

United Nations Development Programme

Kosovo

Project Document

Project Title

Modernization of Public Administration

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

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

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

KPAP Outcome 2: "By 2016, central and local level institutions more effectively plan implement and administrate policies which are participatory, gender-responsive and human rights centred."

Expected Output(s):

(Those that will result from the project)

Output 1. Training management system is developed within KIPA to provide systematic and continuous professional development for civil servants.

Output 2. Legal framework for the civil service is reviewed, updated, and gender responsive to facilitate a career development

Output 3. Assessment of the level of the implementation of service delivery related legislation for capacity development purposes conducted

Implementing Agency:

United Nations Development Programme (UNDP)

Brief Description

A well-functioning, effective, efficient and de-politicized administration is a fundamental need for a democratic governance. Public administration reform should result in enhancing accountability, responsibility, and improving services to citizens and the private sector. Modern public administration is characterized by two principles: i) new ways of public management, and ii) good governance. Particular emphasis within these two good governance principles lies with public administration capacity building for policy development, the need for cooperation and coordination between citizens, and local and central level authorities.

The overall objective of the project is to support the implementation of the strategy for modernizing the public administration, according to the general and specific strategic objectives, and according to the priorities set forth in the Action Plan.

The objectives of the project shall be achieved through the following outputs:

Output 1: Training management system is developed within KIPA to provide systematic and continuous professional development for civil servants

Output 2: Legal framework for the civil service is reviewed, updated, and gender responsive to facilitate a career development

Output 3: Assessment of the level of the implementation of service delivery related legislation for capacity development

Programme Period:	2015-2016
Key Result Area (Strategic Plan):	Governance
Atlas Award ID:	00086591
Start date:	September 2015
End Date	December 2016
PAC Meeting Date	
Management Arrangements	DEX

2016 budget:	USD 558,988.00
Total resources required:	USD 558,988.00
Total allocated resources:	USD 558,988.00
List all donor contributions	
Ministry of Public Administration	USD 558,988.00
Norway Matching Funds	USD 200,000.00

Agreed by UNDP:

I. SITUATION ANALYSIS

A well-functioning, effective, efficient, and de-politicized administration is a fundamental need for democratic governance. Public administration reform should result in enhancing accountability, responsibility, and improving services to citizens regardless of their sex, ethnicity, and gender, as well as the private sector. Modern public administration is characterized by two principles: i) new ways of public management, and ii) good governance. Particular emphasis within these two good governance principles lies with public administration capacity building for policy development, the need for cooperation and coordination between citizens, and local and central level authorities.

Previous assessments conducted by international organizations with regard to public administration in Kosovo repeatedly stressed the need for continuous development¹ of the civil service, with a focus on professionalism, de-politicization, improvement of management and coordination, and the development of oversight tracking mechanisms. In 2007, responding to this situation and aiming at developing an effective, efficient and accountable public administration, the Kosovo authorities adopted the "Strategy for Public Administration Reform 2007-2012", along with its Action Plan.

As a follow-up action, pursuant to the institutional decision no. 04/63, dated May 2009, the Ministry of Public Services was transformed into the Ministry of Public Administration (MPA), which also established the Department of Civil Service Administration within MPA, tasked to draft legal and training policy framework and to develop civil service human resources. In October 2009, the Department for Public Administration Reform Management and European Integration was established within this new ministry in order to more effectively oversee the implementation of the three-year Action Plan.

In Q4 of 2008, the Department of Civil Service Administration (responsible for public administration reform management), based on the data, estimated that approximately 35% of the planned actions of each Strategy field were implemented. Based on this analysis, in August 2009, the Ministry of Public Administration reviewed the Action Plan which also confirmed the low level of implementation. During the first semester of 2012, analysis performed by the Department for Public Administration Reform Management and European Integration indicated that only 25% of activities were fully completed.

Due to these and other reasons related to the new realities of governance, there appeared the need for reviewing the Public Administration Reform Strategy, which resulted in the need for drafting a new strategy² based on "convergence in the European administrative area in particular, and European integration process in general"³. Contrary to the previous Strategy, the implementation monitoring responsibility was assumed by the Inter-Ministerial Council on Public Administration Reform. As part of the civil service career development system, the Kosovo Assembly adopted two primary laws governing the civil service in Kosovo in July 2010 - the Law on Civil Service of Kosovo, and the Law on Kosovo Civil Servant Salaries, whereas the Law on State Administration was adopted few months later.

