Swiss Kosovo Local Governance and Decentralization Support Project (LOGOS II)

Reflection Mission

An Evaluation of Current Process and Future
Perspectives:

LOGOS II in A Changing Local Government Environment

Besnik Tahiri
Anne Moulin
Alma Zukorlic
Merita Limani

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Foreword

The team would like to thank all the people who made this reflection mission possible, especially those in SCO and LOGOS II who provided, not only information and support services, but also introduced us to the various interlocutors. The team members, although selected by SCO (two being currently employed with SDC one in SCO and the other one is an independent consultant) worked autonomously and the views expressed in this report are solely theirs. The report is short (only 15 pages) and focuses on the overall process of the project and strategic issues rather than project detail. The reader can see the key findings within the executive summary.

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Glossary

AKM	Association of Kosovo Municipalities
GIS	Geographic Information System
KLGI	Kosovo Local Government Institute
LLSG	Law on Local Self Government
LOGOS	Swiss Kosovo Local Governance and Decentralization Support Project
MLGA	Ministry of Local Government Administration
NPO	National Program Officer
RAE	Roma Ashkali and Egiptian Minority Community
RMT	Reflection Mission Team
SCO	Swiss Cooperation Office in Kosovo
SDC	Swiss Agency for Development and Cooperation

Executive Summary

The RMT concluded that the management approach and general direction of LOGOS II is in the right track and it extensively corresponds and reflects the frame and the project document. The field evidence supports the argument that municipalities are very supportive of the LOGOS II activity in both infrastructure (hard interventions) projects as well as in capacity building efforts (soft interventions). The RMT also concluded that LOGOS II is seen as a flexible, reliable and accessible partner. Moreover, the project is well respected by both local and international interlocutors. However, in some cases there are elements that clearly show the there is a lack of strong and substantial progress on the ground.

It is quite clear that the beneficiaries have responded positively to the shift of the project from Phase I to Phase II. In this line working directly with municipal level became sustainable due to the fact that municipalities see direct benefit from projects. Nonetheless this momentum should be further utilized by LOGOS II.

In addition, the current project framework and the implementation methods are duly acknowledged by the beneficiaries and well accepted by them, as in most of the cases the project has a demand driven approach matched with the need for increased local municipal ownership. However, in the current phase, it is a matter of consistence, reputation and credibility that previous good and genuine initiatives such as inclusion of sub-municipal level and work with civil society should not be neglected by both, the municipalities and LOGOS II.

It is evident that the project extension from three to eight municipalities has contributed to a greater outreach but it has simultaneously brought into light new challenges and opportunities that need increased commitment, energy and synergism by all actors on the ground. In this regard it is recommendable that there should be active process of lessons learned on a sense of pragmatism.

The overall standpoint is that the phase II directly contributes to the local governance and decentralisation reform agenda, which is a key priority for the Kosovo authorities and the international community. The new phase has produced positive side effects by bridging communities and therefore fostering inter-municipal cooperation. This relationship starts from joint projects to joint Development Plans that strengthens cooperation and municipal partnerships.

Capacity building efforts through training programmes and study visits promoted professional collaboration among the eight municipalities and gave an opportunity for a joint platform for municipal issues and affairs. Shifting to direct budgetary support was partially considered as more helpful. The team considers that on-budget support is too early, an opinion that was shared by most of the Mayors, too. For the RMT, however, an investment fund in pilot basis could be a good measure to facilitate a future implementation of on-budget support.

MLGA recognizes the contribution of LOGOS II and is satisfied with the direction of the project. Concerns over *donor coordination* are mainly discussed in Prishtina with central institutions (MLGA, AKM and donor headquarters), whereas at municipal level, there is no evidence of major overlap and misunderstanding among donors and municipalities.

Current cooperation between AKM and LOGOS II is mainly in the level of information sharing and so far there is no meaningful synergy between the two projects. The AKM and LOGOS II haven't yet discussed and identified potential synergies, a task remaining to be commenced.

