicants will point out, at least:

- the priority areas,
- the eligible applicants,
- the amount available for the CFP and the co-funding conditions.

As mentioned earlier, the Regional Action Plan produced by the complementary Action "Kukes Region Tourism and Environment Promotion" will establish the general future framework for CBC initiatives within Kukes Region, pointing out as well some priority cross-border interventions. In addition, the KRTEP will fund small eco-tourism and/or cultural related infrastructure in partnership and co-financing from participating local governments.

The KRTS together with the Project Management Team will manage the Call for Proposals process including receiving and registering project applications, carrying out the initial assessment and preparing the documentation for the evaluation process. The KRMC will consider and endorse the criteria for selecting projects proposals to be funded by the Action and will be responsible for selecting projects. The KRTS, supported and advised by the Project Management Team, will monitor the implementation, evaluation and reporting phases of the selected CBC projects. However, the KRMC will approve and examine the results of implementation, particularly, achievement of the targets set for each of the funded projects.

The Action will also finance an **infrastructure component**, where a series of CBC related projects have been identified in consultation with local counterparts and stakeholders. Indeed, given the harsh topography and access routes of the region, most of the needs/projects identified are estimated to have an unaffordable cost. The regional authorities have, however, proposed a series of interventions that fall generally into three main categories:

- (i) restoration of cultural/historical heritage of the region buried today within half ruined local museums or underdeveloped because of lack of proper infrastructure,
- (ii) rehabilitation/construction of access roads to improve access to border populations so as to better relations with their Kosovo neighbors, with whom they share genealogy and historical links, and
- (iii) at a lesser extent, improvements and facilities in ICT and agro-processing and trade.

At present, the first category seems more viable and affordable for immediate consideration by the Action, while the second category includes mostly high cost interventions and the third category requires a further assessment of human and organizational capacities in place for operating the facilities in the eventual case of refurbishment.

Therefore, the following intervention is being considered by the infrastructure component of the present Action:

Renovation and refurbishment of Tropoja town Museum, in Tropoja district. This district has been historically linked with Kosovo, having Gjakova as its main border town. Estimated cost of intervention is around 190,000 EUR. The area witnesses at present a renewal of cultural and folkloric traditions and is the place of cross-border cultural events such Sofra Dardane and Sofra e Dukagjinit. The museum will be, mainly, ethnographic oriented which will be of interest to the increasing number of international tourists visiting the Valbona Valley as well as Kosovar and Albanian visitors.

While these are the main initial details, the respective technical aspects and accurate cost estimates will be developed during the early implementation through detailed project design. UNDP will seek a competition process for such design and will be in charge of procurement of the works and its refurbishment throughout.

1.7.3 Results and activities

More in detail, the realization of the Specific Objectives will be pursued through the achievement of three interrelated key results, and the implementation of the Action will be progressing through six sequential phases:

Result 1 – CBC-like structures established, equipped and trained to manage and programme CBC initiatives;

Result 2 – Increased public awareness and participation of civil society and communities at large in CBC activities and programming;

Result 3 – CBC related capacity building grants and small-scale infrastructure interventions implemented by local stakeholders.

In terms of activities, the following indicative sequence will be followed:

PHASE 1 – Start-up and Inception

1.1 Establishment of the Project Board

- 1.1.1 Official appointments from relevant institutions
- 1.1.2 Share project document with Project Board members

The Project Board will be activated before the implementation of the Action starts for giving its members time to get acquainted with the details and envisaged activities of the Action.

1.2 Set up PMT for starting implementation

- 1.2.1 Recruit International Project Manager
- 1.2.2 Recruit LT technical and support staff
- 1.2.3 Arrange PMT office premises
- 1.2.4 Procure necessary office equipment
- 1.2.5 Input Action budget into UNDP financial system
- 1.2.6 Finalize operational start-up

The main assumption carried out through the implementation of the present Action is the co-existence and co-implementation with the other Action on Kukes Regional Tourism and environment Promotion. In this assumption, the PMT staffing and office premises will have been set up by the latter before the project activities start. It is estimated that the recruitment process and office equipment arrangements will take up to two months as per standard UNDP procedures. PMT office, as well as for the parallel project KRTEP, is identified to be the former KRDI project premises in Kukes.

As the Action will make use of assets procured under KRDI and KRTEP, only new essential equipment purchases will be made for those items that are specifically needed.

1.3 Inception Report preparation

- 1.3.1 Initial consultations with local stakeholders
- 1.3.2 Develop Terms of Reference for KRMC and KRTS
- 1.3.3 Define project implementation work plan

- 1.3.4 Draft Inception Report
- 1.3.5 Project Board Meeting to review Inception Report and KRMC/KRTS ToRs

The PMT will detail in an Inception Report the plan of activities and the realistic timeline, in consultation with local stakeholders. Terms of reference for the representation and functioning of KRMC and KRTS will be prepared at this stage as well

These documents will be submitted to the Action's Project Board for review and endorsement and further follow up in reflecting the eventual feedback in the approach and engage in the implementation.

Result 1 – CBC-like structures established, equipped and trained to manage and programme CBC initiatives

PHASE 2 – Support Capacity Building for CBC

2.1 KRMC and KRTS established

- 2.1.1 Regional level discussions on KRMC and KRTS composition
- 2.1.2 Finalize agreement on both structures
- 2.1.3 Hire CBC expert for training structures
- 2.1.4 CBC expert provides training to local KRMC and KRTS members
- 2.1.5 In-country study tour for local KRMC and KRTS members
- 2.1.6 Identify basic office needs for KRTS operations
- 2.1.7 Basic KRTS office equipment procured and installed

Multi-level consultations will be carried out to identify the appropriate stakeholder partners and create both structures. The composition of those structures as well as their function would mirror at the extent possible standard requirements. Due consideration will be given to aligning them with similar JMC and JTS structures eventually established for the other Albania's CBC programmes and their respective responsibilities and competences. Representatives from the central level (Operating Structure), the EC Delegation, UNDP and regional and local stakeholders of the region itself will be members of the KRMC. In this perspective, guidance and support will be requested from the Operating Structure (OS), the Unit for Regional Cooperation (MEI), as national authority for the implementation of the CBC programmes in Albania.