In 2014, the MPA published a "Comprehensive Report on the Implementation of the Public Administration Reform Strategy 2010-2013" indicating progress in the implementation, drafting and supplementing of the legal and institutional framework. Regarding the implementation in other areas, there has been

¹ UNDP and SOROS, "Training Needs Analysis for Civil Service of Kosovo", 2002, pp.26; SIGMA "Public Sector Assessment and Administrative Framework" 2008 (pp.20), Progress Report 2008.

² Public Administration Strategy 2010-2013, adopted by institutional Decision no. 07/145, 15. 09.2010

³ *ibid*

notable progress in administration operations, however, the need for further progress in other areas remains.

1.1. General developments in the public administration of Kosovo

Kosovo, in recent years, has noted progress in public administration reform both administratively and in terms of the legal framework. However, the legacy of the difficult socio-economic and political difficulties in public administration reform as well as challenging processes (including sector reforms) require additional efforts to address the need for institutional development. Despite analyses of public administration issues in Kosovo, actions undertaken for implementing recommendations have been limited.

The civil service is facing challenges in attracting and retaining highly qualified individuals, mainly due to low wages and an inability to stimulate the high performances. The legal framework for public administration is adequate, inspired by recent developments in European countries. The legislation provides a basis for a stable, unified and professional civil service. However, the legal framework should be complemented by secondary legislation to facilitate its enforcement. Considering that the reform is comprehensive towards EU membership - coordination, internal harmonization as well as the monitoring and evaluation system shall be greatly strengthened.

Despite the sound legal base that provides for a career civil service, real opportunities for career development are limited and there exists therefore low motivation for civil servants. New skills and knowledge acquired through trainings are provided by the Kosovo Institute for Public Administration (KIPA), as well as other organizations do not have sufficient influence to improve civil service performance⁴. A preliminary assessment on the development of a new civil service training strategy outlined several needs in the civil service professional development process, such as the fact that training of civil servants has not been entirely consistent with the needs analysis, trainings were mainly ad hoc and short-term, and trainings were not certified or followed up on later for a confirmation of skills and expertise acquired (excluding procurement training and certification). However, a positive tendency in the field of trainings has been noted, as in 2012 only 2,305 civil servants attended trainings, while during the first six months of 2013 the number amounted to 2,000 participants (the latest data from KIPA). It should be noted that KIPA is somewhat limited to the extent that it only provides advanced training programs.

1.2. The importance of further public administration development

The EC Progress Report 2014 notes that in general there has been limited progress in public administration reform and the institutions should undertake serious political commitment to this reform. The current pace of reforms in this field continues to pose one of the major challenges in the European integration process of Kosovo. These challenges require additional commitments for aspiring countries; during the latest EU enlargement, civil service institutional and capacity development were particularly emphasized in order for aspirant countries to meet not only minimum standards of quality and reliability in the public administration, but also to meet the average quality level of the public administrations of member states.

Although there is no acquits on public administration, there is a non-formalized acquits, consisting of the following principles:

- 1) Rule of Law - defined in terms of legal certainty and predictability of administrative actions and decisions;

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

- 2) Open administration/transparency - aims at ensuring fair review of administrative processes, results and compliance with predefined rules;
- 3) Public administration responsibility towards other administrative, legislative and judicial authorities - aims at ensuring compliance with the rule of law;
- 4) Efficiency in the use of public resources and effectiveness in the implementation of policy objectives defined in the legislation, and legislation implementation.

By drafting the "Strategy for Modernization of Public Administration 2015-2020", the Kosovo authorities have shown seriousness and readiness to move forward in the reform process, seeking political support and additional resources, both human and financial.

I. PROJECT STRATEGY AND OBJECTIVES

For Kosovo, public administration reform is essential in the context of European integration for several reasons:

- 1) Sufficient administrative capacity is a prerequisite for the implementation of the commitments assumed within the Stabilisation and Association Agreements;
- 2) Public administration reform is also an essential precondition to/and an integral part of fiscal reforms in order to balance overall institutional incomes and expenditures;
- 3) The reform of the remuneration system for civil servants is a component of the fiscal reform, but also establishes the basis for a merit-based civil service;
- 4) Successful implementation of acquits is impossible without governance horizontal structures and systems (procedures for administrative actions and mechanisms to ensure that the performance of civil servants is in line with EU standards).