The inclusion of Serbian minority has been successful with decentralisation plan and establishment of new municipalities. The new municipalities have managed to create support by the majority communities and have shown effort in including other communities living within municipal boundaries. The LOGOS II works with three newly established municipalities and one which has been largely territorially extended. Inclusion of women in municipal processes is of greatest importance. Although municipalities report that they had gender trainings and they were lately approached by LOGOS II, still the contribution of the project in this regard is considered to be weak.

The RMT considers the GIS system to be an interesting tool for planning at municipal level, however, it is highly complex and it requires professional and capable human resources on the long term. Several municipalities expressed their desire to have this system in place, but were not able to fully explain the benefit of it. It was visible that there is little capacity to fully utilize such a sophisticated system, especially for the smaller municipalities. Therefore, the team considers that at present GIS not to be an urgent need.

The team concludes that so far there are no 'best practices' that could be replicated to benefit of the other municipalities. This is something that the municipalities and LOGOS II could consider in the coming period.

Section One:

THE ISSUE

Introduction

Swiss Cooperation Office in Kosovo (SCO) requested a team of national and international experts to undertake a process evaluation through a reflection mission on the LOGOS II activities in support of the 8 municipalities where the project is active since the end of 2009. The Reflection Mission Team (RMT) is composed by: Besnik Tahiri, national consultant and Director of the Kosovo Local Government Institute (KLGI), Team Leader; Anne Moulin, SDC Programme Manager for Kosovo at the SDC Head Quarter in Bern; Alma Zukorlic, NPO in SDC Office in Bosnia and Herzegovina, and; Merita Limani, NPO in the Office of SCO.

During this process evaluation, the RMT was requested to assess the situation in general with the project implementation and assess outreach and the progress made so far. The RMT assessed whether the LOGOS II path is in compliance with initial project document, does the change from phase I to phase II work, and moreover, how does the phase II tackle the difficulties of phase I? During the evaluation period, the RMT especially was interested to inquire from interlocutors on how the gender equality is incorporated in the project and what is the contribution of the project in this area? Hence, RMT assessed potential synergies between AKM and LOGOS II, as both projects are directly supported by the SCO. During this mission the RMT also inquired about the feasibility of Geographic Information System (GIS) at municipal level and whether this system can be absorbed by the current municipal capacities. Moreover, the RMT inquired about civil society participation at municipal level and whether the LOGOS II is contribution to active citizenship. The aim of those questions was to understand the path of the project and learn more about the success and challenges of the implementation process. The RMT also provided recommendations for further work in upcoming two years of the project and a possible course of action for the future. The RMT tired also to examine how LOGOS II can strategically meet the future challenges of the decentralisation agenda which is dynamically evolving in Kosovo.

Methodology

To support the continuing work of LOGOS II, the RMT assessed the process and the performance of the project activities primarily through an analysis of the overall situation in eight municipalities where project is active, as well as through meetings conducted as per the attached schedule (Annex 1). During the evaluation process the RMT visited six municipalities where they met four Mayors, two Deputy Mayors and several municipal directors including

those directly involved with the LOGOS II. During field visits the RMT also met several civil society organisation including NGOs and media representatives that had previous experience with LOGOS I. The RMT met the major donor international organisation working in municipalities where the project is active. A meeting with the government officials at the Ministry of Local Government Administration (MLGA) and Association of Kosovo Municipalities (AKM) also provided valuable insights about the contribution of the project at the local as well as national level. A list of field visits is attached (Annex 2).

Decentralisation brings new legal and political circumstances

Following the entry into force of the Kosovo Constitution on 15 June 2008i, Kosovo has become increasingly committed to a framework of decentralisation and devolution of the power from central to local government. The model for this framework that provides greater autonomy for municipal leadership has been incorporated in the Law on Local Self Government (LLSG)ii which includes in itself a broad range of service sectors such as health care, education, social services and local economic development. The European Commission Progress Report for 2008iii states that "Local government has been strengthened. New legislation on administrative municipal boundaries, local self-government, and local government finance and decentralization came into force in June". Under the Constitution of Kosovo, five new municipalities are to be established in minority areas and the territory of one municipality, Novobërdë/Novo Brdo, was to extend its territory. However, as it is highlighted in a KLGI Studyiv developed two years after the adoption of the Constitution of Republic of Kosovo, "the process of decentralisation and the establishment of new municipalities have been marked with both challenges and successes". New municipalities are struggling to provide basic services to their communities as they have to compete with the parallel structures sponsored illegally by Belgrade, which are still present, in particular in the field of health and education sector in several municipalitiesv.

