

**The Republic of Kosovo  
Ministry of Environment and Spatial Planning  
Municipality of Prizren**

**The Project for Enhancement of Capacity  
for Waste Management toward  
Sound Material-cycle Society  
in  
The Republic of Kosovo**

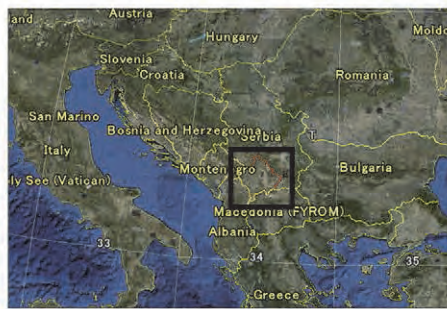
**PROJECT COMPLETION REPORT**

**August 2015**

**Japan International Cooperation Agency  
(JICA)**

**Kokusai Kogyo Co., Ltd.**

<b>GE</b>
<b>JR</b>
<b>15-129</b>



**Republic of KOSOVO**



**The Project for Enhancement of Capacity for Waste management toward  
Sound Material–Cycle Society in the Republic of KOSOVO  
Location Map**

## Abbreviations

C/P	Counterpart
CA	Capacity Assessment
CAS	Capacity Assessment Survey
CI	Capacity Inventory
DF/R	Draft Final Report
DOCUST	International Documentary and Short Film Festival
Ekoregjioni RWC	Ekoregjioni Regional Waste Company
F/R	Final Report
GTZ (GIZ)	Gesellschaft für Technische Zusammenarbeit
IC/R	Inception Report
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
KFOR	Kosovo Force
KLMC	Kosovo Landfill Management Community
MED	Ministry of Economic and Development
MEI	Ministry of European Integration
MESP	Ministry of Environment and Spatial Planning
P/R	Progress Report
Pastrimi RWC	Pastrimi Regional Waste Company
PDM	Project Design Matrix
PO	Plan of Operation
POS	Public Opinion Survey
SDC	Swiss Agency for Development and Cooperation
SWM	Solid Waste Management
T&M Survey	Time and Motion Survey
USAID	United States Agency for International Development
W/P	Work Plan
WACS	Waste Amount and Composition Survey
WWRO	Water and Waste Regulatory Office

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Location Map

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# **1 Outline of the Project**

## **1.1 Introduction**

The Republic of Kosovo (hereafter referred to as “Kosovo”) declared independence in February 2008. Japan recognized the independence of the country in March 2008 and commenced diplomatic relations with Kosovo in February 2009. Kosovo is one of the poorest countries among the former Yugoslavian countries, and had been dependent on assistance from former Yugoslavia and Serbia for many years. As self-reliable economic structures had not been developed sufficiently, the country prioritized economic recovery and social development after its declaration of independence, and downplayed environmental issues.

On the other hand, Kosovo requested assistance from Japan in the field of environmental policy during policy consultations after its independence. In response to the request, JICA conducted ‘Survey on Environmental Management’ in March 2010, and ‘Survey on Solid Waste Management’ in July 2011. Based on the results of these surveys, JICA identified that Solid Waste Management (SWM) was one of the most critical issues in the field of environmental policy in Kosovo. In particular, waste collection service was insufficient and the waste collection rate was extremely low due to the lack of waste collection vehicles. One of the major causes for the situation was a low rate of waste service fees.

In Prizren municipality, the target site of the Project for Enhancement of Capacity for Waste Management toward Sound Material-cycle Society, the waste collection rate was estimated as 60 percent while on the other hand, the municipal population increased drastically since 2003 (from 120,000 people in 2003 to 240,000 people in 2010). Therefore, it was high time to improve the current SWM system including not only the collection system, but also public awareness and even residents’ waste discharging manners.