The establishment of the KRMC and the KRTS are pre-conditions for the implementation of the entire Action. These structures will have to be established and operate toady in a virtual CBC environment but gain the skills and necessary capacities to take over the tasks of a full CBC programme in the near future. As such, the composition and roles of these structures are critical for a good start of a long process, which must be as well sustainable and owned by the beneficiaries.

The Action envisages providing a specific technical assistance in the establishment and initial training to local KRMC members and KRTS staff, while in addition basic office equipment will be identified and provided to the KRTS staff to become operational and start functioning. ONE specific workshop will be carried out to train local KRMC and KRTS members. Sharing experience and knowledge with standard JMC and JTS established within Albanian territory will be carried out as well. Concretely, an in-country study tour will be organised to learn and promote networking with standard CBC structures.

KRMC, supported and advised by the PMT, will adopt and endorse within this phase the calendar of activities for both KRMC and KRTS for the whole implementation period.

Result 2 – Increased public awareness and participation of civil society and communities at large in CBC activities and programming;

PHASE 3 – Public Awareness and “people-to-people” activities

3.1 Mapping of Civil Society Organizations (CSOs) based in Kukes Region

- 3.1.1 Desk review and information collection about CSOs
- 3.1.2 Development of a questionnaire for detailed information seeking
- 3.1.3 Distribution and collection of the questionnaire
- 3.1.4 Input and consolidation of data
- 3.1.5 Establish a database on CSOs
- 3.1.6 Establish a feedback mechanism for correcting inaccuracies
- 3.1.7 Database linked with Regional Government website
- 3.1.8 Promotion of database in a public event

The Action will undertake a mapping of the existing Civil Society organizations of the Region for a number of purposes:

- identification and inventory of the CSOs
- specifics on the wealth of expertise and potential of Civil society in Kukes
- assessment of the needs and gaps of such organizations
- level of participation and cooperation with public and private sector
- status of current projects and activities ongoing in the region with civil society support
- eventual linkages with cross-border civil society, etc.

Consultations will be carried out to identify and collect relevant information about Civil Society organizations. In addition, based on UNDP's reach experience in working with NGOS and assessing their capacities, a questionnaire-approach will be adopted to gather detailed information from each participating NGO. Local governments will be supporting this process besides the PMT itself. The data collected will be analysed and consolidated by PMT and input in a database hosted by the regional Council and posted on the Regional Council's official website.

A specific event is envisaged to promote the establishment and usefulness of the database. The aim of this activity would be two-fold: first to introduce the database to local and regional stakeholders and second to promote partnership among civil society organizations and public institutions.

3.2 CBC Promotional/informational materials

- 3.2.1 Development of leaflets about CBC programme
- 3.2.2 Translation of leaflets in local language
- 3.2.3 Print and distribute leaflets

3.3 Support info days - promote partnership activities

- 3.3.1 Preparation for info days events
- 3.3.2 Organization of events in three municipalities
- 3.3.3 Organization of a socio-cultural event with a cross border impact

For increasing public awareness and partnership among local and cross border stakeholders, firstly informational materials about CBC Programmes will be produce and distributed to enhance further understanding and facilitate CSOs involvement on CBC initiatives. These materials will be translated into Albanian for a wider understanding.

In addition, the Action envisages encouraging and supporting the organization of several info and partnership days and promoting “people to people actions”. For this purpose, three info and partnership days in the three Region's municipalities will be held

successively inviting Kukes Region stakeholders and potential Kosovo partners. Informational materials about CBC, produced in a previous stage will be distributed among the participants.

In order to enhance civil society cross border partnership a “people to people” action will be organized as well. Consultations with local and regional authorities will be carried out to identify a socio-cultural event with a clear cross border impact. Potential partners and representatives from Kosovo will be invited to contact and promote partnership between both sides of the border.

Result 3 – CBC related capacity building grants and small-scale infrastructure interventions implemented by local stakeholders

PHASE 4 – Training and guidelines for applicants

4.1 PCM training

- 4.1.1 Mobilize CBC training experts
- 4.1.2 Identification target trainees in each district
- 4.1.3 Develop or adopt training packages
- 4.1.4 Translate packages in local language
- 4.1.5 Print training packages
- 4.1.6 Organize three training events

Since the Action has a specific component of grant-schemes that will be accessible through Calls for Proposals, a training package on project preparation and project cycle management (PCM) focusing on CBC initiatives will be designed and delivered to potential applicants. The training will be delivered through a series of workshops covering a range from project pipeline preparation, application and implementation to monitoring and reporting. Specific materials will be produced or identified to guide future applicants to draft CBC project proposals and to support their performance on the monitoring, implementation, reporting and evaluation phases.

The role of the KRTS will be critical on this result, not only to provide advice in identifying trainees’ groups but mainly to understand and learn its own (KRTS’s) future coordination and supporting role vis-à-vis stakeholders within a standard CBC Programme between Albania and Montenegro, and Kosovo (if and when available). Therefore, special attention and support will be paid to the KRTS on this stage to strengthen its capacities and structures in order to facilitate its future leading role on a standard CBC Programme between Albania and Kosovo if and when available.

4.2 Guideline for Applications Developed

- 4.2.1 Guide for Applicants prepared or adopted
- 4.2.2 Local consultations on applicable criteria for application carried out
- 4.2.3 KRMC reviews the Guide and endorses it
- 4.2.4 Translation of the Guide in local language
- 4.2.5 Guide printed
- 4.2.6 Guide posted on regional website
- 4.2.7 Training session delivered to identified prospective applicants

The above training will go in pair with a second training theme on the application procedures. The Guidelines for Applicants will be drafted by specific local technical assistance hired by the Project Management Team. The draft will be prepared in close collaboration with the KRTS and be reviewed and endorsed by the KRMC.