Background Information

The LOGOS project was active in the area of Gjilan region (Kosovo east) since 2007, at that time working with three municipalities (Viti/Vitina, Kamenicë/Kamenica and Novobërdë/Novo Brdo) mainly in infrastructure project implemented at sub-municipal level (village level) and partially involved with civil society with a focus in strengthening local democracy and representation. Contrary to this, LOGOS II has changed the approach in the second phase working directly with municipalities, both, in soft and hard interventions. Moreover, LOGOS II has increased its scope from three to eight municipalities, which in any case has improved to a greater level the outreach to communities and municipal authorities. It should be noted that Gjilan region is a multi ethnic area and has been directly affected from decentralisation reform agenda introduced in June 2008. Since then, three new municipalities were established in this

area (Ranillug/Ranilug, Kllokot/Klokot and Partesh/Partes) from existing municipalities and Novobërdë/Novo Brdo's territory has been doubled. During this period, in this area, several international organisations such as UNDP, UN Habitat, and USAID/DEMI projects including LOGOS II have played an important role in providing technical support that ensures the facilitation of the decentralisation agenda.

Sustainability – the role of LOGOS II

LOGOS II project interventions are discussed and consulted directly with the Mayors and municipal executive authorities in order to address sustainability reservations in a direct manner. The fact that infrastructure projects are mainly taken from the priory list of the projects initially adopted by the Municipal Assemblies and allegedly discussed with citizens, to a certain extend answers the issue of sustainability and participation of citizens in decision making. Hence, in most of the projects municipal authorities are involved in both stages: planning process through project Steering Committee and implementation through municipal in kind or direct resource contribution. However, in this process, consultation with civil society and other stakeholders may have contributed to a greater transparency in decision making and selection process. The LOGOS II manager argues that the projects are from priority list which was consulted with citizens, but, the evidence of how many people were consulted and what is the role of citizens in this decision process is rather weak.

<div align="center">**Section Two**</div>

<div align="center">**FINDINGS**</div>

LOGOS Path and Compliance with Project Document

According to the information gathered from interviewsvi it is evident that management approach, and the compliance of LOGOS II is in line with the project framework documents and strategic direction. In this line, RMT observes that municipalities covered by the project are responsive to this management approach, and furthermore they show strong interest in supporting and working towards fulfilment of project objectives. Apart from this, one important dimension that suits project needs is the fact that elections in 2009 – the period when LOGOS II started - in some municipalities brought new political leadership which is very keen and interested to benefit from external projects, in particular from LOGOS II. In fact, the new project strategy helps both, the infrastructure - hard interventions - projects as well as in capacity building efforts - soft interventions. In addition to this, when it comes to interventions the municipality officials acknowledge the need for broad consultation and inclusion of the public. On the one hand this is a positive sign, as argued by LOGOS II Manager, the priority list projects are the ones approved by municipality assembly – a list that reflects public and citizens' input and feedback – however on the other hand there is no strong evidence that there is a structured and meaningful consultation process with citizens and civil society.

Thus according to RMT this may be only a small step towards a greater participation of citizens in public decision making. The findings from the meetings with civil society representatives and municipal officials point out that citizen participation in all municipalities is at a critical phase, despite the fact that LOGOS I has been supporting civil society and has been involved with different projects in the past years. According to *Fortesa* and *Depress* NGOs more can be done to strengthen the involvement of interest groups such as them. Mayors have shown willingness to increase citizen participation but they lack capacity and knowledge that would enable them to take it forward. LOGOS II could play an important role on this point.

