**Concept Note**

<table>
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<tr>
<th>Date of submission</th>
<th>October 2017</th>
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<tbody>
<tr>
<td>Title of the project</td>
<td>Healthier Kosovo</td>
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<td>Duration of project</td>
<td>Two years</td>
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| Executing UN organization(s) (including contacts) | United Nations Development Programme (UNDP), Kosovo  
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| Budget | 950,076 EUR |
Background

Over the last years, air pollution has gained increased relevance on the global health agenda. It is the biggest environmental risk to health, responsible for the premature deaths of 6.5 million people every year globally. Children, elderly people and those with pre-existing health conditions are the most vulnerable. Economic burden from air pollution in general sums up annually to about US$ 1.6 trillion in the European Region, which is approximately 10% of the GDP of the European Union. Kosovo is no exception for this trend. Environmental conditions in Kosovo are often inadequate and lead to a high environmental burden of disease as documented in several studies.

The quality of life for people in Kosovo is undermined by growing environmental degradation – a consequence of accumulated industrial pollutants, a weak waste management system using outdated technologies, widespread use of fertile land for construction and neglect and abuse of natural resources. The industrial complex located in Mitrovicë/Mitrovica is of grave concern, as unclaimed lead tailings fill the lungs of every man, woman and child in the city with toxic dust each day. Anachronistic farming techniques and rapid deforestation for construction purposes are causing extensive damage to arable land and Kosovo’s vulnerable forest areas. Industrial pollution in cities is very high: at least 98 percent of electricity is produced by lignite coal, throwing 25 tons of ash into the air every hour – 74 times higher than allowed under European environmental standards. Waste management programmes for industrial waste are woefully inadequate. Unfortunately, environmental knowledge and awareness is extremely low, and, thus, lifestyle choices by Kosovans themselves greatly contribute to a health-eroding environment. Smoking is close to universal, including among pregnant women and around children of all ages – needlessly damaging their health and development.

Situational Analysis

In Kosovo, the priorities for environmental issues never come first due to lengthy and difficult reconciliation process and severe economic problems including high poverty and unemployment rates. At the same time, lasting environmental issues are one of the reasons for the lower life expectancy at birth (70.5) compared to the EU average (81) or the countries in the region (e.g. Albania – 78, former Yugoslav Republic of Macedonia – 75, Serbia – 75). The impact of air pollution in urban areas, is with the most significant health effects caused by particulates matters (PM 10 and PM 2.5). They are responsible for increases in stroke and cardiovascular diseases morbidity and mortality, as well as for chronic bronchitis and other respiratory diseases such as Pneumonia and Asthma especially in small children and in relation to indoor air pollution related to wood and coal use for cooking and heating. Estimated damage costs ranging from €38 million to €163 million per year (0.90-3.88 percent of GDP). Air pollution is estimated to cause 852 premature deaths, 318 new cases of chronic bronchitis, 605 hospital admissions and 11,900

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2 References to Kosovo for UNDP, UNV, and WHO shall be understood to be in the context of Security Council resolution 1244 (1999).


4 Kosovo Human Development Report, UNDP 2010
emergency visits each year\textsuperscript{5}.

The European Quality of Life Survey\textsuperscript{6} indicates that 23\% of the population in Kosovo reports major problems with air pollution in their neighborhood – the by far highest value of all countries covered by the survey (EU average: 6\%). A study conducted by WHO Regional office for Europe Centre for Environment and Health in Fushë Kosovë/Kosovo Polje and Obiliq/Obilić also confirms that air pollution was identified as one of the main challenges for environmental protection and national activities related to environmental health management and monitoring in Kosovo. Moreover, the same study also reveals that “socioeconomic and demographic determinants and ethnicity have a strong impact on differences in environmental exposure between population subgroups” and that environmental inequalities among such subgroups are strongly evident. Despite the strengthening evidence of the effects that environmental risk factors have on health, the necessary political action and investment required to address these challenges is not yet being provided on a sufficient scale.