The Guidelines for Applicants will establish the legal and administrative framework for the whole process, defining clearly each of its different components. Guidelines for Applicants

produced by other CBC Programmes will be taken into consideration at this stage as a mirroring and standard model. Granted interventions will be in line or complementary to the proposed CBC initiatives defined by the Regional Action Plan produced by the EC-UNDP project Kukes Region Tourism and Environment Promotion (KRTEP) if this latter output is delivered at this stage.

The following will be some of the most important elements of the Guidelines for Applicants:

- Potential priority areas:
 - economic development with an emphasis on tourism,
 - sustainable environmental development with an emphasis on protection, promotion and management of natural resources and ecosystems, and
 - social cohesion and cultural exchange through people-to-people and institution-to-institution actions.

- Eligible applicants:
 - non-profit types of organizations
 - local/regional authorities;
 - country and regional agencies, (responsible at central, regional and municipal level),
 - associations and foundations, such as business support organizations,
 - local development agencies,
 - chambers of commerce,
 - educational, training and R&D institutions,
 - producer associations,
 - public enterprises.

Private companies will not be eligible at this stage.

- Capacity building proposals must be submitted with a clear and main CBC objective component.

- No Action grant may exceed 85% of the total eligible costs of the specific proposal.

- Amounts available for individual proposals will be upward limited to EUR 10,000 for a total of EUR 100,000 for the whole capacity building grant component.

4.3 Infrastructure Technical Design

- 4.1.1 Launch tender for project design
- 4.1.2 Award tender winner and sub-contract
- 4.1.3 Seek respective local government and KRTS endorsement of final designs
- 4.1.4 Prepare for launching works tenders

The early identified infrastructure projects will be technically designed through a sub-contract with a local design company, for ensuring quality and standards. The PMT will prepare the Scope of Work (SOW) and consult them with the beneficiary local counterparts prior to tender. Local counterparts will also be invited in the selection process with an observer status.

PHASE 5 - Call for Proposals/ tendering infrastructure works

5.1 Launch Call for Proposals

- 5.1.1 Launch Calls for Proposals

5.1.2 Information sessions on Calls for Proposals

5.2 Evaluate proposals and award projects

- 5.2.1 Opening session and Administrative check
- 5.2.2 Evaluation of the Concept Note
- 5.2.3 Evaluation of the full Application
- 5.2.4 Verification of the Eligibility of the applicant
- 5.2.5 Notification of the selected project proposals
- 5.2.6 Issuance of relevant contracts
- 5.2.7 Monitor implementation of awarded projects
- 5.2.8 Organize visibility events when projects are completed

Once, the Guidelines for Applicants have been prepared and endorsed by the KRMC they will be launched together with the Call for Proposals (CfP). The KRTS supported and advised by the Project Management, will organise two information sessions on these Call for Proposals targeting eligible applicants. The KRTS will assist potential applicants in project definition, creating a web-based Q&A in order to support potential applicants in the preparation of project applications.

The KRTS together with the Project Management will manage the Call for Proposals process including receiving and registering project applications, carrying out the initial assessment (e.g. examination of the application documents for completeness, and meeting eligibility criteria), and preparing documentation for the evaluation process. It shall prepare, as well, standardized forms for project application, assessment, contracting, implementation, monitoring and reporting based as much as possible on templates and models included in the PRAG.

5.3 Launch and monitor infrastructure works to completion

- 5.3.1 Hiring of local civil engineer
- 5.3.2 Issuing ITBs to local/national companies
- 5.3.3 Evaluation of offers
- 5.3.4 Awarding of best responsive offers
- 5.3.5 Subcontracting
- 5.3.6 Works monitoring
- 5.3.7 Certification of works completion and hand over to local counterparts

5.4 Elaborate a follow up strategy

The KRTS together with the Project Management will assist the KRMC in organising selection and evaluation of project proposals and check whether all information for making a decision on project proposals is available. Anyway, the KRMC will consider and endorse the criteria for selecting the projects proposals funded by the action and will be responsible for awarding projects.

The KRTS, supported and advised by the Project Management, will monitor the implementation, evaluation and reporting phases of the selected CBC projects. However, the KRMC will approve and examine the results of implementation, particularly, achievement of the targets set for each of the financed projects.

Due visibility activities and tools would be adopted throughout the implementation of the Action and especially in organizing events around completed sub-projects.

PHASE 6 – Closure

6.1 Ex-post evaluation of the Action

- 6.1.1 Develop Terms of Reference for Independent Evaluation
- 6.1.2 Tender and hire evaluation experts
- 6.1.3 Assist the evaluation exercise
- 6.1.4 Review, accept and share the Evaluation Report

6.2 Prepare for final reporting and closing the Action

- 6.2.1 Draft Action's Final and Lessons Learnt Reports
- 6.2.2 Convene the last Project Board meeting to review and conclude implementation activities
- 6.2.3 Close the Action operationally and later financially

As per UNDP project implementation rules and procedures rules, the Action will be subject of an independent evaluation towards the end of the implementation period to assess the Action's performance and the level of achievement of the set objectives. A local qualified evaluation expertise will be selected through competition. The Evaluation Report will be then shared with key stakeholders and used for the preparation of the Project Final narrative and financial Report.

A final Project Board meeting will take place at the completion of activities for reporting about the final status of the achievements, the related evaluation and findings and approve in principle the Project Final Report.

1.8. Methodology

1.8.1 – Project Board

At a strategic and highest management level, a Project Board will be established. The Board will be chaired by the Deputy Minister of European Integration and composed of:

- Representatives of Kukes Regional Council
- Representatives of European Commission Delegation
- Representatives of United Nations Development Programme

The role of the Project Board will be to guide and monitor progress of implementation of the Action, responsible for making by consensus management decisions for the project when guidance is required. The Project Board will meet preferably quarterly or as often as necessary upon the request of one of its members. The Project Board will be consulted by the Project Manager in order to receive necessary decisions when project management tolerances in terms of time, cost and scope have been exceeded.