The project mechanisms in place guarantee that the beneficiaries are regularly informed through Steering Committees of the project and official documentation exchangedvii. According to the Mayor of Ranillugviii the LOGOS II is seen as a flexible, reliable and accessible counterpart. LOGOS II is seen as a respected project by the local and international interlocutors[ix]. It is encouraging that the communication between LOGOS II and municipalities does not end only with the senior municipal level – Mayors or Deputy Mayors - but it includes all levels of official

municipal representatives such as directors of departments, officials responsible for economic development etc. As emphasized by the director of administration of Novobërdë/Novo Brdo at a seminar on preparation of local economic development strategy held in Gjakovax LOGOS II has directly contributed to the content-wise debate on the local economic development and has also served for the municipal officials as capacity building process.

However, the evidence gathered during the evaluation period points to the fact that there is a lack of understanding by the municipal leadership on how the project interventions will practically contribute towards the aimed improvementxi. E.g., when asked to respond on the issues related to Municipal Financial Management, and in particular Own Source Revenues, most of interlocutors couldn't provide any substantial evidence of improvements and changes due to LOGOS II.

The Change Process – How did it work?

It is important to be stressed that while LOGOS I was primarily focused to work with sub-municipal, village level, mainly dealing with infrastructure projects, the LOGOS II applied a strong shift working directly with municipalities. In comparison with the former project that worked only in three municipalities, the latter project worked in eight municipalities. No doubt that this shift has increased the project scope and outreach in both in quantitative and qualitative terms. In this line it is important to note that the beneficiariesxii have welcomed this positive shift as an opportunity for them. It seems that the current focus at municipal level is more sustainable because municipalities see direct benefit from various projects implemented in their territory and the ownership is more visible. The shift leads to increased inclusion of municipal officials, both in planning as well as in implementation part, which indeed has also produced greater municipal ownership in regard to the project. The RMT notes that LOGOS II works well directly with municipal structures and in most of the cases has a demand driven approach.

Apart from this, the shift has produced positive side effects concerning inter-ethnic relations, and expanded the public and community outreach. Also this has facilitated better inter-municipal cooperation. As an example, the Kamenicë/Kamenica and Ranillug/Ranilugxiii are working closely together in developing joint Development Plans which will not only establish the practice of strong inter-municipal cooperation but will also improve the good governance. Capacity building efforts through training programmes and study visits promoted professional collaboration among the eight municipalities and gave opportunity for a joint platform in reference to municipal issues and affairs.

Nonetheless, aside from positive elements produced by this shift, the LOGOS II project has left aside its previous engagement with sub-municipal level, and obviously considering the fact that there is no actor addressing grassroots democracy developments, this will not contribute to integration of sub municipal levels in municipal processes.

For this purpose in the upcoming period, the LOGOS II should explore opportunities in working together with municipalities in order to develop appropriate municipal regulation that will ensure that village councils are democratically elected and to envisage a process that will enable them to contribute to genuine democratisation, good and efficient municipal governance. Such an intervention might be a very good practice that will potentially serve also in other Kosovo municipalities, as LOGOS I has already done a good work in pushing forward this dimension. According to the Manager of the LOGOS II there is ready-made plan to tackle this issue. In this regard so far, the team has noted that all municipalities are working and are thinking on how to incorporate villages in the municipal processes but they lack the *know-how* on how to establish a sustainable model in place. In fact there are divergent ideas on how to address this issue, for example the Mayor of Viti/Vina claims that their system of village representation through political parties is adequate whereas the Deputy Mayor of Kamenicë/Kamenica claims that they have a different and a more appropriate election at the village level that allows everyone to compete. However, none of municipalities has a budget line for sub-municipal inclusion in municipal decision making process.

The inclusion of a bigger number of municipalities, increasing the territorial and population scope of the project, has definitely contributed to a Kosovo wide aspiration on the improvement of local government as well as also served in support of municipalities in their short and long term commitments.

