



Project Information Document/ Identification/Concept Stage (PID)

Concept Stage | Date Prepared/Updated: 11-Oct-2018 | Report No: PIDC132355



BASIC INFORMATION

A. Basic Project Data

Project ID	Parent Project ID (if any)	Environmental Assessment Category	Project Name
P165485		B - Partial Assessment (B)	Supporting Youth Inclusive Local Development in Kosovo
Region	Country	Date PID Prepared	Estimated Date of Approval
EUROPE AND CENTRAL ASIA	Kosovo	11-Oct-2018	
Financing Instrument	Borrower(s)	Implementing Agency	Initiation Note Review Decision
Investment Project Financing	Ministry of Local Government Administration	Ministry of Local Government Administration	The review did authorize the preparation to continue

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PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	0.00
Total Financing	0.00
Financing Gap	0.00

DETAILS

Non-World Bank Group Financing

Trust Funds	2.79
Japan Social Development Fund	2.79

B. Introduction and Context

Country Context

A. Country Context

1. Kosovo is a small (1.8 million inhabitants) post-conflict country with economic growth resting on an unsustainable economic model. Despite being the fastest growing economy in the Western Balkans, averaging 3.4 percent since the country gained its independence in 2008, it remains one of the poorest countries in Europe, with about 30 percent of its population living in poverty. Economic growth and reduction in poverty is driven by foreign aid and remittances rather than improvements in employment. In fact, Kosovo's economy has



a shortage of jobs with aggregate employment only growing in pace with population growth. Women and youth are particularly excluded from productive income generation.

2. Employment growth is constrained by a weak private sector and an inadequate human capital base. On the demand side, limitations on exports, an unfavorable business/regulatory environment (including access to finance), and infrastructure bottlenecks (connectivity and energy) has limited the private sector's ability to create sufficient high quality jobs. Over time, this has put pressure on the public sector to provide jobs for new labor entrants, leading to high public sector wage expenditures and a culture of political clientelism. On the supply side, firms complain about the lack of skilled labor as a result of an outdated and inequitable education system that does not prepare students with technical or soft skills necessary to navigate a changing labor market.

3. Kosovo is undergoing parallel and complex processes of state building, democratization and national identity formation which characterizes its ongoing fragile status. Institutional constraints typical for a young democracy are coupled with partial statehood recognition,[1] and unresolved disputes with Serbia. Lack of full international recognition is an impediment to foreign direct investments and is holding back modernization of key sectors of Kosovo's economy. The legacy of interethnic tensions has resulted in limited economic integration of ethnic Serbian communities in Kosovo and political self-exclusion of Serbian enclaves, particularly pronounced in the four Serb-majority municipalities in Northern Kosovo, where citizens rely heavily on Serbian-funded public sector employment. In 2016, 90% of surveyed Serbian youth living in Northern municipalities were actively pursuing leaving their place of residence. [2] Accumulated frustration with multiple challenges of state building—including fragile rule of law, weak institutions and unfavorable negotiations with Serbia—have in recent years given rise to antiestablishment sentiments, especially among youth. In May 2017, the government collapsed after losing a vote of confidence in parliament.

4. Despite progress in building a legal framework to safeguard the rights of minorities, ethnic drivers of fragility continue to strongly influence Kosovo. Kosovo has consolidated the functioning of its democratic institutions over the years, including in regards to the rights of different ethnic and religious communities. The legal framework in Kosovo provides a range of obligations on Kosovo institutions to safeguard and promote communities' equal participation in governance. EU-facilitated dialogue between Kosovo and Serbia has led to several agreements—on movement of people, energy, telecom, community rights—but implementation remains difficult. It has also led to a degree of normalization in ethnic relations with some parallel institutions of the northern part integrating into Kosovo's institutions. However, lack of an agreement at the higher political level continues to affect not only Kosovo's membership in regional and international organizations but also affects further integration of the Serbian minority community into Kosovo's political and economic system. While violent episodes are rare, interethnic tensions between the ethnic Albanian majority and ethnic Serbian minority flare up occasionally, adding to national and regional development challenges.

[1] As of January 2017, Kosovo's independence was recognized by 114 countries out of 193 UN members; 5 out of the 28 EU member states do not recognize Kosovo's statehood.