Upon signature of the agreement, UNDP will assist the Board chairperson, who should be responsible for establishing the Board, in requesting official appointments/representation from the relevant institutions composing the Board. The first meeting of the Board though would be scheduled once the Project management is in place.

Besides provision of strategic direction throughout the various stages of implementation of the Action, the Board will also seek to develop synergies with other initiatives related to cross border cooperation within Kukes Region and along the Albanian territory. The Board will meet at least quarterly to review strategic issues and directions and make suggestions concerning policy implications and links.

Once the Project Management is in place, a detailed results framework and monitoring plan based on Annual outputs and objectively verifiable indicators (OVIs) will be

developed. The Project will make reference to this framework in preparing quarterly and annual progress reports.

The first meeting of the Project Board would be convened at this time to seek the expectations and initial guidance from the Board as well as introduce the work and monitoring plan for review and endorsement by the Board. This will establish the baseline for further Project Board meetings.

1.8.2 Project Management Team

UNDP, as the implementer of the Action, will establish a dedicated core Project Management team for the day-to-day management of the implementation, in close cooperation with the relevant UNDP Programme Officer and under the supervision of UNDP Senior Management.

The Project Management team will be established and located in Kukes as an essential core team in charge of the substance and financial management and as a liaison and coordination agent for the implementation of this Action and for the project Kukes Region Tourism and Environment Promotion (KRTEP). The staffing will be secured through normal UNDP rules and procedures for recruitment.

The team composition will include basically an International Project manager and national technical and support staff as per the indicative list:

- International Project Manager x 1
- National Project Coordinator x 1
- Civil Engineer (part-time) x 1
- Admin/Finance Assistant x 1
- Driver x 1

In addition, a group of experts will be hired on short term basis to provide specialised technical assistance in implementing different activities (setting up and training of KRTS and KRMC, workshops on CBC, trainings on Project Cycle Management, defining guidelines for the call for proposals, etc).

The Project will be located in the same premises housing the former KRDI and will make use of KRDI assets so as to lower the costs of additional equipments down to the essential and necessary ones.

The implementation will heavily rely on the cooperation with local stakeholders and institutions, the Regional Council authorities and local civil organizations.

Some of the above stakeholders will participate in the establishment and functioning of the Kukes Region Monitoring Committee (KRMC), which will become, together with the Kukes Region Technical Secretariat (KRTS), the main counterpart for the Action, providing guidance and endorsing implementation decisions throughout the project life.

The establishment of the KRMC and the KRTS is in turn a key result of the Action and the aim is to support such capacities and institutional strengthening so as this structure is maintained and operational after the project ends. This arrangement is also in line with the institutional requirements of a standard CBC Programme between Albania and Kosovo, therefore it is likely that both structures will be consolidated further in the near future by additional assistance.

In the implementation of the Action, various KRMC and KRTS members have different roles to play. The Regional Council will be the main interlocutor to facilitate the local composition of the KRMC and the KRTS. The strengthening of both structures is critical for the success of the Action and the future CBC programmes development between Albania and Kosovo if and when available.

Local governments and CSOs will play, as well, a critical role as both are the main targeted beneficiary groups of the Action. They will become principal actors in implementing CBC small-scale interventions focusing on capacity building or infrastructural actions.

In accordance with UNDP's Financial Rules and Regulations, UNDP will maintain a direct control over financial aspects of the Project and include it within UNDP's internal monitoring mechanisms. The Project will be subjected to quarterly reviews, using the progress reports, quarterly work plans and delivery rates.

1.9. Duration and indicative action plan for implementing the action

Revised Action Plan of KRBC Programme - March 2011

ACTIVITIES / MONTHS	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
PHASE 1 – Start-up and Inception																													
1.1 Establishment of the Project Board																													
1.1.1 Official appointments from relevant institutions				XX																									
1.1.2 Share project document with Project Board members				XX																									
1.2 Set up PMT for starting implementation																													
1.2.1 Recruit International Project Manager			XX																										
1.2.2 Recruit LT technical and support staff			XX																										
1.2.3 Arrange PMT office premises			XX																										
1.2.4 Procure necessary office equipment			XX	XX	XX																								
1.2.5 Input Action budget into UNDP financial system			XX																										
1.2.6 Finalize operational start-up					XX																								
1.3 Inception Report preparation																													
1.3.1 Initial consultations with local stakeholders			XX	XX																									
1.3.2 Develop Terms of Reference for KRMC and KRTS				XX	XX																								
1.3.3 Define project implementation work plan				XX	XX																								
1.3.4 Draft Inception Report				XX																									
1.3.5 PB Meeting to review Inception Report and KRMC/KRTS ToRs								XX																					
Result 1 – CBC-like structures established, equipped and trained to manage and programme CBC initiatives																													
PHASE 2 – Support Capacity Building for CBC																													
2.1 KRMC and KRTS established																													
2.1.1 Regional level discussions on KRMC and KRTS composition				XX	XX																								
2.1.2 Finalize agreement on both structures				XX	XX																								
2.1.3 Hire CBC expert for training structures				XX																									
2.1.4 CBC expert provides training to local KRMC and KRTS members					XX																								
2.1.5 In-country study tour for local KRMC and KRTS members									XX																				
2.1.6 Identify basic office needs for KRTS operations									XX																				
2.1.7 Basic KRTS office equipment procured and installed										XX																			
Result 2 – Increased public awareness and participation of civil society and communities at large in CBC activities and programming;																													
PHASE 3 – Public Awareness and “people-to-people” activities																													
3.1 Mapping of CS Organizations (CSOs) based in Kukes Region																													
3.1.1 Desk review and information collection about CSOs				XX	XX																								
3.1.2 Development of a questionnaire for detailed information seeking									XX																				
3.1.3 Distribution and collection of the questionnaire										XX																			
3.1.4 Input and consolidation of data																													
3.1.5 Establish a database on CSOs																													
3.1.6 Establish a feedback mechanism for correcting inaccuracies																													
3.1.7 Database linked with Regional Government website																													
3.1.8 Promotion of database in a public event																													
3.2 CBC Promotional/informational materials																													
3.2.1 Development of leaflets about CBC programme					XX																								
3.2.2 Translation of leaflets in local language						XX																							
3.2.3 Print and distribute leaflets							XX																						
3.3 Support info days - promote partnership activities																													
3.3.1 Preparation for info days events																					XX	XX							
3.3.2 Organization of events in three municipalities																						XX							
3.3.3 Organization of a socio-cultural event with a CBC impact											XX				XX														
Result 3 – CBC related capacity building grants and small-scale infrastructure interventions implemented by local stakeholders																													
PHASE 4 – Training and guidelines for applicants																													
4.1 PCM training																													
4.1.1 Mobilize CBC training experts				XX																									