Shifting to direct budgetary support was considered more helpful only from two[xiv] out of six Mayors and Deputy Mayors interviewed. Their main argument was that this will contribute to a smother project implementation as a result of the direct involvement by municipalities. However, the rest of the Mayors consider that the current setup has more benefits as the donors can monitor and oversee better implementation of the projects, and can help the process by being involved more closely with the community. The team considers that the *on-budget support* is too early and this opinion was shared by most of the Mayors, too. In this context, the investment fund is a good measure to facilitate a future successful implementation of *on-budget support,* potentially desired by the SDC. This can be initiated in the end of 2012 in order that LOGOS II as well as the SDC test resource management and assess the municipal mechanisms for future on budget direct support.

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Collaboration with MLGA and coordination with AKM and other donors:

The MLGA and Donor Coordination

The MLGA fully acknowledges and appreciates the work and contribution of LOGOS II both in terms of their support to local governance reform and decentralisation process at national level as well as the support provided while working directly with municipal authorities. The MLGA Permanent Secretary[xv] expressed his appreciation for the contribution of LOGOS II and confirmed that the project has a right direction. However, the MLGA officials pointed out that there is a lack of information on specific contents of LOGOS II as in the Steering Committee the MLGA representation of the political level has failed to share/disseminate the information across the civil service sector. Thus, it remains to be considered how the information flow can be improved.

The LOGOS II is a part of the government working group on donor coordination and capacity building – a body that meets in the regular basis to share information regarding the objectives and contribution of different donors in Kosovo[xvi]. This forum takes place at the central level at the MLGA, whereas coordination of donors at local level is project based. So far there are no major complaints on overlap with other donor initiatives when it comes to implementation of LOGOS II. However, it is recommendable that regular and structured communication and coordination are fostered with the MLGA, and in particular AKM. It is important to note that the concern over donor coordination overlap is mainly discussed in Prishtina with central institutions (MLGA, AKM and donor headquarters), whereas at municipal level, the team has not identified any evidence of major overlap and misunderstanding among donor community. In contrary it is obvious that divisions of projects are quite clear and municipalities know well who does what and whether something is conflicting.

AKM – relationship with LOGOS II

When it comes to the AKM, the ccurrent cooperation remains mainly in the level of information sharing. According to the Executive Director[xvii] of AKM – member of Steering Committee - in general there is a good cooperation with the LOGOS II, but the team observed that the partnership largely remains at formal level without clear and practical common steps or measures in respective areas. For this purpose although there is a strong potential for joint projects and initiatives, still little has been done to unleash the potential that can derive from synergies. Although SCO is one of the greatest supporters to both, the AKM and LOGOS II, yet the synergy building process is largely unexplored. Although it is acknowledged that the AKM[xviii] primarily advocates and lobbies on behalf of municipalities and their objective, whereas LOGOS II mainly deals with capacity building and infrastructure interventions, the RMT strongly believes that common projects and initiatives between these two will bring greater benefit to municipalities. Nevertheless, this is not a simple and straightforward process because there is a

need to balance separate and particular interests of municipalities against the general mandate and objectives of AKM.

The inclusion of non majority communities

The LOGOS II project scope in eight municipalities is quite advanced and it suits the needs of different communities in these municipalities. As mentioned above within LOGOS II there are four municipalities where Serb community is in majority. In line with this, through the decentralisation process, and in particular with the establishment of new municipalities there has been successful integration of Serb community in all municipalities. Furthermore, it should be stressed that newly established municipalities – that are mainly populated by the Serb community – have shown strong interest in partnership and offered full cooperation with the project. Although the practice of inter-municipal cooperation between these municipalities is in its beginning[xix], it is evident that the overall political, institutional and even cultural environment is in favor of increased cooperation in near future. Concrete projects that served the improvement of infrastructure, the increase of institutional capacities and direct investments in the very beginning of the establishment and functioning of new municipalities have already created a very positive perception on the work and commitment of LOGOS II, and hereby there is a strong momentum that can be used for current and future partnership projects. This is almost a unique opportunity for LOGOS II to advocate for the principle of good governance in local level and grassroots democracy.