[2] World Bank. *Socio-Economic Assessment of 5 Northern Municipalities in Kosovo*. 2018 (forthcoming).

Sectoral and Institutional Context

B. Sectoral and Institutional Context

5. Kosovo is Europe's youngest country, with an average age of 26 years, and the only one with a youth bulge, which remains largely inactive. The majority of youth are unemployed (57.7 percent in 2015), with unemployment being higher among young women (67.2%) than young men (54.2%). [3] One third (31.2%) of Kosovo's youth are not engaged in employment, education or training (NEETs), which is indicative of youth's economic discouragement and exclusion. Kosovo is a fragile state with a jobless economy which generated only 1,600 net jobs by formal firms in 2014.

6. In recent years, youth disenfranchisement has been an important driver of outmigration, political dissatisfaction and radicalization. At the peak of the migration wave in January 2015, 20,000 (mainly young) Kosovars applied for asylum in EU countries. The migration wave has since subsided due to forced returns and restrictions on asylums from Western Balkans, but the reasons for wanting to relocate abroad remain. Lack of economic opportunities, dissatisfaction with services, and perceptions of corruption and alienation from decision making has given rise to frustration and fueled youth's mistrust in public institutions, including at the local level.[4] Failure to provide excluded young men and women with critical services needed for their activation and spaces for them to exercise voice and agency has already exposed young Kosovars to risks of radicalization. To date, 232 foreign fighters from Kosovo have been recruited for war zones in Iraq and Syria.[5] Municipalities most vulnerable to violent extremism are affected by unequal access to opportunities and services for youth to build positive lifestyles and identities.

7. The Government of Kosovo's youth program is focused on employment generation and education reform, relying significantly on donor funding and support. In particular, the government is investing in a wide range of active labor market measures, including apprenticeships, wage subsidies, job matching services, internships, and vocational education reforms. For 2018-2020, the government plans to allocate Euros 2.3 million and leverage Euros 15 million from development partners for continued ALMP reforms (Youth Employment Action Plan 2018-2020). While thousands of youth have benefited from training and employment services, unemployment and inactivity remain high, and ALMPs policies alone have been unable to activate most discouraged youth. This is in line with global evidence indicating that in low income countries with limited job creation ALMPs lead to job-displacement rather than positive net job creation. By comparison, only Euros 720,000 have been allocated for youth development activities to be implemented by the Ministry of Culture, Youth and Sports in 2018, which is a major shortfall given the need to address youth grievances beyond unemployment and promote youth inclusion and trust in government institutions to ensure Kosovo's long-term stability.

8. The GoK has mobilized development partner support for various non-economic youth activities, yet most projects have been donor-driven and bypassed local institutions. A total of 21 youth centers have been established throughout Kosovo with varying degrees of sustainability and quality of services. While some municipalities provide rent free space for youth centers, most youth centers depend on donor funding for their



operations. In addition, the OSCE and United Nations Mission in Kosovo (UNMIK) supported the establishment of Local Youth Action Councils, which serve as associations of youth NGOs at the municipality level. These organizations were created to promote youth policies, voices and activities at the local level, but they are rarely involved in local decision making. There is also an extensive network of youth NGOs and organizations eager to lead local development initiatives yet they are underfunded and no institutional mechanisms exist to link their efforts with municipal investments. In fact, most youth related investments sideline local institutions and fail to involve youth beneficiaries in the identification, design, and implementation of investments. Instead, grant schemes tend to reflect donor priorities and are directed to a few NGOs working on youth issues, foregoing the opportunity to create linkages with local development plans and strengthen cooperation between young people, communities, and municipalities.

9. The proposed project will enable local governments to address youth socio-economic needs through better targeted youth initiatives and services. The Bank's involvement in youth-inclusive local development is critical given limited donor involvement in this area. Despite Kosovo's high level of decentralization, local governments remain at the margins of investment decision making, failing to leverage their proximity to communities to make more effective investment decisions. Municipalities are tasked with the provision of about 100 public services,[6] yet they have very limited budget for local programming (70-80 percent cover personnel salaries), including for youth activities. While some municipalities have a youth budget code, there are few mechanisms in place to ensure investments meet youth needs. The proposed project will add a youth dimension to the Ministry of Local Government Administration's (MoLGA) performance-based block grant system, which provides financing for municipal capital investments. In particular, the project will earmark funds to selected municipalities for youth driven initiatives, ensuring the effective provision of youth related infrastructure and services at community level.