The major contributors\textsuperscript{7} to air pollution in Kosovo include:

- The coal (lignite) -burned thermal power plants in Obiliq/Obilić (5 km near Pristina) that is active all year, continuously contributing to the exposure of population within Kosovo as well as beyond its borders. Air pollution such as CO\textsubscript{2}, SO\textsubscript{2}, NO\textsubscript{2}, O\textsubscript{3}, Pb, dust, smoke, dioxins and particulate matter are emitted from the plant and contribute significantly to the bad air in Pristina and surroundings.
- Road transport that affects air quality mainly along the busy roads and within cities. High intensity of traffic and its common congestion in city centers, combined with increased population density, lead to the relatively high contribution of transport to total population exposure to air pollution.
- Wood and coal (lignite is lowest quality coal with lowest heating value and highest air pollution emission and fly ash), which are the main sources of household energy in Kosovo.

Despite such severe impacts, however, Kosovo has generally well-developed legislations in order to address challenges related to environmental pollution and public health as well as monitoring activities (Law on Environmental Protection (No. 03/L-025), Law on Air Protection (No 2004/30), Law on Hydro-meteorological Activities (No.02/L-79), Law on Environmental Impact Assessment (No. 03/L-024), The Waste Law (No.2003/22), Law on Integrated Prevention Pollution Control (no. 03/L-043), Kosovo Health (No. 2004/4), Law on Public Health (No. 2001/9), Law on Occupational Safety, Health and the Working Environment (No.2003/19), etc.\textsuperscript{8}). Although Kosovo is not yet part of any international conventions, agreements or protocols due to its political status, various international norms, especially those of the EU, are incorporated into the legal framework\textsuperscript{9}.

Public interest in the environment and health status has increased in the recent years. Nevertheless, there is still a lack of public awareness on many major environmental hazards. Surveys in the Kosovo population indicate that for general priorities, environmental protection ranked low (National Democratic Institute

\textsuperscript{5} World Bank (2013), Kosovo. Country Environmental Analysis


\textsuperscript{9} Kosovo Environmental Protection Agency. (2012). State of the Air report.
for International Affairs and UBI Consulting 2010). Perception surveys asking respondents on the most important problems facing Kosovo indicated that only 1 percent of the population stated environmental pollution as one of the main concerns (UNDP 2009).

Kosovo Mosaic Survey 2015 data show less than 23% of Kosovans perceive the air quality in their immediate neighbourhood to be poor. Disaggregation of data by municipality shows that the poor air quality is a rather significant issue in the region of Prishtinë/Priština, due to proximity to the power plants. Eighty four percent of the interviewed citizens of Obiliq/Obilić stated for the KMS 2015 that they have problems with air quality in their immediate neighbourhood, followed by 65% of respondents from Fushë Kosovë/Kosovo Polje and 49% of respondents from Prishtinë/Priština.

Considering the high impact of the energy sector on air pollution, the recently approved Kosovo National Development Strategy 2016—2021 (NDS), within its priority pillars, has committed to address the following measures (numbering as per the NDS):

25. Build new and sustainable power generation capacities (SDG Target 7.1),
27. Decrease energy consumption through energy efficiency measures (SDG Indicator 7.3.1));
28. Increase renewable energy share in the total final energy consumption (SDG Indicator 7.2.1);
29. Further development of road and railway infrastructure (SDG Indicator 9.1.2);
33. Sustainable forest management and use (SDG Indicator 15.1.1);
34. Sustainable waste management (SDG Indicator 12.5.1).

For the institutional framework, the Ministry of Environment and Spatial Planning (MESP) as well as the Ministry of Health (MoH) and their respective agencies and institutes (e.g. Kosovo Environmental Protection Agency, Kosovo Institute of Public Health, Hydro-meteorological Institute of Kosovo, occupational health institutions etc.) are responsible for activities in environment and health. In response to considerable level of air pollution in December 2016, the central authorities of Kosovo developed the plan of measures for the improvement of air quality and the environment condition in Kosovo (under endorsement). Moreover, there is an inter-ministerial Environmental Health Committee (EHCo) under the MoH, responsible for conducting environmental health impact assessment at the central level and develop a long-term strategy for addressing environmental health challenges. However, at the present this Committee is inactive and would need support for policy implementation in environment and health as well as for coordination across different sectors. The Kosovo Health Sector Strategy 2017 – 2021, under the specific objective 5 (health policies for all) lists as one of priorities “State Committee for environmental health functionalized”.

The environment and health committee (EHCo) is inclusive in its membership (relevant line ministries, Academia, CSOs, respective UN entities), and its mission is to promote healthier lives for Kosovo population. It is, therefore, a core value of the EHCo to manage preservation and protection of the environment by proactively demonstrate the country’s commitments to environmental stewardship and sustainable development.