Apart from this, one should recognize the fact that there is a sort of interference and competition between legal structures – municipality – and illegal parallel structures sponsored by Belgrade. For ten years these illegal structures were present in those localities[xx] working closely with local population, and even provided set of services such as education, health, civil registry, pensions, and therefore the external support for legal municipal structures gets an extra value. In last instance one should be aware that the process of dissolution of illegal parallel structures takes place in two dimensions, one political and institutional, and the other one social and humanitarian. Therefore, in the battlefield of service delivery central and donor community should be a reliable partner with municipalities confronting illegal parallel structures.

Another issue related to inclusion of minority community is integration of non-Albanian and non-Serb communities. In this line, it is very disappointing to note that there is no consideration of this issue and this goes to the limit where there is no even talk about this issue. Considering the fact that the registration of population/census has been completed, the statistics on socio-economic position of these respective communities should be carefully analysed, and there should be practical solution of specific issues of these communities.

Apart from this issue, it should be noted that there are no signs that something related to marginalised groups is taking place on the ground. Although, it is evident that there are different

marginalised groups such as disabled, illiterate people and the elders with no municipality policies to their benefit.

Gender Equality – Contribution of Logos II

Although the project document of LOGOS II envisages that the issue of Gender Equality should have a particular focus as a topic of strong importance, from our discussions and observations the situation in regard to gender equality is critical.

The fact that every municipality has a Gender Officer and that the legal basis is in place, is a good entry point for developing activities which could contribute to improve gender equality at municipal level, however, this should be seen an objective *per se* by municipalities, in contrary it is only a mechanism towards other improvements and actions that need to be taken.

It is not accidental that there are recent developments in municipalities that show interest in dealing with gender equality, and more specifically there are some initiatives that aim the establishment of gender committees in Novo Bërdë/Novo Brdo and Ranillug/Ranilug, it is rather a response to the LOGOS II meeting with gender focal points and NGOs held in Gjilan on the 14th of April. This development clearly highlights that when there is an incentive and initiative taken by international organisation, the civil society representatives and municipality officials are mobilised to act. In the upcoming period of the project it is critical that the gender issue is raised and is potentially conditioned vis-à-vis partnership initiatives with municipalities. For sure this is not simple and an easy process, however, a tactful and consistent approach by LOGOS II may bring concrete results.

GIS:

The team considers GIS system to be an interesting tool for planning at municipal level, however, it is highly complex and it requires professional and capable human resources on the long term. Several municipalities expressed their desire to have this system in place, but were not able to fully explain the benefit of it. It was visible that there is little capacity to fully utilize such a sophisticated system, especially for the smaller municipalities. Therefore, the team considers that at present GIS not to be an urgent need.

The Team's position was to a certain extend confirmed by the meeting that we had with UN Habitat, who also were of the opinion that the sustainability of the system relies on the municipal capacities. In terms of sustainability, the team considers that such a system should be introduced and be put in place by the central government (Ministry of Environment and Spatial Planning). By this, GIS would have full technical support.

Recommendations

LOGOS II should provide an opportunity for a greater and more qualitative involvement of the citizens in order to strengthen the accountability and transparency. This could be done through an institutional avenue for civil society engagement and by raising the awareness of municipal authorities regarding the benefit that such a partnership may bring to communities and to municipalities.

LOGOS II should support the eight municipalities in developing functional systems to foster democratic and credible representation of the sub-municipal level (village level). The team recommends organisation of an event with all village representatives to discuss issues related to local democracy and participation at local level. The team also encourages the LOGOS II expert team to work with eight municipalities so that sub-municipal regulations and acts are adopted in a same format which may serve as a good practice for other Kosovo municipalities.

Create a common platform for inter-municipal cooperation for all the eight municipalities with an aim to improve service delivery and to facilitate reconciliation process among the diverse ethnic groups in those areas. Practical cooperation events on language compliance, gender equality, Municipal Assembly trainings that potentially have realistic goals are strongly recommended.

LOGOS II should analyse demographic results of the Census and consider how to address the needs of the non-Albanian and non-Serb communities including RAE communities.