[3] Kosovo Agency of Statistics (2016), Kosovo 2015 Labor Force Survey

[4] According to a 2012 Kosovo Youth Study, on a trust scale of 0 to 100, the Prime Minister's office scores 32, President's office 43 and Local Governments/Mayors 45 points. Kosovar youth shows higher trust in religious leaders and police, which score 64 and 60 points respectively.

[5] Soufan Group (2015), Foreign Fighters: An Updated Assessment of the Flow of Foreign Fighters into Syria and Iraq

[6] Government of Kosovo, Office of the Prime Minister, Kosovo National Development Strategy (2016-2021), pg. 20

Relationship to CPF

10. The proposed project is consistent with the World Bank Country Partnership Framework (CPF) for the Republic of Kosovo (FY17-FY21). The strategic objective of the FY17-21 CPF is to support Kosovo in moving along a path toward more sustainable, export-oriented, and inclusive growth, in order to provide its citizens greater opportunities for a better life. This project directly supports CPF Focus Area 1 - Enhancing Conditions for



Accelerated Private Sector Growth and Employment, and will contribute to achieving Objective 3 - Enhancing employment opportunities and inclusion for youth and women. The project encourages the social and economic inclusion of disadvantaged youth by ensuring that they take an active role in municipal prioritization, planning and implementation of youth activities. By encouraging youth to exercise their voice and agency through active participation in municipality affairs, the project will contribute to improved local governance and service delivery targeted at excluded young and women. In addition, the economic inclusion of young people is supported through activation measures, such as soft skill training and volunteering, and contracting of youth groups for implementation of selected works/activities.

11. The CPF highlights findings from the Risk and Resilience Assessment for Kosovo which identifies economic and political exclusion of youth as one of the greatest and most relevant risks for Kosovo in the near to medium term.

The proposed project aims to reduce fragility risks in Kosovo in the form of youth disenfranchisement and dissatisfaction with public institution by enabling municipalities to support bottom up approaches that improve service delivery for disadvantaged youth. In particular, the community driven nature of activities is expected to increase cooperation between local youth stakeholders and municipal officials, thereby improving perceptions of local government. This is in line with global evidence from community driven initiatives, where support from local government through block grants for community identified sub-projects has led to improved trust in local government (Philippines KALAHICIDSS, Sierra Leone GoBiFo, Afghanistan National Solidarity Program II (NSP2)). While exclusion from the labor market fuels much of youth's disenfranchisement, perceptions of political clientelism and associated low trust in institutions as service providers has disengaged some youth from public life and made them vulnerable to radical ideologies. Various national and local stakeholders consulted in preparation of the project underlined that although Kosovo security agencies had effectively combatted the immediate threat of extremism, the drivers which caused the recruitment of foreign fighters were still present – i.e., lack of investments in youth infrastructures, services and economic opportunities. All prevention and violent extremism (PVE) stakeholders stressed the need to empower municipal and local institutions to address the grievances and needs of disadvantaged youth and their communities, while building trust and legitimacy in local institutions.

12. The proposed project is also in line with Kosovo's 2016-2021 National Development Strategy (NDS), which identifies investments in human capital as key to reducing unemployment and promoting social inclusion in the country.

In order to attract foreign private sector investments, develop a competitive business environment and fully reap the benefits of European integration, the strategy proposes that Kosovo's labor force be better equipped with skills required by private sector employers. The Project particularly supports the NDSs objective to meet labor market's human capital needs and reduce long-term unemployment and informality by providing mechanisms and spaces for disadvantage and inactive youth to engage in out-of-school programs that improve their cognitive and soft skills. By providing relevant life and workforce skills to the most vulnerable populations in Kosovo, the Project will contribute to strengthening Kosovo's human capital, which is crucial for reducing poverty and providing equal opportunities to Kosovo's youth. The proposed Project is also consistent with Kosovo's Youth Employment Action Plan (2017-2019), which includes "soft skills training" as a method for preparing youth for the labor market.