Accordingly, EHCo has ToR defining their current role and responsibilities. The ToRs will be revised by the EHCo through the project’s support to:

- Improve Kosovo’s environmental performance - continually.
• Develop and maintain environmental management EHCo roadmap with objectives and targets to minimize adverse environmental health impacts.
• Comply with all applicable environmental, health, and safety laws, regulations, and other requirements.
• Measure progress toward Kosovo’s sustainable development goals relevant to environment and health.

The EHCo shall review, on an annual basis or as they emerge, sustainability, environmental, health and safety matters and elaborate plans to mitigate them. The chair of EHCo will coordinate, review its policy and develop recommendations for improvements and updates as needed. EHCo reports to the Government on annual basis.

There is a clear gap in the implementation of strategies and legislations. The European Commission Staff Working Document 2016 for Kosovo\textsuperscript{10} summarizes the issue in the following manner. “The national strategy for air quality and the law on ambient air quality were adopted but need to be enforced. However, uncontrolled pollution from traffic, incineration of waste and other toxic materials remains a serious problem. The air quality monitoring system equipment is in place but still not fully operational. Kosovo institutions need to undertake immediate measures to improve air quality assessments, particularly in affected areas. Financial resources and the capacity to support the maintenance and calibration of equipment need to be ensured, as does support for the automatic air quality monitoring network. Real-time measurement of air pollution needs to become operational so that immediate action can be taken to reduce emissions if limits are exceeded. Air quality plans for zones where the levels of pollutants exceed limit values by a wide margin, especially in winter, still need to be prepared and adopted.”

There is, however, an opportunity for action. Improvement of national capacities, especially talking into account diseases surveillance system and environmental monitoring, as well as development and especially implementation of policies and standards in the areas are expected to have significant impact on population health and wellbeing in Kosovo. Better living and working environments, better health and more equal distributions of risk would thus provide the basis for successful national and economic development with benefits shared by all population groups.

Health gains are among the most socially and economically valuable benefits of environmental protection, and therefore the strongest motivating forces for public support and political action. What is needed now is to better mobilize the combined strength of the health and the environment communities to promote mutually beneficial actions, including civil society, NGOs and private sector as well. Notably, the same measures that are necessary to promote sustainable air quality and climate resilient development, for example through more sustainable transport systems, cleaner energy sources, and better management of environmental risks - would benefit public health greatly.

Another issue is the low level of awareness about environmental impacts on health. A study conducted

by Kosovo Women’s Network supported by UNDP, UNV and WHO, reports that close to 70% of respondents considered that the air quality in their neighborhoods “good” or “very good,” and only 14% considered the air quality “bad” or “very bad.” Although urban population tends to consider the air quality poor compared to their rural counterparts, the study confirms that the overall level of awareness about the environmental impacts on health is low.

Civil Society Organisations (CSO) are a very important actor in tackling Kosovo’s environmental problems, they can complement government’s work in the implementation of their policies. The influence of CSOs on decision-making and policy-making is weak; many are unable to play the watchdog role. The CSOs also need to find new methods to make their voice heard. The cooperation among CSOs for strong and efficient initiatives/actions is weak or non-existing, and cooperation between CSOs, authorities, local government and businesses is far from being effective. Only by joining the efforts of all stakeholders (central government, local authorities, CSOs, private sector), the current trends of environmental degradation can be slowed down and reversed.

WHO, UNDP, and UNV have already implemented a pilot online advocacy campaign and a photo competition in late 2016 titled #ecokosovo. This campaign utilized the power of social media platforms as Kosovars of all walks of life are big users of them. #ecokosovo could reach many people, including some of the most marginalized groups, using two-way communications on social media, disseminating information regarding detrimental impacts of environmental pollutions on health and collecting people’s voices and channeling these to policy makers. The campaign produced over 260,000 engagements on Facebook, and more than 540,000 total impressions on social media. Over 600 photo submissions were made. The campaign was also heavily covered by traditional media including TV programs and newspaper articles. During the campaign, MES expressed its interest in continuing this effort.

**Strategy**

The project’s overall goal is to contribute to the reduction of the environment-related disease burden on population health and catalyze follow-up activities. In doing so, the project will contribute to the achievement of the Sustainable Development Goals in Kosovo, specifically: Ensure Healthy Lives and Promote Well-being for All Ages (SDG 3); Achieving Affordable and Clean Energy (SDG 7); Decent Work and Economic Growth (SDG 8); Sustainable Cities and Communities (SDG 11); and Climate Action (SDG 13). The project will, in this context, also contribute to Health 2020, the new European health policy framework.