ACTIVITIES / MONTHS	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
4.1.2 Identification target trainees in each district						XX																							
4.1.3 Develop or adopt training packages						XX																							
4.1.4 Translate packages in local language						XX																							
4.1.5 Print training packages							XX																						
4.1.6 Organize three training events							XX																						
4.2 Guideline for Applications Developed																													
4.2.1 Guide for Applicants prepared or adopted								XX																					
4.2.2 Local consultations on applicable criteria for application carried out								XX																					
4.2.3 KRMC reviews the Guide and endorses it									XX																				
4.2.4 Translation of the Guide in local language									XX																				
4.2.5 Guide printed									XX																				
4.2.6 Guide posted on regional website									XX																				
4.2.7 Training session delivered to identified prospective applicants									XX																				
4.3 Infrastructure Technical Design																													
4.3.1 Launch tender for project design												XX																	
4.3.2 Award tender winner and sub-contract													XX																
4.3.3 Seek respective local government and KRTS endorsement of final designs														XX	XX														
4.3.4 Prepare for launching works tenders															XX	XX													
PHASE 5 - Call for Proposals/ tendering infrastructure works																													
5.1 Launch Call for Proposals																													
5.1.1 Launch Calls for Proposals									XX	XX																			
5.1.2 Information sessions on Calls for Proposals									XX																				
5.2 Evaluate proposals and award projects																													
5.2.1 Opening session and Administrative check											XX																		
5.2.2 Evaluation of the Concept Note											XX																		
5.2.3 Evaluation of the full Application											XX																		
5.2.4 Verification of the Eligibility of the applicant											XX																		
5.2.5 Notification of the selected project proposals												XX																	
5.2.6 Issuance of relevant contracts													XX																
5.2.7 Monitor implementation of awarded projects														XX	XX	XX	XX	XX	XX	XX	XX	XX	XX						
5.2.8 Organize visibility events when projects are completed																XX	XX	XX	XX	XX	XX	XX	XX						
5.3 Launch and monitor infrastructure works to completion																													
5.3.1 Hiring of local civil engineer					XX																								
5.3.2 Issuing ITBs to local/national companies																XX													
5.3.3 Evaluation of offers																XX	XX	XX											
5.3.4 Awarding of best responsive offers																					XX								
5.3.5 Subcontracting																					XX								
5.3.6 Works monitoring																					XX	XX	XX	XX					
5.3.7 Works completion and handover to local counterparts (refurbishment and liability period)																						XX	XX	XX	XX	XX	XX	XX	XX
5.4 Elaborate a follow up strategy																						XX	XX	XX					
PHASE 6 – Closure																													
6.1 Ex-post evaluation of the Action																													
6.1.1 Develop Terms of Reference for independent Evaluation																									XX				
6.1.2 Tender and hire evaluation experts																										XX			
6.1.3 Assist the evaluation exercise																										XX			
6.1.4 Review, accept and share the Evaluation Report																												XX	
6.2 Prepare for final reporting and closing the Action																													
6.2.1 Draft Action's Final and Lessons Learnt Reports																											XX	XX	
6.2.2 Last PB meeting to review implementation activities																												XX	
6.2.3 Close the Action operationally and later financially																												XX	XX

HUMAN RESOURCES / MONTHS	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Long Term National Technical Staff																													
1.1.1.1. National Project Coordinator (months)		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1											
ST National Experts																													
1.1.1.2 CBC Expert (days)				5	10			6	5																				
1.1.1.3 PCM & Application Guide Expert (days)							6	10	20																				
1.1.1.4 Evaluator of Proposals (days)											10	10	10	10	9														
1.1.1.5 Civil Engineer (months)						1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
1.1.1.6 Information Technology Expert (days)																													
1.1.1.7 Data input operator																													
1.1.1.8 Translator										10	10	10	10	10	10														
1.1.2 Administrative/ support staff																													
1.1.2.1. Finance Assistant (months)		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1										
1.1.2.2. Driver (months)		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1					
1.1.2.3. Support Staff (months)																				1	1	1	1						
Long Term International Staff																													
1.2.1. International Project Manager (months)						1	1	1	1	1	1	1	1																

1.10. Sustainability

Capacity and institutional building activities developed by the Action are expected to strengthen Kukes Region stakeholders' capacities and prepare the institutional framework for participation and implementation of CBC Programmes. The project will contribute to a better performance of the Kukes-based stakeholders involved in the Albania – Montenegro CBC, and set the ground for a fully-fledged CBC Albania – Kosovo - if and when available - through the mirroring a future CBC programme between both countries in both structures and operations. CBC structures will be established, equipped and trained to manage and programme CBC initiatives.

Local authorities, institutions and civil society organizations will be identified and trained in managing cross border cooperation activities. Public awareness and partnership initiatives will be carried out as well.

For this reason, the project will evolve in full compliance with the guidelines and requirements of a standard CBC Programme with regards to the structures, decision-making, beneficiaries and funded interventions.