C. Project Development Objective(s)

Proposed Development Objective(s)

13. The Project Development Objective is to improve the socio-economic inclusion of at least 3,000 disadvantaged youth [7] in vulnerable communities [8] in Kosovo through (i) enhanced soft skills development and volunteering opportunities through youth driven community development, and by (ii) increasing access to youth community infrastructure and services. [9]

14. The proposed project will work through local governments to effectively target vulnerable communities and channel resources for sub-projects identified, prioritized, and designed by disadvantaged youth. Youth participants will benefit from soft skills training and project proposal preparation, building skills that are both valuable for future employers and to lead effective transformations in their communities. By activating disadvantaged youth through positive youth development interventions and services, the project aims to reduce youth's socio-economic exclusion and disenfranchisement by identifying and finding solutions to youth unmet local needs.

[7] Disadvantaged youth refers to NEETs, minorities, persons with disabilities, rural and low-income youth, IDPs, returnees, and LGBTI.

[8] Vulnerable communities include those with: i) high rates of youth inactivity, especially among young women, ii) recent presence of foreign fighter recruits and vulnerability to violence and radicalization, and iii) legacy of ethnically-motivated tensions and mistrust.

[9] Municipalities will be identified by Appraisal based on a combination of the following factors: i) high rates of youth inactivity, especially among young women, ii) recent presence of foreign fighter recruits and vulnerability to violence and radicalization, and iii) legacy of ethnically-motivated tensions and mistrust.

Key Results

15. PDO indicators will include:

- i. # of disadvantaged youth beneficiaries: Target: 3,000, of which at least 50% are young women
- ii. # of youth-driven community initiatives completed. Target: 150
- iii. # of youth gaining new skills in project preparation, management and implementation. Target: 3,000
- iv. percent of youth beneficiaries reporting that project investments reflect their needs. Target: 60% (equally for women and men).
- v. increase in employability/access to livelihoods opportunities of youth participating in project activities. Target: 20%



D. Preliminary Description

Activities/Components

A. Activities/Components

16. The proposed project will complement a planned youth operation in Kosovo “Youth Inclusion and Entrepreneurship” (YIEP) focused on increasing economic opportunities for inactive youth through improved access to affordable finance and sustainable entrepreneurship services (see Kosovo Country Partnership Framework FY17-21). YIEP provides supply side solutions intended to support youth economic inclusion in an economy with limited job creation, particularly for disadvantaged youth. The proposed JSDF will complement YIEP inclusion efforts by piloting demand side solutions aimed at addressing youth’s socio-economic needs at community level beyond job creation. Youth activated through the proposed JSDF grant can be directed to entrepreneurship opportunities offered by YEIP to enhance their chances of economic integration. The proposed project is not included in the preparation of YEIP as it represents a new initiative to be piloted by the Government of Kosovo (GoK) prior to scaling in subsequent interventions based on project results. The GoK has expressed interest in streamlining support for youth programming through existing government systems. In particular, the MoLGA will evaluate results from the pilot to integrate support for youth initiatives as part of its future performance-based block grant allocation system.

17. The project draws on global experience supporting disadvantaged youth in FCV contexts (e.g., Youth Livelihoods Development in Southern Iraq Project, Kosovo Youth Development Project). In particular, by operating at a local level and employing bottom-up approaches, the proposed project will improve targeting of beneficiaries and support project cost effectiveness. The project also builds on lessons learned from global community driven initiatives, which show that involving beneficiaries in all stages of the project cycle results in better quality service deliver, lower implementation costs, and greater community satisfaction. For example, the Macedonia “Youth Empowerment through Community Development” Project (2009-2014) shows that taking a proactive approach to activating vulnerable youth at the community level through specialized and grassroots organizations is effective in reducing their vulnerabilities. Additionally, the Kosovo Youth Development Project, which supported youth entrepreneurship and provision of business incubators at the local level, showed the potential of improving sustainability of youth services by involving local governments, i.e., incubators that received local government support continued to operate beyond the project duration.