To this end, the project aims to achieve the following results.

**Outcome 1:** Kosovo institutions achieve more effective governance in environment and health

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12 [REC (2011): REC Framework programs: Participatory Governance, CSO support](http://ecokosovo.com/En/)
13 More details can be found from [http://ecokosovo.com/En/](http://ecokosovo.com/En/) and [https://undpkozovo.exposure.co/ecokosovo](https://undpkozovo.exposure.co/ecokosovo)
through inclusive, evidence-based planning, implementation and monitoring of air pollution impacts on health

Outcome 2: More people adopt behaviors that are healthy and that increase resilience to potential threats from environmental pollution

While the project aims to provide technical assistance and capacity development to the institutions relevant to environment and health issues thereby accelerating the legal implementation, it will also work with the public and local Civil Society Organizations (CSOs) to raise awareness and develop their capacities in channeling their concerns into policies and support them in addressing such concerns with innovative solutions. Kosovo’s environmental protection law supports the principle of public access to information, which gives the right to all persons to be informed on environmental state and to participate in decision-making processes as one of the basic principles and to stimulate public participation on activities related to environmental protection. The law also supports public access to information, and participation of the public in decision-making processes in strategic impact assessments and EIAs, processes.

Institute of Public Health, Ministry of Health, Ministry of for Economic Development, Ministry of Environment and Special Planning, KEPA have responsibility to develop concrete measures that will influence the behaviour of respective organisations that are currently considered as significant contributors to environment pollution.

The sets of proposed interventions would ensure that environment and health issues are mainstreamed in Kosovo both from top-down and bottom-up approaches and that authorities have capacities to address such issues.

Raised awareness of the general population on potential threats from environmental pollution and on their basic rights on clean environment will be measured using the research methodology “Public Pulse” that UNDP uses for more than a decade. Semi-annual assessments measure Kosovans’ satisfaction with key executive, legislative, and judicial institutions, and lately included new indicators on democratization, economic development and social acceptance and environmental pollution trends in Kosovo.

Based on our previous experiences of #ecokosovo, one of the lessons learned is that the campaign could have been reached even more Kosovars through Twitter and Instagram. In addition, research conducted by Columbia University/SIPA showed that youth in Kosovo crave more creative spaces where they could directly engage with authorities\(^\text{15}\). For this reason, the proposed intervention will build upon the previous success, incorporating lessons learned and expanding it to include a video component. The proposed intervention will enhance knowledge of Environment and Health, and SDGs in general by citizens, particularly targeting youths in Kosovo, sparking their creativity, and tap into unlimited potential of youth as agents of change for sustainable development.

The proposed outputs and activities are listed below:

\(^{15}\) Mobilizing Young Citizens to Pursue the Sustainable Development Goals in Kosovo, SIPA/Columbia University, 2017
Under Outcome 1:
1.1 The environment and health committee (EHCo) is reformed to become an active steward of the environment and health agenda in Kosovo.
  1.1.1. Provide technical assistance to EHCo for better coordination across different sectors.
  1.1.2. Support EHCo for policy implementation in environment and health.
  1.1.3. Provide support to EHCo to identify the most cost effective health benefits and effective interventions of tackling air pollution and support their implementation.
  1.1.4. Support process to develop an investment portfolio with social returns that have been agreed upon via a participatory governance process.
1.2 Baseline data on environmental / air pollution impacts on health / related non-communicable diseases (NCDs) and risk exposure of most disadvantaged groups are available.
  1.2.1 Upgrade air quality monitoring system to provide usable data for health impact assessment.
  1.2.2 Facilitate public access to data from the air quality monitoring system and environmental monitoring system in general.
  1.2.3 Conduct assessment to quantify burden of disease from environmental pollution.
1.3 Improved capacity on evidence-based environmental health policy-making.
  1.3.1 Provide technical assistance to the Kosovo Institute of Public Health and KEPA to upgrade environmental health methods and health impact assessment focusing on the quantification of the health risks of air pollution.
  1.3.2 Provide evidence-based guidance and public health advice on air pollution impacts to policy-makers for policy development in different sectors (transport, energy).
  1.3.3 Support development of the monitoring and evaluation framework by providing further technical support to the upgraded EHCo.
  1.3.4 Support civil society organizations to provide watch-dog and other functions to support the implementation of environmental pollution reduction strategies.