Public administration reform is a continuous process that included amendments to the legal framework, the organizational structure at a central level, civil service management, capacity building⁵, and outcome-based training and management. The amendment of the civil service legal framework, including bylaws, is one of key aspects of this reform.

The new Strategy⁶ is based on the new political context, and the development of an administration in compliance with the requirements for effective and efficient services. The Strategy approach is expected to cultivate concepts of professionalism, transparency, and accountability in public administration which will be able to respond to the needs of citizens for services.

Based on previous experience in the reform process, analysis of efficient enforcement, and updated results-oriented public administration needs, the new Strategy is divided into three columns with a clear scope of responsible institutions and management structures:

1. Development and coordination of policies and legislation - the responsible institution is the Office of the Prime Minister;

⁵All capacity building processes have to be gender equal and promote participation of women.

⁶ The Strategy is undergoing consultation process, approval is expected before the end of 2015.

2. The civil service, human resource management, delivery of public administrative service and re-organization and accountability - the responsible institution is the Ministry of Public Administration;
3. Public Finance Management - the responsible institution is the Ministry of Finance.

The second pillar of the Strategy is the basis for modernization of administration as it relates to the development of the civil service, human resource management, administrative public service delivery, and accountability within public administration.

In the mid-term period, the Ministry of Public Administration will focus on primary policies for the development of a modern civil service, having as a milestone the strengthening of monitoring the implementation of civil service legislation, amending and supplementing the legal framework affecting the administration in general (civil service, organization of administration, law on salary system for public servants, the implementation of the jobs catalogue, and systematization of jobs through the operationalization of the new salary system).

MPA will also increase efforts to develop a professional civil service through on-job training and learning, based on the "Civil Service Training Strategy". In this process the Kosovo Institute for Public Administration (KIPA) will play an important role in the preparation of training programs and their delivery and monitoring training quality. Also, KIPA will prepare the establishment of an e-Administration in a more advanced level and digitalization of administrative processes to the broadest extent possible, including various electronic systems such as the operationalization of the human resource management system.

2.1 Project Goal

The overall project goal is to support the implementation of the strategy for modernizing the public administration, according to the general and specific strategic objectives, and according to the priorities set forth in the Action Plan.

Specifically, the project will contribute towards implementing the actions foreseen within the second pillar of the Strategy - "Civil service, human resource management, administrative-public service delivery and re-organization and accountability". Support for implementation of the Strategy is based on the Action Plan for Modernisation of Public Administration 2015-2017 and in specific referred outputs:

Output 1. Training management system is developed within KIPA to provide systematic and continuous professional development for civil servants

Sub-Activity 1.1: Institutionalisation of training needs

This activity establishes the opportunity for reviewing and recommending possible changes to the existing methodology for identification of trainings needs. Once the recommended changes are approved, this activity allows for the drafting of the Administrative instruction on the introduction of the new methodology, as well as the provision of training for HR personnel and KIPA in the use of the proposed methodology. This activity will be implemented by engaging relevant experts that are familiar with Kosovo legislation, and/or specialised in the provision of the new methodology for identification of trainings needs.

Sub-Activity 1.2: Develop feasibility analysis on the establishment of the credit system

This activity foresees the establishment of a credit system for civil servants participating in career development training and mandatory trainings, and it will be implemented by engaging experts of the relevant field and/or higher education institutions. Initially an analysis of the existing legislation will be prepared, which will also include KIPA's organizational system to assess the real possibility for the establishment of such a system. The establishment of a credit system depends on the findings of the initial report and on the legal possibilities for the establishment of such a system.

Sub-activity 1.3: Strengthening the monitoring system for the implementation of principles of ethics and integrity in public administration

In order to monitor both the policies and the perceptions of integrity (policies), this activity aims to enhance the attention to integrity in the organisational culture as well as strengthen the broader desire for evidence-based policies. This will initially be supported through drafting the methodology for monitoring system on principles of ethics and integrity, and code of ethics. Once the draft methodology is developed, the expert will organize a roundtable with relevant stakeholders to discuss the draft monitoring system, provide trainings for ToTs, HR managers and civil servants in civil service.

Sub-activity 1.4: Conduct a study on the introduction of an electronic recruitment system

The recruitment process in the civil service is generally perceived as a non-transparent and politicized, leading to ineffective and unproductive system and gender discriminatory sometimes. The study would assess the possibility to advancing HR management in the civil service, identifying most suitable candidates for the post, facilitate re-assignment of individuals across departments/ministries. This activity will be implemented through the engagement of an expert on developing a study on the introduction of an electronic recruitment system.