Description

Component 1: Youth Driven Community Development Initiatives (US\$ 1,697,500)

18. This component will finance youth driven socio-economic initiatives at community level that support youth inclusion and livelihoods. The Ministry of Local Government Administration (MoLGA) will allocate block grants to selected municipalities earmarked for youth initiatives in two annual block grant cycles. This component expects to finance 150 youth driven initiatives by engaging at least 3,000 disadvantaged youth in the identification, prioritization and design of sub-projects. Participating youth will benefit from volunteering opportunities to positively impact their communities and other disadvantaged youth, while also gaining valuable work experience and skills that makes young people more attractive for potential employers. Youth driven



community initiatives will benefit about 5,000 youth through greater access to youth related services and community infrastructure.

19. Partnership with municipalities. The MoLGA will select 10 municipalities by appraisal based on a preliminary needs and mapping assessment, which includes: (i) large demand and limited supply of youth infrastructure services, (ii) high concentration of inactive youth, (iii) limited international donor presence, and (iv) large relative presence of minority ethnic communities (Serbian, Ashkali, Bosniak, Roma, Turkish, Egyptians, Gorani, and Montenegrins). Youth driven activities will be implemented in vulnerable communities within selected municipalities, including those with higher levels of youth inactivity, poverty rate, and limited access to youth related services.

20. Selected municipalities will undergo a capacity assessment to ensure they have the absorption capacity to effectively manage their block grant allocation. This assessment will be based on the MoLGA's performance-based block grant allocation system, which evaluates municipal performance on a range of financial and management indicators.[10] To be eligible to participate, municipalities must match 15 percent of their block grant allocation in counterpart funding. In addition, municipalities will commit staff to facilitate the implementation and supervision of sub-projects. Municipal contributions will ensure local ownership and sustainability of youth programming by integrating activities to local development plans, and will build greater cooperation and trust between youth and municipal stakeholders.

21. Scope of investments. Youth NGOs and CBOs will be eligible to submit sub-project proposals that address youth socio-economic needs. These proposals will be identified through an inclusive and participatory process, which includes focus group discussions with different youth sub-groups (ethnic minorities, persons with disability, LGBT, women, IDPs and refugees) to ensure that the needs of all youth are properly reflected in sub-project design. Sub-project proposals can include (i) economic services intended to improve youth employability and income generating opportunities (i.e. skills building trainings, access to maker spaces, entrepreneurship trainings, ICT courses, etc), (ii) youth related community infrastructure improvements (i.e. repair of youth centers, parks, classrooms, youth-friendly spaces in health centers, and libraries), (iii) youth cultural and sports activities, or (iv) additional youth volunteering opportunities intended to address a community need. Specific youth driven initiatives cannot be determined a priori as they are demand driven and will respond to disadvantaged youth's unmet needs at community level. These are some of the activities identified by security body representatives and experts on prevention of violent extremism (PVE) as lacking in fragile communities. By investing in youth skills, knowledge, and activities, the proposed project will empower disadvantaged youth to become active agents in their communities and decrease their vulnerability to negative influences.

22. Selection Criteria. Sub-project proposals will be reviewed against to-be agreed selection criteria, which would assign greater weigh to sub-project that: (i) involve extensive youth participation in the identification and design of the sub-project, (ii) benefit the largest number of youth, (iii) include opportunities for youth employment or apprenticeships during the implementation phase of the sub-project, (iv) are aligned with municipal youth plans, and (v) bring youth from different ethnic backgrounds together, so as to strengthen to inter-ethnic collaborations and bridge the existing social divide. To ensure sub-projects have community



support, proposals must be endorsed by at least one community entity (neighborhood councils, religious associations, youth centers, etc.). The size of the sub-grant shall not exceed US\$ 30,000. Municipal sub-grants will be disbursed to youth NGOs and CBOs in several installments following a rigorous system which includes: (i) call for proposals, (ii) training in proposal writing for CBOs, (iii) screening and technical assessment of proposals, (iv) safeguard screening to ensure full compliance with national and World Bank requirements, (v) evaluation of projects by a Grant Approval Committee, (vi) sub-grant agreement, including application of World Bank fiduciary rules; and (vii) sub-grant disbursement and monitoring of eligible expenses. For newly formed youth groups, funds will be managed by the Facilitating Partner NGO(s) in line with the sub-project design developed by youth and approved by the project.