Under Outcome 2:
2.1 General population has increased awareness of negative impacts of air pollution on health
  2.1.1 Develop and implement a comprehensive public outreach program, providing informational and educational materials and training on air pollutants, its health effects, health risks and techniques in exposure reduction.
  2.1.2 Organize public awareness campaign on reducing the health risk from exposure to air pollution, building upon the successful results of the #ecokosovo campaign.
  2.1.3 Organize workshops for CSOs and local population on access to legal protection on environmental matters.
2.2 Innovative initiatives that address environmental concerns introduced and implemented.
  2.2.1 Organize co-design dialogue sessions with youth (students, marginalized youth), community members and municipal authorities in selected municipalities.
  2.2.2 Effectively engage community in defining environmental challenges affecting their neighborhood and proposing solutions.
  2.2.3 Design prototypes jointly with community and municipal authorities.
2.2.4 Support the implementation of 2 prototypes (initiatives) jointly with community and authorities.

2.2.5 Publicize and promote results of community co-design / co-creation engagement initiatives to increase awareness on environmental sustainability.

**Comparative advantages of the UN system and Complementarity**

Environment and health issues are overlapping with many sectors (such as health, environmental, urban planning, transport, economy, energy, housing, social services) and can be affected by many actions and decisions within these sectors that are not considered primarily from health perspective. As a convener of different stakeholders, the UN system has a convening role in this complex and intersectoral issue.

The UN agencies, funds and programmes in Kosovo (under the UNKT umbrella) have been mandated to facilitate the process of integration and implementation of the Sustainable Development Goals (Agenda 2030) together with all institutions of Kosovo and international partners. This global agenda supports fully the EU Integration requirements in Kosovo making it more relevant to address it with the implementation of the proposed actions. The Kosovo’s Roadmap for integration of the Agenda 2030 sets up partnerships for development at the forefront of this agenda. UNKT has mobilized a range of stakeholders including from the private sector, civil society and is working with the international community and donors to build priority / issue based coalitions.

Proposed interventions will be contributing to environment and health indicators from the SDGs 1, 3, 4, 8 and 10 for specific indicators that are relevant to Kosovo and at the same time as they contribute to the comparison of data within regional and global levels.

Each UN agency will bring unique expertise and experiences to this multi-agency project, which will be delivered as one UN. WHO has an excellent relationship with the Ministry of Health (MOH) and the relevant institutes and will work closely with central level institutions including EHCo (currently led by MOH) to strengthen their capacities to lead, coordinate, and mainstream the E&H agenda. WHO will also work with Institute of Public Health and other relevant organizations to bring technical expertise on assessment, quantification, and monitoring of environmental burden on health. Moreover, WHO will provide technical assistance to relevant institutions and develop their capacities to enable more evidence-based policy-making in the environment and health sector.

UNDP has a track record of experiences working with both central, municipal and civil society organizations as well as on public outreach campaigns.

Such experiences position UNDP as a leading agency for raising awareness on E&H issues and facilitate advocacy campaign and information sharing. UNDP will also contribute to strengthen EHCo, work with CSOs to strengthen their roles as watchdogs, and aid in implementing innovative initiatives to address environmental concerns. UNDP, jointly with WHO, has also completed an assessment report of the current public health vulnerabilities due to climate change in Kosovo.
UNV has a proven experience working with youth and facilitate co-design dialogue with young people where they play a critical role identifying issues and formulating solutions. This co-design methodology will be applied with the environment and health theme and engage young people to become part of solutions. Such interventions will enable young people to become stewards of the environment, empower their capacities, and bring them a sense of responsibility to protect the environment as active citizens.

Further, WHO, UNDP, and UNV are planning to develop a joint proposal for the UN Trust Fund for Human Security (UNTFHS), which will leverage the ongoing momentum in the environment and health sector. There has been some groundwork laid last year, and the three agencies will further develop the proposal and plan to submit it in September 2017 for the Human Security Unit. This could also potentially generate co-financing from the municipality of Obiliq/c, one of the beneficiary municipalities (the other being the municipality of Mitrovica).