Sub-activity 1.5: Support to the Department of Civil Service Administration through strengthening the management capacities

This activity includes drafting the Regulation for Training of Civil servants and the Concept Paper on the implementation of Objective 5 of Civil Service Training Strategy. It also foresees the provision of trainings for ToTs and relevant civil servants on Human Resource Management Information System (HRMIA). This activity will be implemented through the engagement of an expert, who will draft the regulations/concept papers as well as the provision of trainings.

OUTCOME INDICATOR/S:

- Number of courses that follow ADDIE (analysis or needs assessment, design, develop, implement, and evaluate) training cycle.

Output 2. Legal framework for the civil service is reviewed and updated to facilitate a career development

Sub-Activity 2.1: Support the review of the legal framework for Civil Service

This activity includes legal amendment/supplementation and the drafting of bylaws that provide organization and functionality to the civil service, with a focus on the "Law on Civil Service", "Law on the Salary System for Public Administration" and "Law on the Organisation of Public Administration" as a matter of priority. This activity will be implemented by engaging consultants to provide assistance to MPA,

particularly on drafting the secondary legislation, including learning from best practices/South-South cooperation.

Sub-Activity 2.2: Support personnel managers on the use and implementation of the new legislation

This activity provides support to the personnel managers on the implementation of the new legislation through relevant and professional trainings. Further, this activity allows the exchange of experience through best practices or/and South-South cooperation. This activity will be implemented through the engagement of relevant experts on the provision of specified trainings.

Sub-Activity 2.3: Conduct the assessment

This activity includes the development and implementation of the assessment. Initially, the activity foresees the engagement of an expert to conduct the research on the implementation of the legislation, and held meeting with the relevant stakeholders on discussing the preliminary results. Once the field research is completed, the activity includes the preparation of an analysis of the findings with recommendation on areas for improvement. A report with the findings and recommendations will be submitted to the MPA to review and held consultations with relevant stakeholders and donors/partners.

OUTCOME INDICATOR/S:

- Revision of the legal framework on the civil service

Output 3. Assessment⁷ report produced on the level of implementation of service delivery related to legislation for capacity development purposes

Sub-Activity 3.1: Conduct desk research

This activity includes the provision of technical assistance to MPA and AoK on the review of the implementation of the current legislation on service delivery, as well as all administrative services provided by the central and local institutions. Further, this activity defines, in cooperation with MPA, the relevant services that required to be covered by the assessment. This activity will be implemented through the engagement of professional consultants on reviewing, defining, and providing technical assistance for all administrative services delivered by MPA.

Sub-Activity 3.2: Conduct the assessment for measuring public perception on service delivery

- draft the regulation for organizing the forms and standards on gathering public perceptions;
- identify the most suitable methods for measuring public perception on service delivery;
- develop tools to measure public perception on service delivery;
- measuring public perceptions on service delivery through online application (surveys/questionnaires, etc.) through tailor-made research;

Sub-Activity 3.3: Measuring public opinions concerning quality and accountability of public services

- Placing boxes for collecting opinions in all institutions of Kosovo on delivered services (135 boxes)

OUTCOME INDICATOR/S:

- Assessment Report

⁷Assessment should be gender responsive and present results regarding gender service approach

II. MANAGEMENT ARRANGEMENTS⁸

3.1. Implementation of Agreement

UNDP-Office in Kosovo and the Ministry of Public Administration will sign a Project Cooperation Agreement (PCA) and a Cost Sharing Agreement (CSA). The Deputy Resident Representative of UNDP and the Governance and Peacebuilding Portfolio Manager will provide oversight of the overall implementation of the project. The project will be implemented according to internationally recognized standards⁹.