Component 2: Youth Stakeholders Training (US\$ 807,500)

23. This component will finance: (i) community mobilization and outreach activities, (ii) soft skills training and project preparation/management training for youth in target communities, (iii) technical support for youth NGOs and CBOs who submitted an application pre-selected by municipalities for funding, and (iv) follow up support and supervision throughout sub-project implementation. The MoLGA will competitively select an experienced NGO to implement activities under this component. This component expects to directly benefit 3,000 youth through soft skills and project management training, and indirectly benefit about 5,000 disadvantaged youth by strengthening the technical specifications of sub-projects designed to improve disadvantaged youth's access to socio-economic services.

24. **Community mobilization:** the facilitating partner NGO will conduct community outreach campaigns to increase awareness among disadvantaged youth, including youth NGOs and CBOs, of the project activities and encourage them to apply. Outreach activities will include door to door campaigns, meetings with key community stakeholders (neighborhood councils, youth groups, youth centers, local NGOs, and representatives of the religious community), and placement of flyers and posters in strategic locations in the target areas (youth centers, cafes, local authorities' offices, or other locations where youth congregate). The facilitating partner NGO will also prepare brief community profiles outlining youth needs and existing youth friendly infrastructure services, so as to inform sub-project designs and support youth groups in the prioritization of community objectives.

25. **Soft skills and project management training:** the facilitating partner NGOs will provide soft skills training to 3,000 disadvantaged youth focused on leadership skills, tolerance, conflict mediation, communications, and team work. These trainings will increase youth employability by focusing on soft skills valued by potential employer and critical to effectively manage a business, and will also facilitate collaboration in joint community work. Soft skills training will be the entry point for all youth interested in elaborating sub-project proposals under the project. Upon completion of soft skills training, youth beneficiaries can form groups or use existing NGOs to prepare sub-project proposals. Trainings will be targeted to the specific type of organization, and will be focused on community mobilization, sub-project preparation (incl. design, beneficiary targeting, budgeting) and implementation (procurement, financial management, participatory monitoring and evaluation). In



addition, sub-projects selected for funding will receive ongoing support to ensure effective sub-project implementation.

Component 3: Project Management and Administration, Monitoring and Evaluation, and Knowledge Dissemination (US\$280,000)

Project Management

26. The MoLGA will establish a Project Management Unit (PMU) responsible for the overall implementation of the project. The PMU will be comprised of a team of seconded staff from the MoLGA, as well as small team of consultants to support key reporting, fiduciary, and safeguard functions. Specifically, seconded staff from the ministry will include a Project Director, two Component Coordinators (one for each component), Capacity & Performance Officer, and an M&E Officer, while the team of consultants financed by the project will include a Project Coordinator, Financial Management Specialist, a Procurement Specialist, and a Safeguards consultant. In addition, the MoLGA will provide working space, transportation, and cover logistical and administrative expenses.

27. The PMU's main responsibilities will include: project coordination, procurement, financial management, safeguards, communication and knowledge management, and monitoring and evaluation. Under component 1, the PMU would be responsible for: (i) assessing municipalities absorption and fiduciary capacity for project implementation based on the Municipal Performance Management System, (ii) managing the allocation and disbursement of project funds, (iii) supervising municipal compliance with project criteria, (iv) providing no-objection for the selection of sub-projects to ensure they comply with safeguards/ fiduciary requirements. For municipalities who meet the criteria outlined in the project description but demonstrate relatively low capacity, the PMU may choose to initiate corrective actions, such as: (i) allocating funds but not providing block grants, (ii) deploying the Capacity & Performance Officer from the MLGA to work directly with municipal officers responsible for opening calls, evaluating proposals, and disbursing funds, and/or (iii) requiring additional/more frequent reporting from municipal officials. For component 2, the MoLGA will procure experienced Facilitating Partner NGO(s) to conduct soft skills training, sub-project proposal writing and management training, and provide technical support to youth NGOs/CBOs throughout the sub-project cycle.