Health aspects are centrally positioned within the 2030 Agenda and Sustainable Development Goals (SDGs). One of its 17 goals, “SDG 3: Ensure healthy lives and promote well-being for all at all ages” – provides the most comprehensive goal on health while the other goals provide explicit linkages to health. SDG 3 provides follow up to MDG unfinished Targets as it expands to other areas which have major implications for the health sector beyond air pollution. As a steward of the SDGs, the UN system is best positioned to tackle this issue in Kosovo.

Moreover, the project will ensure the complementarity and maximize synergetic effects with the ongoing projects in the sector, including but not limited to, the project implemented by LuxDev (KSV/017) While the LuxDev project aims to implement a comprehensive reform in the health sector and provide support to relevant actors in the sector, especially the Ministry of Health, the proposed project will address a more specific sub-sector, environment and health, and provide tailored technical support to its leading body (Environment and Health Committee) as well as specialized institutes, such as the Institute of Public Health, to ensure complementarity. Such interventions, in fact, correspond to the recommendations suggested in the project document of the LuxDev project (Appendix F4). Moreover, the proposed project will maximize synergetic effects with the LuxDev project by providing support to civil society organizations and the public to raise their awareness and develop capacities to address issues related to environment and health so that not only policymakers but also citizens do enhance their awareness and capacities.

**Multi-stakeholder Approach**

Environment and health area is interdisciplinary and therefore requires collaboration across different existing sectors. Most obvious stakeholders come from environment as well as health sectors. Respective main ministries, the Ministry of Health (MoH) and the Ministry of Environment and Spatial Planning (MESP) are the main partners, but so are the other central level institutes, university and academic institutions, donor organizations, CSOs and community themselves. To ensure multi-stakeholder
approach, the project will provide support to the Environment and Health Committee (EHCo), which will be reformed to become an active entity responsible for coordination in this area. Both MoH and MESP will be part of EHCo so are the other relevant institutions.

The Institute of Public Health and the Kosovo Environmental Protection Agency (KEPA), Ministry of Economic Development, Ministry of Health and Ministry of Environment and Special Planning will also be active stakeholder in the project as the main institutions to assess and monitor hazardous environmental conditions and provide evidence-based policies.

The project would also work closely with other projects in the same area funded by various donors, including but not limited to, the project in air pollution by Japan International Cooperation Agency (JICA) as well as the Threshold programme under development by the Millennium Challenge Corporation (MCC), which foresees to utilize real data and analysis from monitoring of air quality in a way that provides most meaningful impact on policy dialogue and change.

Moreover, the project also aims to fully engage citizens and civil society organizations, private sector through Kosovo Economic Chamber of Commerce and public institutions in addressing environment and health issues in Kosovo. The project will give a venue for citizens to voice their concerns by utilizing social media as part of its advocacy campaign and enable them to be part of the solutions by introducing co-design approach where the problems and solutions will be jointly identified and formulated with citizens. In addition, CSOs offer many comparative advantages, including practical experience drawn from past and ongoing projects, firm grounding in local traditions, flexibility and easy acceptability among communities. The project will provide capacity development support to CSOs so that they could provide watch-dog function in monitoring environmental degradation.

Joint Project Implementation/ Fund management arrangements

The implementation of the Joint Project activities/outputs will be the responsibility of the Participating UN Agencies (UNDP/UNV & WHO) and will be carried out by each UN Agency in accordance with their respective regulation, rules, directives and procedures applicable. Based on their mandate and technical capacity, each Participating UN Agency will be responsible for specific project outputs and activities agreed upon in the annual work plans under the joint implementation modality.

Administrative Agent

The Participating UN Agencies have agreed to use the pass-through fund management for the implementation of this joint project and have jointly selected UNDP to be the Administrative Agent for this purpose. The Participating UN Agencies will sign a UN Agency to Agency agreement to that effect and the Administrative Agent will sign the Cost Sharing Agreement with the donor. The donor will transfer funds to the Administrative Agency as per joint work plan. The Administrative Agent will pass the funds to WHO as per agreed work plan.
As Convening Agency, UNDP will also be accountable for coordination among participating organizations and for consolidating reporting. UNDP will organize regular meetings with the Participating UN Agencies for the preparation of and implementation of joint workplans and budgets and will be responsible for ensuring consistent monitoring and evaluation functions. UNDP will also coordinate and consolidate the financial and programmatic reports to the donor.