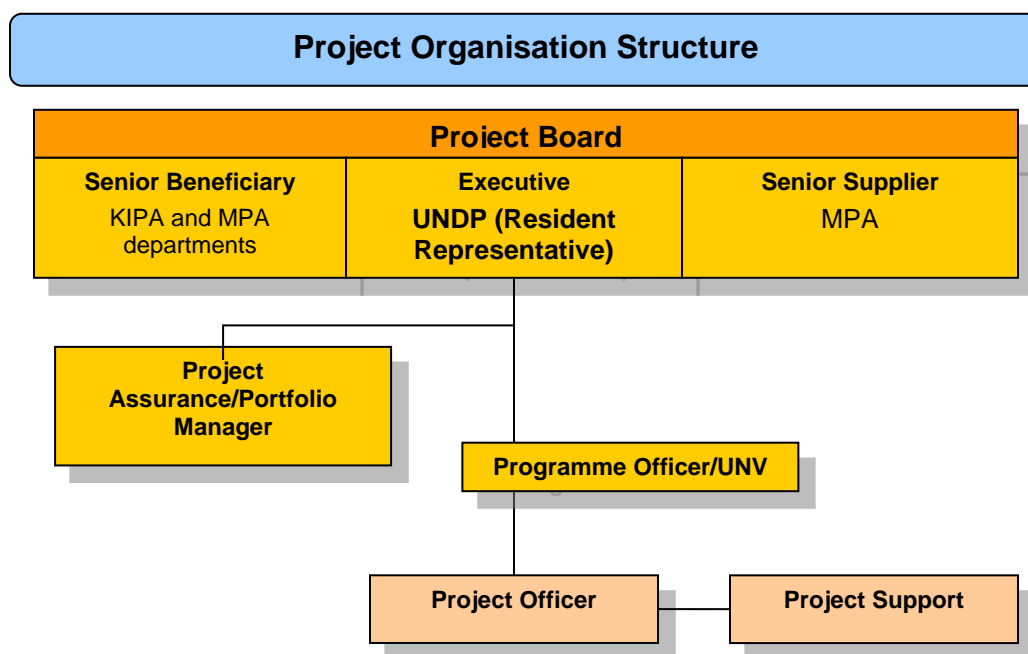
The project represents a fast mechanism for providing technical expertise (and other appropriate forms of support), demand driven placement of experts/advisors in required fields, including the engagement of organization, companies, or institutions to achieve project goals.

The support will be focused within the Ministry of Public Administration, and the work will be conducted with relevant departments, under their guidance, towards the implementation of activities.

1.2 Management structure

Project Board

The highest level in the pyramid of project management is the Project Board¹⁰, with overall authority on the project, its inception, steering, review and eventual closure. The Project Board approves the annual work plans, assesses the progress, discusses the learned lessons, and authorizes greater changes than allowed by the approved work plans of the project.



⁹ <http://content.undp.org/go/userguide/results>

¹⁰ Every decision body should be composed equally by women and men.

This ensures a high commitment to the project and its proper progress, while preventing any eventual conflict through oversight, and negotiating solutions for any problems between the project and any party within the scope of the project. For this project, the Board shall meet at least once a year, and will include senior representatives of the Ministry of Public Administration, UNDP, and other stakeholders (invited as observers).

Meetings of the Committee will be co-chaired by the Minister of Public Administration and the Resident Representative of UNDP. Members of the Committee will be the General Secretary of MPA, General Director of KIPA, Director of DCSA, Programme Coordinator and Deputy Coordinator of UNDP, and the project manager. Board members are tasked with oversight of implementation, evaluation and recommendations regarding the further steps of the project.

The project's daily management will be the responsibility of the project management team consisting of a project officer/manager and an administrative assistant, under the direct supervision of the UNDP programme staff.

Financial agreements and project team

Management of the funds will be carried out under the direct execution of UNDP, in accordance with the financial regulations and UNDP regulations and an outcome-based management approach. The specific financial contributions are defined in the Project Cooperation Agreement (PCA) and in the Cost Sharing Agreement.

This project is funded by the Ministry of Public Administration and UNDP.

Quality assurance

UNDP's programme in Kosovo/relevant portfolio manager will assure the technical quality of project implementation. The Board of the Project will receive notifications and (as appropriate) will advise regarding the implementation of the project in terms of issues that cannot be treated at the project level. An additional aspect of quality assurance will be provided through quarterly and annual reports. While the expected outcomes of this project are specified in the project document, the project will have a flexible approach and can adapt to the new potential requirements and needs of MPA, which will be in alignment with the work plan strategy and within the agreed funds in order to ensure maximum impact and to be in alignment with the current context.

Internal control

All indicators will be monitored during each stage of the project, and the impact will be measured through data collection. Regular reporting and overall monitoring will be conducted by the Programme Officer, in cooperation with the Portfolio Manager, based on the Annual Work Plan (AWP). These reports will provide information on the project status regarding necessary changes or corrections.

AWP

Annual Work Plan will be developed by the Project Manager/Officer and will indicate the expected results, indicators and resources required for the achievement of planned results.

III. RESULTS AND RESOURCES FRAMEWORK:

<p>Intended Outcome as stated in the Kosovo Programme Action Plan (KPAP) Results and Resource Framework: <i>Outcome 1.1: Rule of law system and institutions are accessible to all and perform in a more efficient and effective way</i></p>			
<p>Intended Project Outcome: <i>Improved capacities of MPA to implement the “Strategy on Modernization of Public Administration”</i></p>			
<p>Applicable Key Result Area: <i>Priority Area 1: Good Governance and Rule of Law</i></p>			
<p>Project title and ID (ATLAS Award ID): <i>Modernization of Public Administration (00090402)</i></p>			
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	Responsible Parties	Inputs
<p>Output 1. <i>Capacities of the Ministry of Public Administration to implement specific objectives¹¹ of the “Strategy for Modernization of Public Administration” increased</i></p> <p>Indicators: <i>Percentage of central and local institutions that have implemented the specific objectives of the Strategy</i></p> <p>Baseline: 0</p> <p>Target: <i>40% of the specific objectives of the Strategy implemented</i></p>	<p>ACTIVITY 1: Training management system is developed within KIPA to provide systematic and continuous professional development for civil servants.</p> <p>Sub-activity 1.1: Institutionalisation of training needs</p> <ul style="list-style-type: none"> • Review the methodology for identification of training needs; • Recommend changes to the existing methodology; • Draft the Administrative instruction on the introduction of the new methodology; • Provide training for HR personnel and Kosovo Institute for Public Administration on the use of the new methodology; <p>Sub-activity 1.2: Develop feasibility analysis on the establishment of the credit system</p> <ul style="list-style-type: none"> • provide technical assistance for MPA to conduct feasibility study on the possibility of establishing a credit system for training; • discuss the results of the feasibility study with major stakeholders; • produce a road-map for possible solutions 	<p>UNDP</p>	<p>Project team</p> <p>Chief Technical Advisor for SAA</p> <p>National, regional and Diaspora experts (advisors and coaches)</p>

¹¹ Action Plan for Implementation of the new Strategy: Objective 1: *Civil Service* (specific Objectives 2, 3, 4); Objective 2: *Administrative Procedures and Public Administrative Service Delivery* (specific Objectives 2, 3, 6, 7).

<p>Gender Marker & Rationale Rating</p> <p>Gender Marker GEN1; Motivation: Promote women participation in policy making and the processes and encourage equal participation of both gender to the working groups, trainings, and capacity development activities.</p>	<p>Sub-activity 1.3: Strengthening the monitoring system for the implementation of principles of ethics and integrity in public administration</p> <ul style="list-style-type: none"> • provide support on drafting the methodology for monitoring system on principles of ethics and integrity, and code of ethics; • organize a roundtable with relevant stakeholders to discuss the draft monitoring system; • provide trainings for ToTs; • provide trainings for HR managers and civil servants in civil service; • establish a system of monitoring; <p>Sub-activity 1.4. Conduct a study on the introduction of an electronic recruitment system</p> <ul style="list-style-type: none"> • engage expert to draft the ToRs and monitor the development of a feasibility study on the introduction of an electronic recruitment system; • produce the feasibility study of online application for civil service jobs; • present the study for consideration by the MPA; <p>Sub-activity 1.5. Support to the Department of Civil Service Administration through strengthening the management capacities</p> <ul style="list-style-type: none"> • draft the Regulation for Training of Civil Servants; • provide trainings for ToTs and relevant civil servants on Human Resource Management Information System (HRMIA); • draft a Concept Paper on the implementation of Objective 5 of Civil Service Training Strategy; 		<p>Associated costs (living allowance, travel, fee, facilities, interpreting costs, printing and publication, miscellaneous)</p> <p>Office space</p> <p>Office equipment and supplies</p> <p>e-learning materials</p> <p>Contractual services</p>
TOTAL Activity 1		EUR 222,750.00	\$ 262,079.00