28. The MoLGA will work closely with selected municipalities throughout project implementations. To be eligible to participate, municipalities will commit resource to support project activities. In particular, municipalities responsibilities will include: (i) chairing the Grant Approval Committees and participating in the selection of sub-projects, (ii) providing 15 percent in matching funds to support youth driven initiatives, (iii) supporting community outreach activities, alongside facilitating partner NGOs, to introduce the project to potential youth beneficiaries, (iii) operations and maintenance for activities related to municipal infrastructure or spaces, and (iv) technical support to youth groups by facilitating municipal engineers for sub-projects requiring technical specifications.

Monitoring and Evaluation



29. The PMU will put in place a robust M&E system to track progress and results leveraging existing MoLGA Information and Communication Technology (ICT) tools, which allow for real time monitoring of ongoing activities and to evaluate performance over time. The PMU will be backstopped by several MoLGA departments with extensive experience supporting M&E activities and systems for national and donor funded projects. The Division for Project Development and Management designed a monitoring and evaluation system for municipal capital investment, which includes frequent field visits, on-spot checks, and the completion of pre-payment reporting in coordination with municipal officials. Similarly, the Division for the Advancement of Municipal Performance established the Municipal Performance Management System to measure municipal results against a list of 64 specific and measurable indicators. On the project level, the Division for Cross-Border Cooperation is responsible for M&E activities under the EU-funded IPA I and IPA II cross-border cooperation programs (12.8 million EUR and 25.2 million EUR, respectively) with Albania, Macedonia, and Montenegro. Lastly, the Division for Monitoring and Assessment of Legality recently launched an Online Reporting System, which allows for electronic submission and central-level monitoring of municipal reports and legal acts, as well as a direct online channel for issuing comments, approvals, and calls for revision. This platform will be leveraged in the proposed project to actively monitor ongoing activities and receive monitoring reports from municipal officials regarding youth activities.

30. The PMU will develop the detailed monitoring framework for component 1 and 2. Standard monitoring will include baseline and final beneficiary satisfaction assessment. These assessments will be carried out by independent consultants at critical milestones of project implementation, for example after the first year, at mid-term, or when problems are detected. Students and volunteers, under the supervision of an M&E Officer (seconded from the MoLGA), will also be engaged to conduct spot checks and phone calls to beneficiaries to obtain their feedback on the different project activities. Participatory M&E systems will be used to ensure that the proposed project activities address the needs of the target population. In the selected areas, a Youth M&E Committee will be set up to monitor the beneficiary targeting mechanism for all activities, the use of sub-project grants, the effectiveness of trainings on proposal writing and sub-project implementation, and the overall results of component 1 and 2.

31. The project will also fund an Implementation Completion and Results (ICR) Report that will gather lessons learned for future Bank activities within Kosovo and in other similar settings. The ICR will be developed by an independent consultant with experience working on youth activities.

Knowledge Dissemination

32. Knowledge sharing will take place throughout the project. A knowledge management specialist will be contracted to consolidate lessons learned throughout project implementation. Lessons learned would be disseminated in annual forums, where youth stakeholders and beneficiaries will have an opportunity to present sub-project results. These annual forums will also provide an opportunity for youth to interact with participants from other communities in a safe and guided environment. The forums will be widely documented and the media will be invited so as to strengthen the narrative of youth as positive members of their community. Kosovo government officials, the Government of Japan, and other development partners will be invited in order to raise awareness about the importance of investing in youth local development initiatives.



[10] Selected municipalities resulting from this assessment must receive no-objection from the World Bank.

SAFEGUARDS

E. Safeguard Policies that Might Apply

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Safeguard Policies Triggered by the Project	Yes	No	TBD
Environmental Assessment OP/BP 4.01	X		
Natural Habitats OP/BP 4.04		X	
Forests OP/BP 4.36		X	
Pest Management OP 4.09		X	
Physical Cultural Resources OP/BP 4.11		X	
Indigenous Peoples OP/BP 4.10		X	
Involuntary Resettlement OP/BP 4.12		X	
Safety of Dams OP/BP 4.37		X	
Projects on International Waterways OP/BP 7.50		X	
Projects in Disputed Areas OP/BP 7.60		X	

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