The project will also support the identification and implementation of small-scale interventions, under a grant scheme, in defined priority areas by eligible applicants with a cost-sharing scheme following the approach adopted by standard CBC programmes.

The impact of the project on cross-border cooperation is expected as the project will aim at preparing Kukes Region stakeholders' capacities in producing high quality proposals for the Albania – Montenegro CBC, and set the ground for a standard CBC programme between Albania and Kosovo if and when available. CBC initiatives will become a new tool for Kukes Region economic development and social inclusion.

As CBC initiatives are supportive and will be oriented towards addressing identified local needs and priorities, the risks involved are not significant. The likely risks might be classified in the following categories and severity:

Political risk: lack of harmonization of local priorities and vision with that of a fully-fledged cross border cooperation programme, therefore lack of adequate coordination and ownership.

Likely severity: low

Mitigation of this risk if it appears will be in the focus of the first specific objective of the Action. UNDP has an excellent track record in working with both levels of local and regional government in the region and has the required experience for building partnerships. Furthermore, since local and regional governments will be members of the CBC structures established by the Action, it is unlikely that cooperation will fail. UNDP will provide throughout the implementation adequate technical assistance for advising on technical and organizational aspects and decisions will be sought by consensus within the Kukes Region Monitoring Committee. Decisions will be also made mostly on strategic aspects in defining the Guidelines for Applicants; therefore resistance is not expected to be considerable.

Social risk: local capacities insufficient for managing, taking over and following up after the Action completion.

Likely severity: low

An important part of the Action will be addressing capacity building within government and non-government institutions in the region. Relevant participants will be indirectly exposed and directly trained in managing CBC activities. These capacities will also be targeted by the Tourism and Environment Promotion project – KRTEP which will strengthen the likelihood of consolidating results.

Economic risk: lack of local stakeholders resources to comply with the co-financing scheme for small-scale interventions.

Likely severity: low

The cost sharing modality has been already applied for similar infrastructure projects in Kukes in the KRDI phases, therefore the municipalities are prepared and have experience in funding this type of projects. A track record of co-funding of more than 10% has become a norm and seems to be affordable for the region. As modalities will not change extremely, it is expected that this aspect of co-funding will accompany the project implementation successfully and contribute to the overall local ownership of the results.

1.11. Logical framework

LOGFRAME PLANNING MATRIX FOR	Project name and number	
Kukes Region Cross Border Cooperation Programme – KRCBC	Contracting period expires: One year following the expiry date for Contracting	Disbursement period expires: Up to one year after the end date for the execution of contracts
	Total budget: 0.60 MEUR	IPA budget: 0.50 MEUR

	Intervention Logic	Objectively Verifiable Indicators of achievement (OVI)	Sources and Means of verification (MOV)	Assumptions
Overall objective(s)	To strengthen Kukes Region stakeholders' capacities and prepare the institutional framework for participation and implementation of CBC Programmes.			
Specific Objective	<ul style="list-style-type: none"> Identify the local stakeholders and set up and support their CBC capacity at Kukes Region level to efficiently participate to the Albania – Montenegro CBC programme and prepare 	<ul style="list-style-type: none"> A CSOs Guide and Database completed CBC structures (KRMC and KRTS) fully-equipped, trained and established Informational 	<ul style="list-style-type: none"> Physical evidence of the publication Project regular report Summary reports 	<ul style="list-style-type: none"> Effective cooperation and commitment of public institutions Strong cooperation and participation of civil society in each stage of

	Intervention Logic	Objectively Verifiable Indicators of achievement (OVI)	Sources and Means of verification (MOV)	Assumptions
	<p>them for active engagement in a future Albania – Kosovo CBC programme;</p> <ul style="list-style-type: none"> • Set the ground for a fully-fledged CBC Albania – Kosovo - if and when available - through the mirroring a future CBC programme between both countries in both structures and operations • Public awareness and capacity building to manage CBC programmes by local authorities, civil society organizations (CSOs) and any other local stakeholder • Implement CBC related small-scale interventions in infrastructure and capacity building. 	<p>materials on project preparation and project cycle management focusing on CBC initiatives produced</p> <ul style="list-style-type: none"> • Info and partnership days, and socio-cultural events with a cross border impact organised • CBC actions implemented by local stakeholders 	<p>from regional government authorities</p> <ul style="list-style-type: none"> • Physical evidence of the materials • Leaflets and brochure produced • Physical evidence of the projects results 	<p>implementation</p> <ul style="list-style-type: none"> • Common understanding of importance of CBC initiatives • Realistic and qualitative project design
Expected Results	Result 1 – CBC-like structures established, equipped and trained to programme and manage CBC initiatives	<ul style="list-style-type: none"> • A Kukes Region Monitoring Committee and a Kukes Region Technical Secretariat established by first trimester of project 	<ul style="list-style-type: none"> • Official decision confirming establishment of both structures • KRMC and KRTS 	<ul style="list-style-type: none"> • Consensus and cooperation among local, regional and national stakeholders

	Intervention Logic	Objectively Verifiable Indicators of achievement (OVI)	Sources and Means of verification (MOV)	Assumptions
		implementation	functioning regularly	
	Result 2 – Identified, increased public awareness and partnership, and improved capacities of local authorities, institutions and civil society organizations in managing cross border cooperation activities	<ul style="list-style-type: none"> • A Kukes Region CSOs Guide and Database produced • Informational materials on project preparation and project cycle management focusing on CBC initiatives produced • Socio-cultural events with a cross border impact organised • Info and partnership days organised 	<ul style="list-style-type: none"> • Physical evidence of the guide • Regular project reports • Physical evidence of the information materials • Physical evidence of events celebrated 	<ul style="list-style-type: none"> • Support and cooperation of all local, regional and national data holders/providers • Continuous commitment of the regional government • Participation and support from civil society organizations
	Result 3 – CBC related capacity building grants and small-scale infrastructure interventions implemented by local stakeholders	<ul style="list-style-type: none"> • Guidelines for Applicants and Call for Proposal produced and launched • Information sessions on the call for proposals held targeting eligible applicants • At least ten capacity building projects implemented by local stakeholders 	<ul style="list-style-type: none"> • Physical evidence of the guidelines and the CfP • Physical evidence of the informational sessions • Regular project reports • Physical evidence of the interventions implemented 	<ul style="list-style-type: none"> • Support and contribution to the exercise by eligible local stakeholders • Local actors follow up and make good use of trainings received on previous results • Co-financing support from granted applicants • Quality and detailed design of project