Technical Lead Agency

WHO will serve as the technical lead for this project. In this capacity, WHO will contribute technical inputs and provide quality assurance to the joint programme strategic direction through the utilization of the agreed coordination mechanisms.

Reporting/ Monitoring and Evaluation

Semiannual and annual narrative progress reports and financial reports will be provided by the Administrative Agent (AA) to the donor in accordance with the terms and conditions spelled out in the Cost Sharing Agreement between the AA and the Donor. With contribution of participating UN agencies, the draft reports will be developed by AA and submitted to the Project Board for review and approval. A detailed Monitoring and Evaluation framework will be developed, ensuring accountability for results. The joint programme will fund data collection and analysis activities that will contribute to tracking changes and impact evaluation.
An end of project, an external evaluation will be organized for the last quarter of the second year of the project to assess progress and the way forward in terms of sustainability of results.

Project Governance

The Project Steering Committee

The role of the Project Steering Committee as part of the Quality Assurance process, will monitor projects progress, lessons and decide on the way forward. Project Steering Committee will meet twice a year, to address the following questions:

- Is the project still relevant and effectively contributing to the intended outcomes?
- Is the project yielding the desired results?
- Are risks managed?
- Is the project being implemented as planned?
- Is there a need to redesign, cancel or modify the project in any way to ensure meaningful contribution to development results?

The Project Steering Committee has three functions:
- Executive (role represented by UNDP/UNV and WHO);
- Senior Supplier (role represented Government of Luxemburg/The Embassy of Luxemburg) that provides guidance regarding the technical feasibility of the project, and use of programme resources;
- Beneficiary (represented by national stakeholders)

The Project Steering Committee will meet on a semi-annual basis, or more frequently if deemed necessary. It will be co-chaired by MoH and MESP along with UN agencies. The Board will monitor programme progress, decide on strategic decisions to ensure continued coherence between implementation towards achievement of outcomes and outputs, decide on annual work plans and budgets as well as requests for funds presented by UNDP as AA. Amendments to the budget, including use of contingencies, will be subject to the approval of the Project Steering Committee.

WHO representative, UNDP Programme Coordinator, UNDP Portfolio Manager and UNV Programme Associate will maintain regular communication to ensure high quality of project outputs.
Implementation Modality

The management of the project will be carried within the overall framework of the UNDP Kosovo Programme for Kosovo using the Direct Implementation Modality (DIM). Under this modality, UNDP is responsible for the overall administration of the project, including overall responsibility for the achievement of the outputs and the stated outcomes. Similarly, UNDP will be accountable to the Project Steering Committee for the use of project resources. UNDP will delegate managerial duties for the day-to-day running of the Project to the Project Manager, selected by UNDP/UNV & WHO through a competitive and transparent selection process.

The project implementation team

The project team will ensure regular communication through monthly meetings or as required to review progress against foreseen outputs in the annual work plans and budgets, monitoring and evaluation framework and ensure coherence and consistency in program implementation through effective communication between UN agencies and key stakeholders.

The project management team will consist of:

- **Project Manager** (responsible for managing the capacity development of and ties with institutions/partners at the national and local levels, providing guidance and expert inputs into all outcomes, achieving the overall project outputs and day-to-day management of the project). The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Steering Committee within the constraints laid down by the Project Steering Committee. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will report to the Project Steering Committee.

- **Project Associate** (responsible for day-to-day administrative and financial management of the project). The Project Associate will carry out logistical/administrative duties such as arrangements of meeting, events, visits, travel, budget plans and financial reports. The Project Associate reports to Project Manager.

The project team will be hired through a competitive recruitment process by UNDP and shall have the capacity to motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organizations and other stakeholders.
Project Quality Assurance

Project quality assurance is provided by UNDP/UNV and WHO programme. The programme team will support the Project Steering Committee by carrying out objective and independent project oversight and monitoring functions. The programme team ensures appropriate project management milestones are managed and completed. The programme team conducts meetings with stakeholders and targeted institutions to ensure the project is on track, in line with strategic priorities and takes into account emerging needs. UNDP/UNV and WHO Programme staff hold the project assurance role for their respective outputs. Quality assurance on implementing a project is conducted to achieve project outputs as defined in the project document / Annual Work Plan through implementation and monitoring. Responsible programme teams maintain regular communication with the donor. More specifically, the programme team responsibility is:

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

Project organization structure: