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MINISTRIA PËR KOMUNITETE DHE KTHIM / MINISTARSTVO ZA ZAJEDNICE I POVRATAK / MINISTRY OF  
COMMUNITIES AND RETURNS

## STRATEGY FOR COMMUNITIES AND RETURNS

2009-2013

## CONTENT

I. INTRODUCTION .....	5
II. METHODOLOGY OF STRATEGY FORMULATION.....	6
III. VISION AND AIMS .....	12
IV. SUSTAINABLE RETURN .....	13
V. MINORITY COMMUNITIES - LEGAL RULES AND THEIR IMPLEMENTATION	Error! Bookmark not defined.
VI. MINORITY COMMUNITIES - ECONOMIC DEVELOPMENT .....	21
VII. MANAGEMENT AND IMPLEMENTATION .....	24
VIII. CONCLUSIONS.....	30
LEGAL INSTRUMENTS.....	Error! Bookmark not defined.

## ABBREVIATIONS / ACRONYMS

EI	European integration
EU	European Union
GIV	"Go-inform" visit
GSV	"Go-see" visit
IDP	Internally displaced person
IIDP	Internally internal displaced persons
MCR	Ministry for Communities and Returns
MLSW	Ministry for Labour and Social Welfare
MH	Ministry of Health
MEST	Ministry of Education, Science and Technology
MJ	Ministry of Justice
MIA	Ministry of Internal Affairs
MCYS	Ministry of Culture, Youth and Sports
MAP	Ministria e Administrates Publike
MPA	Ministry of Public Administration
MTT	Ministry of Transport and Telecommunications
MFE	Ministry of Finance and Economy
MPS	Ministry of Public Services
MFA	Ministry of Foreign Affairs
MEM	Ministry of Energy and Mining
MKSF	Ministry for the Kosovo Security Force
MESP	Ministry of Environment and Spatial Planning
MAFRD	Ministry of Agriculture, Forestry and Rural Development
MTI	Ministry of Trade and Industry
NVO	Non-governmental organization
MWG	Municipal working group
RAE	Roma, Ashkali and Egyptian communities
RWG	Regional working group
CE	Council of Europe

OPMRK	Office of the Prime Minister of Republic of Kosovo
UN	United Nations
UNHCR	United Nations High Commission for Refugees
UNMIK	United Nations Interim Administration Mission in Kosovo
UNSCR	United Nations Security Council Resolution
UNDP	United Nations Development Program

## I. INTRODUCTION

Government's Strategy for the Ministry for Communities and Returns defines a return and sustainable development of all communities in terms of long term: comprehensive process that has impact on all aspects of life (economic, social and institutional) at all levels. And Sustainable development means development of a model, so that quality meets socio-economic needs and interests of citizens. One of the main goals of sustainable returns is the possibility of employment, and social inequality decrease of marginalized groups. Programs for the development of employment opportunities should first be targeted to vulnerable groups, but also must be non-discriminatory towards other groups. Constitution in Articles 57-62 provides the legal structure of these activities.

The aim of this strategy is to emphasize policies that the Ministry for Communities and Return will follow to balance two key elements; stabilize communities and sustainable returns in Kosovo. With this, is trying to balance the desire for socio-economic development, underscoring the responsibilities that have different institutions, and recommended a system of mutual cooperation. This is achieved by taking into account all the advice and suggestions concerning the factors involved.

This strategy stems from the responsibilities of data, the Ministry for Communities and Returns, according to its mandate. The following should be re-emphasized that the Government is fully committed to the process of European Union integration. In a future, Kosovo, together with other countries in Western Balkan want to join the European Union, which as a result has certain advantages and responsibilities.

This strategy details the requirements for specifying the promotion of such a community, multi-ethnic and details such as the interventions proposed by the Government.

In compiling the policy priorities included in this document, the ministry has developed extensive consultations with local experts as well as international and they have done their research, analysis and field study visits. All this has helped in formulating and presenting a better understanding of issues involved in strategy.

For this, the Ministry wishes to thank all those who have given their time and expertise in this process.

## II. METHODOLOGY OF STRATEGY FORMULATION

The Ministry for Communities and Returns was formed for compilation the Strategy Committee in August of 2008. This Commission has worked closely with the project financed by the European Commission in developing this strategy. The project has provided assistance in conception, the issues involved in the design, which has organized visits to the city Bolzano in Italy, Croatia and Bosnia and Herzegovina to see how relationships operate between communities / minorities and differentiation of details of systems involved in politics successfully integrated the return process.

During the first phase of creating the strategy, many interested local and international parties, are familiar with the basic concept of the need for a strategy.

In compiling the strategy, the commission is based on all government documents and strategies that include communities and returns, in order to determine its direction. As a result, is set to become the unification of two key components of this strategy, communities and returns. While the committee recognizes that such strategies may have benefited from the existence of an overall strategy for communities and return, while the Government believes that this document provides general direction and policy framework in this regard. As such, this strategy provides a summary of policies and guidelines which all other strategies are part of it.

Moreover, the committee has been informed about the overall process to formulate strategies that are prepared and applied across all government ministries, agencies and municipalities.

During the preparation of this strategy have been developed more consultation with the statistical sources and other sources. This commission is more than thankful to UNHCR for statistical data in the field of returns and surveys related social-economic conditions (the needs of communities) in Kosovo, committed through ELCO project. In addition, many studies regarding the communities in Kosovo are used as analytical and documented tools. Ministry wants to thank all those who participated in the research and analysis and community sector in Kosovo returns.

As part of the consultative exercise a number of government institutions, relevant ministries, municipalities and international partners have offered their contribution in drafting the strategy. Local partners have been involved in this process, where the government wants to thank all those who have dedicated their time in helping to develop this strategy.

As part of the strategy making process, under the support of the ECLC funded project we organized a conference on policy towards minorities in Kosovo - Strategy Development and Institutional Design. A large number of local and international partners participated at the conference, where ideas were exchanged and conditions of communities were discussed more thoroughly as well as the return process in Kosovo.

In March 2009, was held a working meeting again with the support of the project funded by ZNKE, where participants of key government institutions involved in the communities and return sectors were able to gather together and Finalize work on policy direction. Also, during April and May, the ministry has conducted extensive consultations with key stakeholders to ensure that its partners share a vision together relevant policies and guidelines.

We want to repeat once again that the Constitution of Kosovo remains a guide to this strategy document. Relevant laws arising from the Constitution determine the role of the Ministry for Communities and Returns, as part of the body that works in determining policy and in the field of communities and return and that the government takes full responsibility over the relevant determination and implementation of this strategy.

### **Responsibilities of the Ministry for Communities and Return**

The Ministry for Communities and Returns was established on 24th January 2005, by appointing the Minister based on UNMIK regulation no. 2004/50 as of 2nd December 2004. At that time all competences and documents were transferred from the Office for Communities and Returns within the Prime Minister's Office to the Ministry of Communities and Returns. With the creation of the Ministry for Communities and Returns, 287 workers were employed that belonged to all national communities. Today the Ministry for Communities and Return employs 100 officers from almost all national communities.

The mandate of the Ministry for Communities and Returns comprises the following points:

- Develops policy and promotes the application of legal regulations for the promotion and protection of community rights and their members, including the right to return, in accordance with the Kosovo Constitution.
- Promotes the establishment of favourable conditions for returns and provides access based on laws.

- Provide leadership near the building of confidence, with dialogue activities and reconciliation between communities and support on the implementation of such activities.
  
- Develop and monitor the implementation of the Government Strategy on the delivery of communities and return and supports the development and implementation of such strategies in all municipalities.
  
- Ensures guidelines for confidence building, dialogue activities and reconciliation among communities and supports the application of those activities.
  
- Develops and/or manages programs and mechanisms the easier and equal reintegration of all communities and their members who at the moment permanently live in Kosovo and provides sustainable return of displaced persons and refugees.
  
- Ensure that policies in central and local level to key measures of protection of community rights, human rights and interests of returned by those involved in terms of access to free circulation, in use of languages, freedom of expression, overall appearance, education, employment and equal access to the judiciary, residential accommodation and municipal services.
  
- Compilation recommendations and coordinate the activities of ministries, municipalities and other institutions compared to the promotion and protection of the rights and interests of communities and their members including the right to return.
  
- Overviews and support the efforts of the municipality that initiates the issues of communities and return, and watch here the work of the Commission for mediation, the Commission for Communities, Municipal Offices for Communities and the development and implementation of Municipal Returns Strategies.
  
- Review and provide assistance to other ministries and behavior compared with current practice and proposes policies and projects of legal rules in order to ensure that the rights and interests of communities and their representatives and displaced persons in general be be respected and legislative institutions to act in a way that municipal regulatory to comply with international standards and adequate rules foreseen in the Constitution of Kosovo.



- Coordinate with ministries, municipalities and other institutions the development of responsibilities for humanitarian needs of communities and their members.
- Coordinates with ministries municipalities and other institutions the application of the Strategy for human rights by making sure that community rights, rights of displaced persons, and returnees are promoted and protected with special attention to the needs of women, children, older persons and other vulnerable groups.
- Follows up and supports operational framework for returns in order to ensure the access based rights which respond to needs of displaced persons and works with other ministries, agencies and NGOs in this process.
- Follows up compliance of laws and policies of other ministries and local institutions with the Constitution of Kosovo and takes the lead in actions given to the ministry by the Kosovo Government.
- Assists in development and application of measures in the field of public information and other promotional projects, to raise the level of understanding of rights and interests of Communities and their members including the right to return.
- Performs other tasks as declared by regulations and rules in force. Factors Set work of the ministry.

#### **FACTORS WHICH SET THE WORK OF THE MINISTRY**

During the formulation of strategy are carried out SWOT analysis (PDMP). This allowed the committee to MCR strategy to explore the advantages, weaknesses, opportunities and threats that surround these two sectors and the position of the ministry. This provided a beginning point from which the strategy was developed.

Advantages	Weaknesses
<p>Creating the legal basis for a democratic society;</p> <p>Increased reliability and better cooperation at the local level;</p> <p>Better cooperation with local and international institutions;</p> <p>Raising awareness for greater needs for funds for community development;</p> <p>Possession of information for the return process;</p> <p>Decentralization.</p>	<p>Insufficient measures for advancement of sustainability and reintegration of returnees</p> <p>Inability to return for displaced persons and refugees to their homes (specific cases);</p> <p>Relation with partners;</p> <p>Return and sustainability of returns;</p> <p>Insufficient readiness for co-operation from some municipalities;</p> <p>Identified problems in the area of infrastructure of importance for communities;</p> <p>Incapability of solving out identified problems regarding return of property and tenancy rights;</p> <p>Access to legal services.</p>
Opportunities	Threats
<p>Stabilisation of communities through implementation of MCR project;</p> <p>Increased number of sustainable returns;</p> <p>Ensuring larger funds from KKB and donors;</p> <p>Good acceptance of MCR in displaced and minority communities;</p> <p>Leading role of MCR in the return process, integration of returnees and community stabilisation;</p> <p>Supervised planning, design, and implementation of project cycle management;</p> <p>Provision and joining of means for</p>	<p>Non-appliance of relevant laws;</p> <p>Unfavourable demographic trends;</p> <p>Increased unemployment rate;</p> <p>Decrease of funds;</p> <p>Long period of time for return implementation;</p>

<p>repairing and building up of infrastructure important to communities;</p> <p>Better co-operation with relevant institutions that are responsible for property-legal related issues;</p> <p>Motivated community in direction of developing small and medium enterprises.</p>	
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### III. VISION AND AIMS

This Strategy is guided by the overall vision to contribute towards the development of a multi ethnic prosperous, democratic society with equal opportunities.

To realize this vision, the strategy focuses on three primary goals that in particular are the stabile community, sustainable returns and reintegration of displaced persons as well as economic reintegration of the communities. It provides the strategic policy direction to ensure that the conditions for sustainable returns exist facilitating the integration into Kosovo society. It emphasizes improved provisions in the following areas:

#### I. Strengthening and stabilization of the communities in Kosovo

- Strengthening the rights of communities and ensure implementation of current law for the Protection and Promotion of Community Laws
- Ensure social participation of the communities and access to all public services

#### II. Sustainable return of displaced persons from Kosovo

- Ensure support for all returnees in Kosovo
- Ensure that displaced persons and potential returnees have adequate information about conditions of return and their rights
- Ensure adequate conditions in the country of return granted to sustainable return and integration of returnees.

#### III. Support for the economic development of communities in Kosovo, as the main precondition for the community stabilization and sustainable returns Sigurimi i mundësive të barabarta për zhvillimin e të gjithë komuniteteve

- Ensure the allocation of means for the projects which meet the conditions for stabilization and integration of communities

The third aim is geared towards improving the economic condition and integration of communities, including returnees that promote a stable, democratic, prosperous multi-ethnic society in Kosovo.

## IV. SUSTAINABLE RETURNS

### Current situation

Less than 20,000 people from minority communities have returned to Kosovo since the 1999 conflict. Until 2006, the international community has organized the return process. During these two-three years, implementation of policies has fallen into the hands of the Ministry for Communities and Returns.

Some documents and directions are developed over several years to establish standards and verification of mechanisms for support the returns process in Kosovo. Currently available documents led "Protocol of sustainable return and volunteer" (June 2006) and "Revised Manual for Sustainable Returns" (June 2006).

The develop mechanisms and the aid from partners, results in the return process in Kosovo so far were not satisfactory. Only a small percentage of IDPs has been returned to Kosovo and have found lasting solutions.

Displaced persons from Kosovo are described by following categories:

- a) Internally Displaced Persons (IDP)
- b) Internally Internal Displaced Persons (IIDP)
- c) Refugees (R)

### Definition:

**Internally displaced persons** are individuals who have been forced to leave their homes because of armed conflict, avoid armed conflict, the situation of violence in general, violations of human rights, due to natural disasters or those artificial those who have been internationally recognized borders. When talking about Kosovo, these are individuals and families who live within the borders of Serbia and Montenegro (while Serbia and Montenegro were still one country and until Kosovo declared its independence).

**Persons displaced within the country** are individuals or groups that are displaced (they don't live in places where they lived before the conflict or post-conflict, who were forced to leave their place) but currently living within the borders of Kosovo.

**Refugees** are persons located outside the borders of their national state or country-residence, who fear persecution because of their race, religion, nationality, belonging to any social group, or any political opinion, and who do not want to be protected by state or return for fear of persecution, violence and threats by federal entities or non-federal or individuals.

Internally Displaced Persons from Kosovo in Macedonia and Montenegro did not have official refugee status even though they are displaced along the borders. They all called displaced persons.

While it is difficult to determine the exact number of refugees and IDPs, the data presented in these figures:

IDPs from Kosovo in Montenegro	16,143
IDPs from Kosovo in Serbia	205,940
IDPs from Kosovo in Macedonia	1,711
IDPs in Kosovo	20,235
Total number of IDPs	243,831

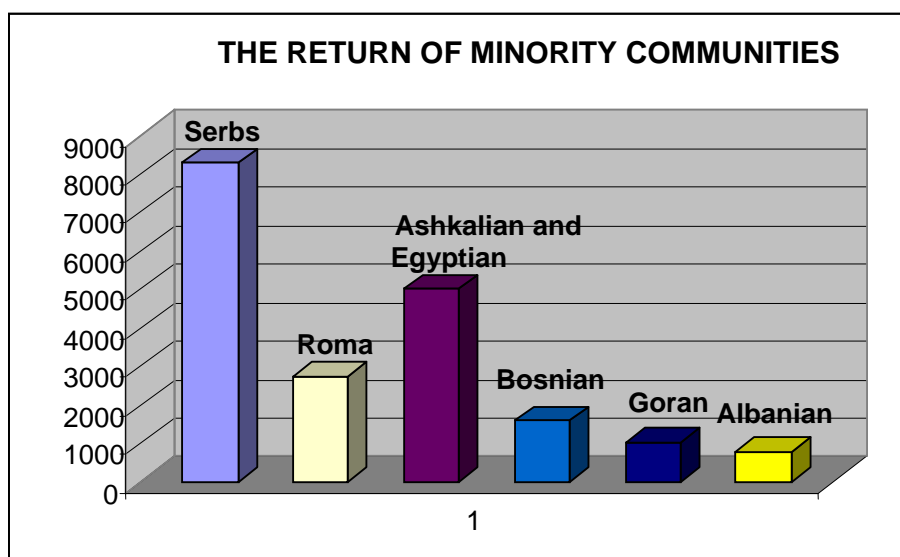
Constitution and relevant legislation together with the Ahtisaari plan adopted by government, clearly states that all refugees and IDP from Kosovo have the right to return to their homes and repair their properties. The government has declared that the return of refugees and internally displaced persons is one of the main principles that represent the foundation of a democratic and multi-ethnic society. The Government remains fully committed to this principle.

Table 1. Returns Overview 2000-2009 (September)

Ethnic Group	RETURN OF THE RETAIL IN KOSOVO IN THE PERIOD 2000 - SEPTEMBER 2009											Total	%
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009			
Serbian	1,826	679	966	1550	818	740	615	585	231	248	8,294	42.64	
Roma	20	214	390	287	430	235	303	581	86	187	2,733	14.05	
Ashkali	0	533	882	1182	593	727	466	312	195	123	5,013	25.78	
Egyptian													
Boshniak	57	0	149	393	479	250	93	89	39	36	1,585	8.15	
Goran	3	0	73	145	141	125	139	234	85	83	1,028	5.29	
Albanian	0	27	249	245	8	49	53	15	43	62	796	4.09	
<b>Total</b>	<b>1,906</b>	<b>1,453</b>	<b>2,754</b>	<b>3,801</b>	<b>2,469</b>	<b>2,126</b>	<b>1,669</b>	<b>1,816</b>	<b>679</b>	<b>775</b>	<b>19,449</b>	<b>100.00</b>	

Resources: UNHCR 2009

Diagram 2: The total number of returnees by communities (2000-2009)



Resources: UNHCR, 2009

Table and diagram show the overall situation and development of the returns process from 2000 to 2009 and the number of returnees by the community.

In accordance with the applicable mechanisms and definitions in place, there are four broad categories of returnees in Kosovo, which are:

**a) Spontaneous (Individual) Returns**

Individuals, families or groups who have returned without any prior announcement and that did not receive any material assistance before their return or have not planned their return earlier.

**b) Assisted Returns**

Based on individual requests from the displaced persons, families or relatively small groups of returnees, the assistance is provided before, during and after the return, usually via respective municipalities or NGOs within already established program.

**c) Organized Returns**

This return is planned and has a full assistance package before return is part of project proposals and collection of financial resources in order to meet basic needs. Actions such as projections, developments, applications, follow and are usually coordinated in accordance with the Manual for Sustainable Returns.

**d) Forced Returns (Deportation)**

These definitions may change during 2009, according to changes in the mechanisms of return that will be performed by the MCR during the preparation of this strategy.

## **Analysis**

In the period January-December 2007, 1.816 persons have returned to the same period in 2008 have returned total of 679 displaced persons in Kosovo. These figures represent a trend of declining numbers of returnees. All analysis show that even in 2003, a year with the largest number of returnees is not exceeded the figure of 3.801 persons. For this, the potential number of 250,000 people, none of the institutions responsible can not tell a particular success in the process of returning minority community.



In May 2008 OCM / UNHCR in Kosovo has published a document on sustainable return. The purpose of this paper is to assess the sustainable return of minority communities in Kosovo. The survey included 5.632 interviews with returnees from March 2005 until April 2008. Three main discoveries were achieved.

- From 5.632 people interviewed, 84.45% or 4.756 of return still live in countries where they are returned.
- Research also has shown that individual return is more stable: 94.0% of individual returnees still live in countries where they have returned. Although more funds are spent in organized return, shown to be a less stable returns. However, 74.5% of people live in countries where they have returned.
- In Kosovo, some 20,000 people remain displaced. A considerable number of them still live in collective centers. These centers are buildings that are rapidly modified for this purpose, such as old schools, houses of culture, barracks, health centers, etc., as well as exempt buildings such as hotels, motels. The level of quality of accommodation is very low.

#### **Priorities for reform**

- Ministry wants to strengthen the process of return. In this regard considered as priority the following five categories:
  - I. Creation of a mechanism to improve and simplify the return
  - II. A new mechanism for the return and information on displaced persons about conditions in Kosovo
  - III. Total packages of assistance for the returnees will be established according to accepted standards
  - IV. Expanding the group of beneficiaries for assistance during the return and focus on aid to families that are displaced and live in collective centers with the aim of finding long-term solution
  - V. Priority given in the return to urban areas (countries in which it is available to schools, health facilities, etc... There are countries in which certain levels of infrastructure).

#### **I. It is seasoned, improved and simplified the mechanism for return**

At the end of 2008, revisions in the manual for sustainable return began with the idea that the return process is carried out more easily and faster. During the year 2009 is continued in the revision of the Manual, and the ministry in cooperation with municipalities and relevant partners makes research methods to facilitate operations and to ensure a clear division of responsibilities between central and

local levels of government. The Ministry believes that the procedures are still complicated and should be clarified. After the ministry develop new procedures, in cooperation with municipalities and relevant partners, will test them during the last half of 2009, hoping that would fully implement over Kosovo in 2010.

## **II. Information of displaced persons about the return mechanism**

After the establishment of new mechanisms will be presented to demand a new system for potential returnees. The Ministry will provide all necessary conditions for the introduction of this mechanism will also revise its policy regarding communication. Systems will also be adopted for monitoring the effectiveness of the presented data.

## **III. Total assistance packages to returnees will be established according to unified standards**

Ministry wants to ensure that the issue of residence, even if they have to do with reconstruction and construction of new dwellings to be according by acceptable standards. Guidelines for quality and quantity are part of the revised manual for sustainable return. Ministry with the establishment of the monitoring unit will try to ensure that all projects financed by the Ministry to apply accepted standards.

## **VI. The expansion of beneficiaries groups for assistance during the return and focus on aid to families that are displaced and living in collective centers in order to find long-term solution**

The Ministry will provide support mechanisms for IDPs and IIDPs and who wish to return to their countries of origin, where they have property, to ensure support for IIDPs who want to integrate from the countries of displacement within Kosovo, and also to ensure provision of assistance for IIDPs and IDPs who have no property. In accordance with the needs of current users submitted for collective centers, the Ministry will develop programs and projects which will have order of terminating such way of residence.

## **V. Return of displaced in urban environments**

Ministry wants to encourage where possible that the displaced persons to return to areas where infrastructure already in terms of schools, health and other services. This is not because of violation of right to return to country of origin, but because it would be reasonable to return to a place where there are already some basic social conditions. Also the job opportunities may be greater in more urban places or those already built in Kosovo. At the same time, the government, wants to see

closure of all collective centers and solving the problem of collective accommodation during the period of this strategic plan.

## **V. MINORITY COMMUNITIES - LEGAL RULES AND THEIR IMPLEMENTATION**

### **Existing situation**

Kosovo lack of updated demographic data (number of inhabitants, the number of people of minority community, gender distribution, birth rate and mortality rate, the number of believers from different religions, etc.).

The average demographic data from the United Nations in 2002, the number total population is between 1.7 and 1.9 million. Kosovo is fully committed in the receipt of multi-ethnicity as a key principle. The new constitution which came into force on 15 June 2008 provided a major impact on communities in public life. Law on the Protection and promotion of the rights of communities and their members recognize the substantial rights of communities. Recognized as national groups, ethnic, cultural, linguistic or religious who are present in Kosovo and are not part of the majority.

Persons have the right to belong to communities that together with others to enjoy human rights and fundamental freedoms established by international legal acts which are carried out in Kosovo. Constitution, other laws and regulations guaranteeing these rights and freedoms.

According to Article 2.1,2.3 and 2.4 of the Law on the use of languages no. 02/L-37 dated 27 July 2006, Albanian and Serbian languages and their alphabets have equal status in Kosovo institutions, in which municipalities inhabited by a community whose language is not one of official languages in Kosovo and who represent more than 3 (three) percent of the population in the municipality, language and alphabet of that community will have the status of official language use became relevant municipality and will be used equally. In municipalities inhabited by communities, the native language which is not one of the official languages but who have at least 5 percent of the population of the municipality, the language of this community will have the status of official language and will be used in order to equal to the other official languages. Regardless the above statement, in particular in the municipality of Prizren, the Turkish language will have the status of official language.

## Analysis

The main challenge is the implementation in practice of protective measures, provided by legislation. The main issue for minority communities is the ability to exercise their freedoms, including freedom of movement, freedom to return, to ethnicity, property, housing, free choice of employment options, language use, access to education and other public services.

However, in practice and also in many information reports from international partners, such rights are not fulfilled in the basic. Based on this key challenge for the government of Kosovo, as represented by the Ministry for Communities and Returns, is to discern her role.

Despite the advances made by the government of Kosovo, the results remain less than satisfactory.

## Priorities and Reform

The major priorities are:

- I. Improving capacity to develop and enforce laws, regulations and standards with relation to security, education, social and health services and use of language.
- Increasing consciousness among community members of the values of a multiethnic, democratic, prosperous, equitable society and assure equal representation of all communities in public life.

A very important task will be building the capacity of institutions responsible for development and implementation of laws, regulations and standards regarding security, education, health and social services and the use of language. This will require specific coordination between institutions, as a matter necessary and will need to become regulated.

Ministry together with the government (central and local) and state institutions will:

- i. Develop communication and cooperation with Ministry of Internal Affairs and justice sector,
- ii. Project proposals related to security in Kosovo Security Council,
- iii. Cooperate with relevant ministries in education, health and Social Welfare,
- iv. Strengthening of cooperation with ministries that have broad mandate such as the finance ministry and the ministry of local government,
- v. Strengthening cooperation with municipalities,

- vi. Strengthening of cooperation with government agencies in particular with statistical office and the Kosovo Property Agency,
- vii. Review the effectiveness of existing mechanisms for communities and proposal of effective mechanisms for inter-governmental cooperation.
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The ministry will specifically:

- i. Establish a policy/planning unit in the ministry.
- ii. Encourage the participation of minority communities in the formulation of policies by cooperating with the Consultative Council for Communities and to examine and recommend methods for better communication with communities at the municipal level.

Without support and understanding of community members regarding the values of a multi-ethnic, democratic, prosperous and equitable will be difficult implementation of good policies and to ensure equal representation of all communities in public life. Ministry will be active in establishing research projects and prepare reports on specific issues related to minority community. Will organize and participate in conferences and other political events in Kosovo and in the region to promote cooperation. These activities are an essential element of good governance that ensures that public policies take into account the needs that may be included in progress, new information and changeable circumstances. Ministry in ardhnem, will work to strengthen cooperation with the Ministry of Public Administration and other government agencies such as the Ombudsman and the media commission, to implement proactive policies promoting non-discriminatory and equal opportunities to all minority communities public services at all levels.

## **VI. MINORITY COMMUNITIES - ECONOMIC DEVELOPMENT**

### **Current Situation**

Monitoring the general situation of the communities who live in Kosovo, the ministry sees as one of key factors of existence, the economic factor. Difficult economic situation and high unemployment rate affects the everyday life of all citizens of Kosovo. Number of registered unemployed in May of 2008 was 311.230. While GDP may be around 6% a year according to the latest data, this comes from a very low base. Generally poor economic situation affects all communities, but members of minority communities face additional limits on access right

employment. Municipalities with high concentration of minority community is shown to be behind in terms of economic development.

### Key Issues

The main issue is how to create a sustainable economic development, not only in minority community areas, but along the entire society. Another issue is the ministry's role in this process, as is clear, the ministry can not be the main head of the overall development of the society.

The logic behind the development and sustainability of communities requires a wide variety of initiatives. General approach is to ensure socio-economic development especially in marginalized communities by developing community capacity in terms of their socio-economic regulation, support for the emergence of new entrepreneurs and the creation of small and medium enterprises, and attract and retain skilled individuals.

Development of communities tends to require activities designed to mobilize the community to achieve: promoting development and growth of communities by mobilizing the establishment of visions and developing local projects and regional nature. Ministry is examined, along with other cabinet members, the partnership approach of the European Union. This can be a good model where communities can come together to draft local plans and strategies that could attract funding. Programs to be supported include raising the economic structure of communities by supporting entrepreneurship and job creation.

A different approach to the Kosovo government is considering is the notion of regional economic development. In December 2008, was established five Regional Development Agency (RDA). A Regional Economic Development Institution of the EU (EURED Institution) is scheduled to provide effective assistance goal. On 9 March 2009, ECLO published proposals in a bid worth 2.5 million Euro to support projects dealing with economic development in five regions of Kosovo. This part of the package to help start the process refers to regional development in the country. RDAs will be the first meeting of the Board in April 2009 which will put further steps of the process of regional development. The European Commission has allocated 6.6 million Euro for the period 2009-2010 in support of regional economic Development approach. Further support is planned for the years 2011-2013.

Research conducted through the EU capacity building project in the ministry assessed the potential of municipalities, particularly those with minority communities to participate in such processes. The results show that there is potential within such municipalities to manage small to large-scale projects. In conjunction with this there may be an argument for preferential treatment in respect of tendering. This may well limit the number of those who can tender for a specific project to a few people on a select list that has been designed to ensure

that funds are targeted towards areas with greatest need. Clearly this will only be a short-term measure that allows specific municipalities to grow and develop.

A further element is tackling the economic diversification of regions and communities that have slow economic growth and targeting those areas that suffer from what is called de-vitalization. (This is where the economy no longer functions effectively). This is normally tackled in the European context by what is termed the Community Economic Diversification Initiative. This is related to rebuilding communities by creating new businesses start and develop small and medium enterprises, which may be based on traditional industries and crafts. These initiatives are aimed at communities that are more affected by low level of economic diversification or face challenges such as; insufficiency of infrastructure in the community. These kinds of initiatives can be supported by access to community development in selected municipalities with the help of qualified officials for the development of communities that will help in the reconstruction of the local community.

#### **Priorities for reform**

The major priorities are:

- I. To improve the capacity for further stimulation of economic development in Kosovo, ensuring equal development opportunities for all communities.
- II. To ensure that funds are allocated and meet the requirements for stabilization and integration of communities, including returnees.
- III. To ensure distribution of means according to real needs for stabilization and integration of communities, including returnees.

For achieving the results from the first priority, the ministry has reviewed its position and role in terms of overall initiatives to economic development, for this the ministry will:

- i. Cooperate with relevant ministries and agencies for the promotion of economic development and employment opportunities targeted at minority communities
- 
- ii. To assist in the promotion of information on economic opportunities both at the local and regional level.
- iii. Separation of mechanisms to ensure that companies / organizations in minority areas are competitive in the government procurement process.

- iv. To cooperate with relevant agencies to promote small and medium enterprises in minority areas.
- v. To cooperate with other agencies for programming and allocation of funds targeted at the needs of communities.
- vi. To cooperate with relevant ministries and agencies for the sharing of training programs and projects that are target at communities.

The Ministry will continue to provide funds for stabilization and development of communities. To ensure that such funds are deployed in the appropriately way, the ministry will:

- i. Make an assessment of community needs
- ii. Develop projects or initiatives in line with the needs of communities.
- iii. Increase the capacity of communities for the drafting and implementation of projects.

The Ministry is announcing the creation of economic development is an complicated issue. At the same time believes that these policies will begin to address some of the issues for communities. Also believes that the ministry will be in a position to act as an efficient supporting economic development for all communities, with an emphasis on special, as part of overall government efforts towards minority communities.

## VII. MANAGEMENT AND IMPLEMENTATION

Since the Ministry of Communities was established in 2005, much of the attention has been directed at returns. This has been due to the gradual transfer of responsibilities from UNMIK to the Kosovo government. Also was the result of increased knowledge and capacity existing in the return sector.

Ministry for Communities and Return will remain the main government body responsible for implementing this strategy. As part of an overall review of operations in both sectors, for which the strategy provides a general direction, the ministry is re-examined its internal organization. To achieve the goals that defines this strategy will be necessary to strengthen the department of Communities and Returns, ensuring that they are staffed with high quality staff with necessary capacity and enthusiasm.

Near this because this strategy envisions the establishment of the ministry's role in monitoring and coordinating the effectiveness of laws and regulations which



regulate the communities, where will be created a unit for policy making or planning. Experts of the Ministry will have to establish their internal organization before the end of 2009.

## Partners

Ministry for Communities and Returns remains the main recipient in the implementation of the strategy where in addition, there is a requirement for coordination at the government level and state institutions also local and international partners.

### **Government and State Institutions with responsibilities for communities issues**

The Ministry will work closely with the Office of Community Affairs within the Office of the Prime Minister for effective implementation of this strategy. OCA was founded in 2008 to advise the Prime Minister on specific issues pertaining to communities. OCA is involved in the development of this strategy to ensure good governance and coordination in delivery and policy development.

After publication of the Ahtisaari plan for Kosovo and adoption of the Constitution in 2008, the Communities Consultative Council (CCC) was officially established in early 2009.

Communities Consultative Council has, among others also the following functions:

- To provide communities the possibility of initial participation in initiatives for the creation of legislation and policies, prepared by the Government Assembly, to suggest such initiatives and to make incorporation of their views on relevant projects and programs, including strategy and annual report.
- To enable communities to participate in the assessment of their needs, in the creation, monitoring and evaluation of programs that address their members and who have a particular relevance for them.
- To make recommendations during the decision-making process that has to do with separation of funding, as well as international and allocated from the budget of the Republic of Kosovo, for those projects that were dedicated to communities or their specific interests.
- To affect in the increasing awareness about the concerns of communities in the Republic of Kosovo and contribute to improving relations between all communities in the Republic of Kosovo.

The Ministry will work closely with the CCC in the implementation of this strategy. The Government as a whole believes that the CCC has an important role in monitoring the effectiveness of the strategy and making recommendations, where necessary for its modification and improvement.

The Ministry also will build on the relationship with the Parliamentary Council on the Rights and Interests of Communities. Relationships between the parliamentary committee have always been a productive nature and it is hoped that this will be further developed during implementation of this strategy.

Together with all government and state institutions with a specific mandate dealing with communities issues of, the Ministry for Communities and Returns is seeking a well-coordinated relationships during the planning period.

### **Other Ministries**

As is made clear by the specific goals of the strategy, required a coordinated effort to bring about co-ordinated action in support of communities. During numerous government interventions, there are issues that belong to communities about the economy and its development, health, education and social issues and security. It is known that not only the duty of the Ministry for Communities and Returns to bring change to improve these areas. The Ministry will seek to work together with other ministries and sectors to ensure that all communities benefit from policies that bring improvement to conditions whether these issues pertaining to economy, security or other issues. When there are specific issues for example related to the education of communities or the rights to use the language, the ministry will work closely with relevant ministries and governmental institutions in order to ensure that appropriate policies are developed and implemented. At the same time the ministry will continue to provide funds for specific community development and will seek to ensure that its efforts are part of government initiatives in the development of Kosovo.

### **Returns Sector Institutions**

Ministry as an institution leaders will continue to coordinate efforts in the return sector. During the planning of this strategy, the ministry, as was highlighted in the goals of the strategy will require a more simplified approach to return. The ministry will test at the end of 2009 a method which will become clear division of responsibilities and more effective actors between central and local government. About this the ministry wants to develop a closer and official relationships and to call all municipalities to work constructively to this effort and ensure an improvement in this sector. Where possible the ministry will work closely with the Ministry of Local Government Affairs on this effort. Details of a more effective approach in the return sector are part of the Revised Manual for Sustainable Return and will be subject of extensive consultation before they become effective.

## Local and International Organisations

As in the return also in the community sector, the ministry with this strategy provides to strengthening its relationships with local partners as well as those international. As a part of the accession that the processes of community development and the returns are quite complex and that the Government needs the support of the international community to find solutions for these issues it requires cooperation and deeper involvement. Ministry, on behalf of the government, also would like to acknowledge and is grateful for all the positive actions undertaken to support the return process and development of communities in Kosovo and believes that they can look forward to increased cooperation and support during the implementation of this strategy.

## Monitoring and Evaluation

A key requirement of this strategy, together with all other strategies which are being drafted by the government is that they are clear mechanisms to ensure that proposed policies are being implemented effectively. Among other things the government needs to ensure that it has systems that can effectively monitor the process of implementation and that also there is an accountability mechanism through evaluation. In this way the public will have increased confidence in government actions.

Logical frameworks attached as annexes to the three main objectives of policy detail for specific systems and procedures that will be put in place under the desired results and ancillary activities. In this article, we would like to underline two specific procedures of monitoring and evaluation that the ministry will launch the first phase of implementation of the strategy process. One is for the returns and the other for communities.

Within the Ministry will be formed a unit for the monitoring of the return process. The aim of this unit which will probably be placed in now existing departments for return is to ensure effective supervision and monitoring of return project.

With the ministry movement right implementation of more effective mechanisms for return, will be in the best position to provide qualitative aspects of the return process. Basis behind this is as follows. Under proposals for new regulations, there will be a clear division of responsibilities for the return, between central and local government. The role of the central government will be to provide funds for returns based on applications from potential returnees. After a successful application; will have a special role for the implementation of return projects.

Monitoring role will be to oversee the implementation of the process by receiving reports from municipalities and under the agreement which will cause further division of funds in this process. Moreover, the unit will be the role for carrying out periodic checks on the projects being implemented, in order to make the division of problems in this field and make efforts to ensure that the quality of work is under accepted standards. The separation of the elements of the returns process and provide a more transparent structure, the ministry believes that the number of returns will increase and that the standard of work will improve.

Regarding the specific interventions of the ministry to ensure funds for community development initiatives, it will necessarily ensure that appropriate mechanisms are in place to monitor the specifications of any project funding.

However, the ministry believes that there is a requirement for a general assessment of progress to be made in the communities sector. Thus, as part of this strategy, the ministry through the policy unit in collaboration with the Office for Community Issues within the Prime Ministers Office, to make annual report for the` `situation of communities` ` .This report will examine government interventions on communities and to convey all progress along many issues. It is envisaged that the first of such document will be produced in 2010 and the ministry in the first instance would be grateful for the assistance provided training in this field. The aim of such a report is not only to provide a community standard, but also will make it possible for the government to make changes in policies and where necessary assist in the formulation and revision of this strategy. The intention is that the government would consider the report each year and that it would also be noted or adopted by the parliament and the Communities Consultative Council.

## Funding

Overall funding for communities will be divided by their nature from the budget between the respective implementing agencies. Constitution and laws associated recommend that 12% of budget allocated for minority communities. In connection with the proposed budget for the Ministry for Communities and Returns, there are difficulties in designing a detailed budget for a period of four years. This happens because most of the budget is guided by demand. Seen from the other side, the Ministry responses, for example, requests for returns, so it uses its budget for a given year. Ministry can not be sure of the number of returns for each year. Equally when it comes to community development initiatives demand for assistance far exceeds the supply of funds. In 2008, for example, the ministry has received requests for funding worth 12 million euros, but was unable to allocate only the sixth part of this value.

The Ministry acknowledges that the years of its action has significant problems related to budget allocation. However, during the last two years there has been some improvement. However, the ministry still needs to ensure transparency in financial operations. Nevertheless, during 2009, the ministry will install appropriate mechanisms to ensure that its operations are related to the budget process. In assessing the necessary budget for the return and communities sectors, the government would like to thank international partners and donors which continue to provide support with additional resources for both sectors.

### **Budget for Return**

During 2008 - 2009, the ministry has established a number of working groups to review the procedures involved in the return process. The two groups have been asked to deal with funding specifications regarding amount allocated for construction of properties based on family size and assistance packages that will be available after the return of families. The two groups have provided recommendations in the review of standardized costs related to the cost of construction and revised assistance packages. Ministry will present these recommendations on board and build them in its budget requests in the future. These projects mainly relate to the return and the amount allocated to property.

The ministry still wishes to fund projects for organised returns. Projects will be based on laid down requirements for return from the displaced persons, based on the quality the ministry will offer support to the groups to return to their country of origin. This is because if designed and implemented appropriately they provide economies of scale and lead to increase in the number of returns. These projects will be implemented by municipalities, depending on thereceived applications. In deciding upon the projects to be implemented the ministry will closely link the process with the budget cycle. Ministry will make the replacement of existing mechanisms, such as the Central Review Mechanism and the Council for the Allocation of Budget. In their place will exist a council composed mainly of members of the government to decide for received applications. Other details of the proposed new arrangements will be circulated to municipalities as a separate paper.

### **Budgets for Communities**

Budget for communities, as before, will be based on appropriate applications received by community development projects. Such projects may arise from municipalities, from volunteers and private sector. During 2009, the ministry will engage assessment in community needs , in order to appreciate where government funds should be distributed. In general, the ministry wants to fund initiatives that

lead to the stability of communities and broader economic development and employment opportunities among minority communities. In funding such projects, the ministry will be seeking support from the donors and the private sector to develop that can lead to decisive change among the communities. In particular, the ministry is interested in supporting projects for small enterprises and also the duration of the strategy for medium enterprises, which have more opportunities for job creation.

### **Other Budgets**

The normal budgets for operations - including salaries, recurrent and services costs will be subject to overall demands and constraints within the government. According to this, should know that the ministry as part of the government represents the institution in charge with specific mandate, and can be tested in public sector reform initiatives in the implementation of the relevant payment.

In terms of setting the political / planning unit, the ministry will hold the budget for research where the ministry can spend them her knowledge for the communities needs and possible solutions to existing problems. The other side of the ministry's work is its ability to respond to emergencies during the event. Many of this strategy will lead to transformation of the shape of ministry in an institution that responds to crises, in an institution that is proactive and do strategic planning for the future, however there is a requirement for the unforeseen emergency. Regarding to this the ministry will establish a flexible fund for the minister, in order that the government is in a position to respond to an emergency as the need arises.

## **VIII. CONCLUSIONS**

Ministry for Communities and Returns on behalf of the government of Kosovo has the honor to introduce strategic directions of government policy for the period 2010-2014.

- Summary of main policy goals of the strategy is to:
  - I. Provide conditions for sustainable return through a simplified system.
  - II. To improve opportunities related to education, use of language, access to social and health services and safety for community groups that provide stabilization, strengthening and community development

- III. Improve the economic condition and integration of communities, including returnees, promoting a stable, democratic, prosperous multi-ethnic Kosovo.

The government believes that these goals and related activities will be met fully as highlighted in this document and detailed in the annexes of this strategy will lead to an improved situation in the process of return and a better life for all communities within the country .

Government, through the Ministry for Communities and Returns expects to work with all its partners and associates in the realization of these goals in future years.

## LEGAL INSTRUMENTS

Kosovo Constitution 17.03.2008

Law on Forming the Registry of Rights to Immovable Property 2002/05 from 2002/05 from 2002

Law on Agricultural Cooperatives 2003/9 from 15.05.2003

Law on Roads 2003/11 from 25.05. 2003

Law on amendments and annexes of the Law no. 2002/5 on Forming the Registry of Rights to Immovable Property 2003/13 from 26.06.2003

Law on Cadastre 2003/25 from 04.12.2003

Law on Spatial Planning 2003/14 from of 03.07.2003

Law on Social Assistance Scheme in Kosovo 2003/15 from 11.07.2003

Law on Registration of Population and Housing in Kosovo 2003/16 from 11.07.2003

Law on Safety, profesional Health and the Working Environment 2003/19 from 09.10.2003

Kosovo Law on Disability Pensions 2003/23 from 06.11.2003

Law on Gender Equality 2004/2 from 19.02.2004

The Anti-Discrimination Law 2004/3 from 19.02.2004

Law on Health 2004/4 from 19.02.2004

Law on Electricity 2004/10 from 29.04.2004

Law of Inheritance 2004/26 from 28.07.2004

Law for Suppression of Corruption 2004/34 from 22.04.2005

Law on the Rights and Responsibilities of Citizens in Health Care 2004/38 from 08.09.2004

Law on Support to Small and Medium Enterprices 2005/02-L5 from 23.03.2005

Law on Social and Family Services 2005/02-L17 from 21.04.2005

Law on Adult Education and Training 2005/02-L24 from 22.07.2005

Law on Agricultural Land 2005/02-L26 from 24.06.2005

Law on the Administrative Procedure 2005/02-L28 from 22.07.2005

Law on Pre-school Education 2006/02-L52 from 19.01.2006

Law on Use of Language 2006/02-L37 from 27.07.2006

Law on Freedom of Religions 2006/02-L31 from 3.07.2006



Law on Cultural Heritage 2006/02-L88 from 09.10.2006

Law on Public Health 2007/02-L78 from 22.02.2007

Law on Personal Name 2007/02-L118 from 13.04.2007

Law on Residence and place of living 2007/02-L121 from 27.09.2007

Law on Citizenship 2008/03-L034 from 15.06.2008

Law on Police 2008/03-L035 from 20.02.2008

Law on Local Self-Governance 2008/03-L040 from 20.02.2008

Law on the Protection and Promotion of the Rights of Communities and rights of their members in the Republic of Kosovo 2008/03-L047 from 15.06.2008