	Intervention Logic	Objectively Verifiable Indicators of achievement (OVI)	Sources and Means of verification (MOV)	Assumptions
		<ul style="list-style-type: none"> One infrastructure project designed, tendered and implemented to completion and handed over to local authorities 		interventions <ul style="list-style-type: none"> Local maintenance

Activities	Per Results	Means	Costs	Pre-conditions/ Assumptions
	Start up and inception			
	<u>1.1 Establishment of the Project Board</u> 1.1.3 Official appointments from relevant institutions 1.1.4 Share project document with Project Board members	<ul style="list-style-type: none"> Communication with representative institutions 	<ul style="list-style-type: none"> Project running costs 	<ul style="list-style-type: none"> All participant institutions familiar with the proposed Action
	<u>1.2 Set up PMT for starting implementation</u> 1.2.1 Recruit International Project Manager 1.2.2 Recruit LT technical and support staff 1.2.3 Arrange PMT office premises 1.2.4 Procure necessary office equipment 1.2.5 Input Action budget into UNDP financial	<ul style="list-style-type: none"> Recruitment of Project Manager Recruitment of Local Staff Establishment of Project Office Procurement of equipment and support services 	<ul style="list-style-type: none"> International PM 99,000 € Local Team in total 54,621 € PMT office premises rent 11,473 € PMT office equipment 1,942 € PMT Office Support services 4,453 € 	

Activities	Per Results	Means	Costs	Pre-conditions/ Assumptions
	system 1.2.6 Finalize operational start-up			
	<u>1.3 Inception Report preparation</u> 1.3.1 Initial consultations with local stakeholders 1.3.2 Develop Terms of Reference for KRMC and KRTS 1.3.3 Define project implementation work plan 1.3.4 Draft Inception Report 1.3.5 Project Board Meeting to review Inception Report and KRMC/KRTS ToRs	<ul style="list-style-type: none"> Task of project management 	<ul style="list-style-type: none"> Project running costs 	<ul style="list-style-type: none"> Inception report and KRMC/KRTS ToRs timely and properly completed
Result 1 - CBC structures established, equipped and trained to manage and programme CBC initiatives				
	<u>2.1 KRMC and KRTS established</u> 2.1.1 Regional level discussions on KRMC and KRTS composition 2.1.2 Finalize agreement on both structures 2.1.3 Hire CBC expert for training structures 2.1.4 CBC expert provides training to local KRMC and KRTS members 2.1.5 In-country study tour	<ul style="list-style-type: none"> Communication with Regional authorities Recruit ST CBC national expert Provide office equipment and support services Undertake training workshops Field visits, meetings Organize in-country 	<ul style="list-style-type: none"> ST CBC expert 4,882 € KRTS Equipment 7,501 € Training workshops 1,113 € Per diem Study tour 3,306 € 	<ul style="list-style-type: none"> ToRs for KRMC and KRTS developed, shared and approved RC agrees and makes a wise choice of a committed and qualified team RC take a full and sustainable commitment for long term running of KRTS Participating institutions

Activities	Per Results	Means	Costs	Pre-conditions/ Assumptions
	<p>for local KRMC and KRTS members</p> <p>2.1.6 Identify basic office needs for KRTS operations</p> <p>2.1.7 Basic KRTS office equipment procured and installed</p>	<p>study tour</p>		<p>collaborate and make staff available in time for receiving training</p>
Result 2 – Identified, increased public awareness and partnership, and improved capacities of local authorities, institutions and civil society organizations in managing cross border cooperation activities				
	<p><u>3.1 Mapping of Civil Society Organizations (CSOs) based in Kukes Region</u></p> <p>3.1.1 Desk review and information collection about CSOs</p> <p>3.1.2 Development of a questionnaire for detailed information seeking</p> <p>3.1.3 Distribution and collection of the questionnaire</p> <p>3.1.4 Input and consolidation of data</p> <p>3.1.5 Establish a database on CSOs</p> <p>3.1.6 Establish a feedback mechanism for correcting inaccuracies</p> <p>3.1.7 Database linked with Regional Government website</p> <p>3.1.8 Promotion of database in a public event</p>	<ul style="list-style-type: none"> • Task of project management • Meeting with various local, regional and national actors • Questionnaire preparation and data gathering • Data input & processing • Public event organization 	<ul style="list-style-type: none"> • Project running costs • IT expert 0 € • Data input 0 € • Public event 798 € • Per diems 	<ul style="list-style-type: none"> • Support and cooperation of all local, regional and national data holders/providers • CSOs and local stakeholders support and participate in the activities

Activities	Per Results	Means	Costs	Pre-conditions/ Assumptions
	<u>3.2 CBC Promotional/informational materials</u> 3.2.1 Development of leaflets about CBC programme 3.2.2 Translation of leaflets in local language 3.2.3 Print and distribute leaflets	<ul style="list-style-type: none"> • Task of project management • Meeting with various local and regional authorities • Translation services • Printing subcontracting 	<ul style="list-style-type: none"> • Project running costs • CBC leaflets printing 1,652 € • Share of Translation services costs 	
	<u>3.3 Support info days - promote partnership activities</u> 3.3.1 Preparation for info days events 3.3.2 Organization of events in three municipalities 3.3.3 Organization of a socio-cultural event with a cross border impact	<ul style="list-style-type: none"> • Task of project management and KRTS • Interaction with local counterparts • Definition of info days programme and supporting materials • Selection of socio-cultural event to be sponsored 	<ul style="list-style-type: none"> • Project running costs • Organization of Info Days 3,475 € • Sponsoring socio-cultural events x 2,701 € • Per diem 	<ul style="list-style-type: none"> • CSOs and local stakeholders strongly support and participate in the activities • KRTS trained and equipped
Result 3 - CBC small-scale interventions implemented by local stakeholders				