	INDICATIVE ACTIVITY	Responsible Parties	Inputs
	<p>Activity 2. Legal framework for the civil service is reviewed and updated to facilitate a career development</p> <p>Sub-activity 2.1: Support the review of the legal framework for Civil Service</p> <ul style="list-style-type: none"> • provide technical assistance to MPA and on the review of the legal framework for Civil Service; • provide technical assistance to MPA on drafting of the secondary legislation for the Law on Civil Service (in case the law is approved); • provide exchange of experience through South-South cooperation/Best Practice • provide support in organizing public debates/consultations in central level and six regions <p>Sub-activity 2.2. Support personnel managers on the use and implementation of the new legislation</p> <ul style="list-style-type: none"> • provide technical assistance/expertise to prepare training materials and provide trainings; • organize training of personnel managers on the implementation of the new legislation; <p>Sub-activity 2.3: Conduct the assessment</p> <ul style="list-style-type: none"> • conduct research on the implementation of legislation; • prepare an analysis of the findings with recommendations on areas for improvement; • submit the report to MPA for review and consultations with stakeholders and donors/partners; 	<p>UNDP</p>	
	<p>TOTAL Activity 2</p>	<p>EUR 150,478.00</p>	<p>\$ 176,942.00</p>

	INDICATIVE ACTIVITY	Responsible Parties	Inputs
	<p>Activity 3. Defining mechanisms to measure the quality and accessibility of public services to citizens in a gender responsive manner</p> <p>Sub-activity 3.1: Conduct desk research</p> <ul style="list-style-type: none"> • review the current legislation on service delivery; • review the list of all administrative services provided by the central and local institutions; • define with MPA which services will be covered by the assessment; <p>Sub-activity 3.2: Conduct the assessment for measuring public perception on service delivery</p> <ul style="list-style-type: none"> • draft the regulation for organizing the forms and standards on gathering public perceptions; • identify the most suitable methods for measuring public perception on service delivery; • develop tools to measure public perception on service delivery; • measuring public perceptions on service delivery through online application (surveys/questionnaires, etc.) through tailor-made research; <p>Sub-Activity 3.3 <i>Measuring public opinions concerning quality and accountability of public services</i></p> <ul style="list-style-type: none"> • Placing boxes for collecting opinions in all institutions of Kosovo on delivered services (135 boxes) 	<p>UNDP</p>	
	<p>TOTAL Activity 3</p>	<p>EUR 88,600.00</p>	<p>\$ 104,179.00</p>

	<i>TOTAL for Activities</i>	EUR 461,828.00	\$ 543,200.00
	<i>GMS (3%)</i>	EUR 14,280.00	\$ 16,800.00
	<i>TOTAL Budget</i>	EUR 476,108.00	\$ 560,000.00

OFFLINE RISK LOG

Project Title: Modernization of Public Administration				Award ID:		Date:			
#	Description	Category	Impact & Probability ¹²	Countermeasures Management response	Owner	Author	Date Identified	Last Update	Status
1	Insufficient engagement or cooperation from the national authorities	Operational Strategic Organizational	P=2 I=5	Build open, effective, and inclusive communication and coordination among actors involved in the project development.	Programme Analyst	UNDP Kosovo	Inception		
2	Limited coordination and/or competition due to the promotion of individual initiatives from multiple donors	Operational	P=2 I=4	Establish institutionalized and effective cooperation at all levels in the project cycle; clear definition of roles, and areas of support. Analyse and build strong relationship between existing donors and other contacts.	Programme Analyst	UNDP Kosovo	Inception		
3	Lack of cooperation with the project and the experts by requesting parties	Organizational	P=1 I=5	Create direct engagement of all project units as well as establish clear roles in the implementation of the project activities through clear cost-effective mechanisms.	Programme Analyst	UNDP Kosovo	Inception		
4	Beneficiary staff turnover	Organizational Political	P=4 I=3	Promote the benefits and advantages of the new training system and M&E platform through inclusive and open environment.	Programme Analyst	UNDP Kosovo	Inception		

¹² P is probability on a scale 1(low) to 5(high), I impact on scale from 1(low) to 5(high)

#	Description	Category	Impact & Probability ¹³	Countermeasures Management response	Owner	Author	Date Identified	Last Update	Status
5	Potential political changes in the Kosovo authorities	Political Organizational	P=4 I=4	Establish a stable and inclusive training system that corresponds to the civil service platform regardless of political changes and potential influence.	Programme Analyst	UNDP Kosovo	Inception		
6	Lack of political will to implement recommended changes by the experts	Political Operational	P=2 I=4	Provide periodical reports on the project implementation by the experts to create a cooperative communication with relevant stakeholders.	Programme Analyst	UNDP Kosovo	Inception		

¹³ P is probability on a scale 1 (low) to 5 (high), I impact on scale from 1 (low) to 5 (high)