Law on Education in the Municipalities of the Republic of Kosovo 2008/03-L068 from 15.06.2008

Law on Material Support for Families of Children with Permanent Disability 2008/03-L022 from 16.05.2008

Law on Contested Procedure 2008/03-L006 from 30.06.2008

Law on the Resolution of Claims Relating to Private Immovable Property, Including Agricultural and Commercial Property 2008/03-L079 from 13.06.2008

## **INTERNATIONAL LEGAL INSTRUMENTS**

Resolution no. 1244 of the United Nations Security Council ( 1999 )

Framework Convention for the Protection of National Minorities (1994)

Principles for The Restitution of Housing Objects and Property to Refugees and Displaced Persons, Principles from Pinheira (2005)

European Convention for the Protection of Human Rights and Fundamental Freedoms (1950)

The European Charter for Regional or Minority Languages (1994)

European Social Charter - revised (1996) which is signed but not yet ratifies

European Convention for the Prevention of Torture and Inhuman or Degrading treatments or Punishing (1987)

Protocol to Prevent, Suppress and Punish human trafficking in persons especially women and children, along the Convention on Transnational Organized Crime, Palermo Protocol (2000)

The Bologna Declaration on the European Space for Higher Education, "The Bologna Declaration" (1999)

European Convention on the Academic Recognition of the University Qualifications (1959)

European Council Convention on the Equivalence of Diplomas Leading to Admission to Universities (1953) and its Protocol (1964)

European Convention on the Equivalence of Periods of University Study (1956)

European Convention on Equivalence of Periods of University Study (1990)

European Convention on Recognition of Qualifications of the High Education within the European Region (1999)

European Convention on the Recognition of Qualifications concerning Higher Education in the European Region (1979)

European Area of the Higher Education, goal implementation, Communiqué of the Conference of European Ministers Responsible for Higher Education, Bergen (2005)

Facultative protocol along the convention on eradication of all kinds of discrimination against women (2000)

Declaration from Copenhagen by the European Ministers on the Professional Education and Specialization and by European Commission on Issues of European Cooperation in Area of Professional Education and Specialization (2002)

London communiqué (2007)

MAGNA CHARTA UNIVERSITATUM - The Bologna Charter (1988)

Shaping of the Euro Space of the High Education, Message from Salamanca (2001)

Education for all (Education for All - EFA), Dakar framework for action (2000)

Implementation of Euro Space of High Education, Communiqué of the Ministerial Conference in charge for High Education in Berlin (2003)

Resolution of strengthening the cooperation in Professional Education and Specialization (2002)

Unified declaration on harmonization of the European System of the High Education Structure, Declaration from Sorbonne (1998)

International (bilateral) agreements on social insurance by the Geneva Convention I-IV on protection of victims of war (1949) and Additional Protocols I-II (1977)

UN Convention on Rights of Children (1989)

UN Convention about Rights and Status of Refugees (1951) and Additional Protocol (1967)

UN Convention about Protection of Rights of Migrant Workers and members of their families (1990)

UN Convention against Discrimination in Education (1960)

UN Convention against Torturing and other Cruel, nonhuman or humiliating procedures or Punishments (1984)

International Covenant on Economic, Social and Cultural Rights (1968)

UN Pact on Civil and Political Rights (1966) and Optional Protocol (1966 and 1968)

Universal Declaration of Human Rights (1948)

Guiding Principles on Internal Displacement (1998).

**ANNEX A**

**LOGIC FRAMEWORK FOR SUSTAINABLE RETURN**

General objectives: goal and vision	Objectively verifiable indicators	Resources of verification	Risks and Assumptions
To contribute towards the development of a multi-ethnic, prosperous and democratic society with equal rights			
The purpose of the specific objectives / strategic / operational	Objectively verifiable indicators (how to assess whether it happens)	Resources of verification (reporting systems)	Risks and Assumptions (external and internal)
To ensure that the conditions for sustainable return exist and enable integration of persons in Kosovo society	<p>Number of returns (increasing the number of targets in 2008)</p> <p>Relationship of number of persons who have returned and the number of persons still remain in Kosovo after three years of returns</p> <p>For less than 70% of interested potential returnees are estimates made for assistance for return according to the criteria for return through the municipality or MCR.</p>	<p>Statistics of the MCR and the Government and also UNHCR, research and reports,</p> <p>Information of departments and the introduction of contacts by department.</p>	<p>Budgetary constraints</p> <p>Long term period for implementation</p> <p>Fulfillment of duties</p> <p>Political commitment</p>
Results / output	Objectively verifiable indicators	Resources of verification	Risks and Assumptions
1. Establish improved and simplified mechanism for returns	Develop measures that provide effective procedures for a access to	Management Reports	No functionality of review mechanisms for return.

Formation of the database that contains evidence of those who are presented for return, and all information related to assistance for return.	allow processing of applications within the shortest time.	MCR Reports Surveys on customer satisfaction Processing of records and statistics	Lack of political commitment Lack of funds
2. Transfer of information to displaced persons on the new mechanism for return as well as for the conditions	Developing an integrated communication system of communication which aims precisely displaced persons and ensure that 80% of cases and information are received and understood.	Contractual document related to the harmonization of communication (Communication Strategy). Return of information from client The data from research Minutes of meetings	Lack of cooperation by the partners in the framework of heritage the information
3. Package of aid to returnees is provided according to unique accepted standards.	Establishment and support for reintegration is powered by a unique common needs and standards.	Reports for monitoring Reports of survey Return of information from client	Lack of means
4. Return and reintegration assistance is offered for extended groups of users by means of IDPs and IIDPs.	Number of returnees Number of interested for return The expanded program of groups for support users	Statistics and reports	Lack of means Political dedication
5. Returnees in urban areas are an advantage in comparison with returns in rural areas because of better opportunities and easier integration of returnees (in countries where is a access to schools, health institutions, etc., In countries in that there is certain level of infrastructure).	Development of procedures and support systems aimed at a high level of support for people who return to urban areas	Reports Audit systems Return of information from client Statistics Published reports and that form the	Cooperation in municipalities Lack of means

		ministry  Manual	
Activities to be achieved as the results	Objectively verifiable indicators	Resources of verification	Risks and Assumptions
<p>Activities to result one:</p> <p>a. Revision and standardisation of procedures for return including revision of the manual for sustainable returns.</p> <p>b. Adoption of standardised procedures</p> <p>c. Cooperation with municipalities to clarify outstanding property issues.</p>	<p>The revised Manual for sustainable return until the end of 2009.</p> <p>Cooperation with municipalities</p>	<p>Is approved the revised Manual</p> <p>Report procedures</p> <p>Departmental meetings and minutes</p> <p>Minutes of meetings</p>	<p>Cooperation with municipalities</p> <p>Lack of means</p> <p>Political care</p>
<p>Activities to result two:</p> <p>a. Coordinated Communication strategy and media campaign designed to raise the awareness of the Ministry within its client group</p> <p>b. Implications regarding the strategy and communication of the Ministry</p>	<p>Media campaign to increase public perception and raises the name (the perception of knowledge up to 75%) by the end of 2010</p> <p>Improved website (number of visitors)</p> <p>Call Centers is seasoned in the MCR level during 2010</p>	<p>Research Report</p> <p>Report on the communication strategy of MCR</p> <p>Return of information from client</p> <p>Datas from website</p> <p>Surveys on satisfaction level of users</p> <p>Customer usage profiles</p>	
<p>Activities to result three:</p> <p>a. Implementation of the return and reintegration assistance to the revised and approved standards and the procedures.</p> <p>b. Reconstruction of houses and emergency communications of infra-structural network.</p>	<p>Homes built in certain compliance</p> <p>Is provided "complete package" of assistance for returnees and for the reintegration.</p>	<p>Housing statistics report</p>	<p>Lack of means</p> <p>Political care</p>