Activities	Per Results	Means	Costs	Pre-conditions/ Assumptions
	<u>4.1 PCM training</u> 4.1.1 Mobilize CBC training experts 4.1.2 Identification target trainees in each district 4.1.3 Develop or adopt training packages 4.1.4 Translate packages in local language 4.1.5 Print training packages 4.1.6 Organize three training events	<ul style="list-style-type: none"> • Recruit PMC training experts • Field visits and meetings with local counterparts • Translation services • Subcontract printing services • Organize training events 	<ul style="list-style-type: none"> • Project running costs • PMC expert 6,728 € • Per diem • Translation 450 € • Printing 100 € • Training events 873 € 	<ul style="list-style-type: none"> •
	<u>4.2 Guideline for Applications Developed</u> 4.2.1 Guide for Applicants prepared or adopted 4.2.2 Local consultations on applicable criteria for application carried out 4.2.3 KRMC reviews the Guide and endorses it 4.2.4 Translation of the Guide in local language 4.2.5 Guide printed 4.2.6 Guide posted on regional website 4.2.7 Training session delivered to identified prospective applicants	<ul style="list-style-type: none"> • Recruit experts for Application Guidelines • Communication with multi-level institutional actors • KRMC meeting to endorse the Guidelines for Applicants • Translation services • Sub-contact printing company • Organize training sessions 	<ul style="list-style-type: none"> • Project running costs • Translation 450 € • Printing 100 € 	<ul style="list-style-type: none"> • Collaboration of multi-level institutional actors
	<u>4.3 Infrastructure Technical</u>	<ul style="list-style-type: none"> • Task of project 	<ul style="list-style-type: none"> • Project running costs 	<ul style="list-style-type: none"> • Consensus and support of

Activities	Per Results	Means	Costs	Pre-conditions/ Assumptions
	<u>Design</u> 4.1.1 Launch tender for project design 4.1.2 Award tender winner and sub-contract 4.1.3 Seek respective local government and KRTS endorsement of final designs 4.1.4 Prepare for launching works tenders	management	<ul style="list-style-type: none"> Project design contract 4,100 € 	local authorities in preparing the respective project designs
	<u>5.1 Launch Call for Proposals</u> 5.1.1 Launch Calls for Proposals 5.1.2 Information sessions on Calls for Proposals	<ul style="list-style-type: none"> Task of project management and KRTS Organize CfP info session 	<ul style="list-style-type: none"> Project running costs Info sessions 532 € 	<ul style="list-style-type: none"> CSOs and local stakeholders strongly support and participate in the call for proposals
	<u>5.2 Evaluate proposals and award projects</u> 5.2.1 Opening session and Administrative check 5.2.2 Evaluation of the Concept Note 5.2.3 Evaluation of the full Application 5.2.4 Verification of the Eligibility of the applicant 5.2.5 Notification of the selected project proposals 5.2.6 Issuance of relevant contracts 5.2.7 Monitor implementation of awarded projects	<ul style="list-style-type: none"> Task of project management and KRTS Meeting of KRMC Hire an external evaluator for proposals Issue contracts 	<ul style="list-style-type: none"> Project running costs CBC capacity bld projects 99,864 € Infrastructure works 190,000 € Evaluator 9,105 € 	<ul style="list-style-type: none"> Strong collaboration between KRMC, KRTS and Project Management Sufficient proposals of acceptable quality are submitted Co-financing support from granted applicants Local maintenance is guaranteed

Activities	Per Results	Means	Costs	Pre-conditions/ Assumptions
	5.2.8 Organize visibility events when projects are completed			
	<u>5.3 Launch and monitor infrastructure works to completion</u> 5.3.1 Hiring of local civil engineer 5.3.2 Issuing ITBs to local/national companies 5.3.3 Evaluation of offers 5.3.4 Awarding of best responsive offers 5.3.5 Subcontracting 5.3.6 Works monitoring 5.3.7 Certification of works completion and hand over to local counterparts	<ul style="list-style-type: none"> Task of project management, KRTS and KRMC Hire Civil Engineer for monitoring infrastructure project 	<ul style="list-style-type: none"> Project running costs Civil Engineer 27,500 € Visibility events 4,000 € 	
	5.4 Elaborate a follow up strategy	<ul style="list-style-type: none"> Task of project management, KRTS and KRMC 	<ul style="list-style-type: none"> Project running costs 	<ul style="list-style-type: none"> Strong collaboration between KRMC, KRTS and Project Management
Closing up Project				
	<u>6.1 Ex-post evaluation of the Action</u> 6.1.1 Develop Terms of Reference for Independent Evaluation 6.1.2 Tender and hire evaluation experts	<ul style="list-style-type: none"> Hire Evaluation Consultant Task of project management, KRTS and KRMC 	<ul style="list-style-type: none"> Project running costs Monitoring and Evaluation costs 5,000 € 	<ul style="list-style-type: none"> Strong collaboration between KRMC, KRTS and Project Management

Activities	Per Results	Means	Costs	Pre-conditions/ Assumptions
	6.1.3 Assist the evaluation exercise 6.1.4 Review, accept and share the Evaluation Report			
	<u>6.2 Prepare for final reporting and closing the Action</u> 6.2.1 Draft Action's Final and Lessons Learnt Reports 6.2.2 Convene the last Project Board meeting to review and conclude implementation activities 6.2.3 Close the Action operationally and later financially	<ul style="list-style-type: none"> Task of Project Management 	<ul style="list-style-type: none"> Project running costs 	<ul style="list-style-type: none"> Evaluation report submitted Project Final Report completed and acceptable by Project Board