Commence with *on budget direct support* for earmarked projects related to active citizenship where municipalities can exercise the management of such support. This can be initiated in the third part of the year in order that in 2012 the LOGOS II as well as the SDC test resource management and assess the municipal mechanisms for future on budget direct support.

LOGOS II should have meetings with MLGA civil servants and the AKM on a regular basis with the aim of creating a synergy in implementation of its activities. This would be a good addition to the information sharing activity of the sub-working group on donor coordination. LOGOS II in cooperation with the SCO shall contribute actively to the MLGA's strategic planning for 2012-2015.

'Best Practices' must be identified and a sustainable instrument that would disseminate the knowledge and gain support for their application. The AKM could be instrumental in this process. LOGOS II and AKM should enhance their cooperation in a planned way. A joint work plan developed by the two is essential for both efforts.

LOGOS II should utilise the existing municipal gender offices to support municipal efforts in developing an action plan for mainstreaming Gender Equality issues. The team recommends to LOGOS II to support municipal authorities and NGO in establishment of Gender Committees.

The GIS system, although sophisticated, is unlikely to succeed because of lack of handling capacities by the municipalities. Its benefits are unclear to the beneficiaries in the municipal level. The team does not recommend it for the municipalities at this point.

References:

[i] Constitution of Republic of Kosovo:
 http://www.kushtetutakosoves.info/repository/docs/Constitution.of.the.Republic.of.Kosovo.pdf

[ii] Law on Local Self Government: http://www.assembly-kosova.org/common/docs/ligjet/2008_03-L040_en.pdf

[iii] EU Progress Report 2008:
 http://ec.europa.eu/enlargement/pdf/press_corner/key documents/reports_nov_2008/kosovo_progress_report_en.pdf

[iv] Clear on Paper Blurred in Practise KLGI Report:
 http://www.klg-institute.org/KLGI_FES_Raporti_Final_2_qershor_2010_FINAL.pdf

[v] Interview with Bajrush Ymeri, Mayor of Novoberdo (13/04/2011), and Nexhmedin Arifi, Mayor of Viti/Vitina,14/04/2011.

[vi] Almost all interviwed officials stressed that LOGOS II has right management approach and direction, 12-15 April 2011.

[vii] Interview with Bajrush Ymeri, Mayor of Novoberdo (13/04/2011), and Lulzim Leci, Deputy Mayor of Kameinca 13/04/2011.

[viii] Interview with Gradimir Mikic, Mayor of Ranillug, 14/04/2011.

[ix] Meeting with UNDP and USAID representatives.

[x] LOGOS II hosted a seminar with international and local experts and officials from Novoberdo for preparation of local economic development strategy.

[xi] As a illustration we can refer to interviews - 13 and 14 April 2011 -with the Mayors and officials from Ranilug, Kllokot and Hani i Elezit. However the same situation is valid in other municipalities as well.

[xii] All interviewed Mayors, Deputy Mayors, and officials have openly expressed thit view.

[xiii] Interview with Lulzim Leci, Deputy Mayor of Kamenica, and Gradimir Mikic, Mayor of Ranillug.

[xiv] Mayor of Hani i Elezit and deputy Mayor of Kamenica

[xv] Interview with Besnik Osmani, Permanent Secretary of the MLGA 12/04/2011

[xvi] Interview with Rreze Duli, UNDP Decentralization Project Manager, 12/04/2011.

[xvii] Interview with Sazan Ibrahimi, Executive Director of AKM, 12/04/2011.

[xviii] The advocacy part is primary focus of AKM because its Board of Directors is composed of Mayors of Municipalities.

[xix] MoU between Kamenica and Ranillug, MoU between Kllokot and Vitia.

[xx] KLGI Report, www.klg-institute.org

Kosovo Local Government Institute
Address: Rexhep Luci, 15/6 Prishtinë, Kosovë, 10000
E-mail: klg.institute@gmail.com
Tel: +381 38 225 625 or 045-540 164
Web : www.klg-institute.org