<p>Activities to result four:</p> <p>a. The expansion of groups of beneficiaries with the revised criteria regarding assistance during return</p> <p>b. Preparation for closure of collective centers</p>	<p>Revision of the criteria for assistance to return</p> <p>The closure of some collective centers until 2012</p>		
<p>Activities to result five:</p> <p>a. Analysis of needs and development of programs which help the return in half-urban environments</p> <p>b. Implementation of the program that helps the return in semi-urban settlements.</p>			

## ANNEX B

### LEGAL MEASURES FOR MINORITY COMMUNITIES AND STRENGTHENING THE LOGICAL FRAMEWORK

General objectives: goal and vision	Objectively verifiable indicators	Resources of verification	Risks and Assumptions
To contribute towards the development of a multi-ethnic, prosperous and democratic society with equal rights			
The purpose of the specific objectives / strategic / operational	Objectively verifiable indicators	Resources of verification	Risks and Assumptions
<p>Improving opportunities in the following areas:</p> <ol style="list-style-type: none"> <li>1. Appropriate education for minority community groups</li> <li>2. Improving respect to the use of language for all community groups</li> <li>3. Improved access to social and health services for minority communities (including returnees)</li> <li>4. Improved security situation for minority groups</li> <li>5. High quality implementation of Community law in everyday life to ensure stabilization, strengthening and community development</li> </ol>	International statistics and comparison with EU standards and other international standards	<p>National Report</p> <p>Project reports</p> <p>Report on stabilization</p>	



Results / output	Objectively verifiable indicators	Resources of verification	Risks and Assumptions
<p>1. Improved capacity for development and strengthening of laws, regulations and standards regarding security, education, social and health services and use of language.</p>	<p>Movement towards EU standards and international criteria that reflect a stable community</p>	<p>Reports International and comparative reports of country</p>	<p>The adoption and development of regulations by responsible government institutions  Minority community involvement programs and high-level priorities</p>
<p>2. Raising awareness among community members regarding the values of a multiethnic, democratic, prosperous, and equitable society and to ensure equal representation of all communities in public life Provided direct assistance for community stabilization</p>	<p>Indicators of a stable community Number of forums on communities which are open and which operate</p>	<p>International and local indicators statistics  Reports National reports Forum reports</p>	
Activities to achieve the result	Objectively verifiable indicators	Resources of verification	Risks and Assumptions

<p>Activities to result one:</p> <p>a. Development of communication and cooperation with the Ministry of Internal Affairs and justice sector.</p> <p>a. Draft project proposal on security of Kosovo's Security Advice.</p> <p>b. Collaboration with ministries related to education, health and social welfare</p> <p>c. Strengthening cooperation with municipalities</p> <p>d. Strengthen cooperation with ``horizontal`` ministries such as the Ministry of Finance, local government</p> <p>e. Strengthening of cooperation with government agencies in particular with statistical office and the Kosovo Property Agency</p> <p>f. Review the effectiveness of existing mechanisms for communities and proposed effective mechanisms for intergovernmental cooperation</p> <p>g. Establishment of policy planning unit in the ministry</p> <p>h. Encouraging community participation of minority groups in policy formulation:</p> <ol style="list-style-type: none"> <li>1. Cooperation during work with CCC</li> <li>2. Research and recommendation of methods for more effective communication and consulting with communities at the municipal level</li> </ol>	<p>Cooperation agreements</p> <p>Signed agreement on cooperation</p> <p>The formation of local partnerships</p> <p>Co-projects which contribute to the communities in Kosovo</p>	<p>Report recommendations</p> <p>The policy document of the MCR</p> <p>Minutes of meetings</p> <p>Reports</p> <p>Publication of findings</p> <p>Reports of meetings</p> <p>Publications</p> <p>Government Documents</p>	<p>Cooperation of responsible ministries</p> <p>IPA / funding from donors</p> <p>Political care</p>
<p>Activities to result two:</p> <ul style="list-style-type: none"> <li>• a. The implementation of projects and cooperation for research and publication of national reports on particular issues related to minority communities.</li> <li>• b. Organization and participation in conferences and</li> </ul>	<p>Attached international organizations</p> <p>Participation in seminars</p> <p>Formation of working groups</p>	<p>MCR Reports</p> <p>Budget Reports</p> <p>Minutes of meetings</p>	<p>Budget constraints</p> <p>IPA / funding from donors</p>

<p>other public events in Kosovo and the region to promote cooperation</p> <ul style="list-style-type: none"> <li>c. Strengthening of cooperation with the ministry of public services and other government agencies such as ombsupersoni and media commission.</li> <li>d. Directly communication with communities</li> <li>e. Financing and implementation of projects which aim to stabilize the communities</li> </ul>	<p>The criteria and procedures for implementation including the development of cooperation and mechanisms for implementation</p> <p>Number of successful projects</p>	<p>Agreements</p> <p>Research Results</p> <p>Surveys on pleasure of projects users</p> <p>Publications</p> <p>Government documents</p> <p>Minutes of conferences and seminars</p>	
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## ANNEX C

### LOGICAL FRAMEWORK FOR ECONOMIC DEVELOPMENT OF MINORITY COMMUNITIES

General objectives: goal and vision	Objectively verifiable indicators	Resources of verification	Risks and Assumptions
To contribute towards the development of a multi-ethnic, prosperous and democratic society with equal rights			
The purpose of the specific objectives / strategic / operational	Objectively verifiable indicators	Resources of verification	Risks and Assumptions
Improving economic conditions and integration of communities, including returnees that promotes a stable, democratic, prosperous and multi-ethnic Kosovo	<p>Creation of micro funds for SME in the MCR</p> <p>Creation of community development scheme supported by community development approach</p>	<p>Grants / Loans</p> <p>The data for the assisted SMEs</p> <p>Prize criteria</p> <p>CD Reports</p>	<p>Approached budget</p> <p>Inter-ministerial cooperation</p> <p>Cooperation with international partners</p>
Results / output	Objectively verifiable indicators	Resources of verification	Risks and Assumptions

<p>1. Improving the capacity for further economic incentives in Kosovo, ensuring equal development of opportunities for all communities.</p> <p>2. Allocation of funds to meet the requirements for stabilization and integration of communities, including returnees.</p>	<p>Funds available from donors / national budget and funds under the control of MCR</p>	<p>Management reports Research reports Audited accounts Reports Allowed grants</p>	<p>Approached budget Willingness for cooperation from other ministries</p>
<p>Activities to achieve the result</p>	<p>Objectively verifiable indicators</p>	<p>Resources of verification</p>	<p>Risks and Assumptions</p>
<p>Activities to result one:</p> <p>a. Cooperation with relevant ministries and agencies to promote employment and economic development aimed at minority communities</p> <p>b. Assist in promoting economic opportunities at the local level as well as regional</p> <p>c. Recommend that companies / organizations in the field of minorities are competitive in the government procurement process</p> <p>d. Cooperation with relevant agencies to promote SMEs in the region of minorities</p> <p>e. Cooperation with other agencies for programming and allocation of funds aimed at the needs of communities</p> <p>f. Cooperation with relevant ministries and agencies</p>			

for the sharing of training programs and projects aimed at communities			
Activities to result two: a. Assessment of needs of communities b. Development of projects or initiatives in line with the needs of communities. c. Capacity building of communities for the drafting and implementation of projects.			