As a development policy in the field of SWM, Waste Management Strategies for the decade between 2010 and 2020 were formulated. In the strategies, mitigation of waste impacts on nature and the environment, improvement of waste collection services throughout the country, and realization of a sound material-cycle society by introducing 3Rs (Reduce, Reuse and Recycle) were indicated in the goal statements. In accordance with the strategies, Kosovo requested the Grant Aid and the technical cooperation project "The Project for Enhancement of Capacity for Waste Management toward a Sound Material-cycle Society" (hereafter referred to as “the Project”) from the Government of Japan. In response to the request, JICA conducted a survey on the formulation of the projects in December 2010, and upon agreement with the Ministry of Environment and Spatial Planning (hereafter referred to as “MESP”), signed a Record of Discussions (hereafter referred to as “R/D”) on January 26, 2011.

On the other hand, the Japanese Grant Aid Project on SWM Enhancement was planned in December 2010 and the relevant Exchanges of Notes (E/N) was signed on 30 March 2011. Based on the development, 25 out of the 43 compactor trucks donated to the country in October 2012 were allocated to the Prizren municipality. Therefore, the technical transfer related with the operation and maintenance (O&M) for the donated trucks was also considered in the technical cooperation project.

Through the terminal evaluation conducted by JICA in February 2014, it was verified that the project outputs expected from the commencement would be achieved by the end of the Project originally scheduled in August 2014.

On the other hand, the Municipality of Prizren approved a SWM Five-year Plan together with a municipal regulation for implementing the plan and commenced necessary arrangements for the establishment of a new SWM system proposed in the plan. As the municipality had been aware of the necessity of assistance until the new SWM system would be established, it requested a project extension for implementation of the plan during the sixth JCC Meeting. During the meeting, the JCC decided to support the request by the municipality as a conclusion of the meeting (for details, please refer to Section 5.6 of Annex report). Moreover, the JCC discussed the necessity of the project extension during the seventh JCC Meeting (for details, please refer to Section 5.7 of Annex report).

Based on the request, JICA extended the third Year of the Project by one year until the end of August 2015. The relevant R/D was signed by JICA and the Kosovar side on 11 August 2014.

## **1.2 Overall Goal, Project Purpose and Outputs of the Project**

The capacity for solid waste management at the municipality level in Kosovo will be enhanced; and thus, the waste management issues in Kosovo will be improved.

### **Project Purpose**

The capacity of solid waste management in Prizren municipality will be strengthened.

### **Outputs**

Output 1: The current situation and problems on solid waste management in Prizren municipality is analyzed.

Output 2: The draft solid waste management plan and pilot activities in Prizren municipality are prepared.

Output 3: The feasibility of solid waste management plan is confirmed.

Output 4: Public awareness in solid waste management is improved in Prizren.

Output 5: The solid waste management plan of Prizren municipality will be implemented.

Output 5 was defined in relation with the amendment in the PDM in Mar 2015.

## **1.3 Project Site**

Prizren municipality, the Republic of Kosovo

## **1.4 Target Waste**

The target waste of the Project is solid waste collected by the Ekoregjioni Regional Waste Company (Ekoregjioni RWC) including household waste, commercial waste, and other so-called municipal waste.

## **1.5 Authorities Concerned**

- Ministry of Environment and Spatial Planning (MESP)
- Municipality of Prizren (MOP)
- Ekoregjioni RWC: A public company that provides five municipalities

- Higijena Prizren MWC: in Prizren region with waste collection service. A unit of Ekoregjioni RWC that provides Prizren municipality with waste collection service.
- Private waste collection companies: Two private waste collection companies that provide Prizren municipality with waste collection services.

## 1.6 Project Schedule

As mentioned above, the Project was extended for one year. The Project schedule is shown as follows below.

Table 1-1: Overall Project Schedule

Year	2011							2012							2013							2014							2015								
Month	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
Project Year	First Year							Second Year							Third Year																						
Work in Kosovo	■							■							■							■							■								
Work in Japan	□																																				
Evaluation																																					
Report	△ WR PR(1)																																				
Training in Japan																																					
JCC	▲ JCC-1																																				

## 2 Input

### 2.1 Japanese Side

#### 2.1.1 Dispatch of Experts

The table below presents the name and the responsibilities of the Japanese Experts dispatched for this Project. The total input of the dispatched experts is 79.73 person\*month (78.4 person\*month is for activities implemented in Kosovo while the remaining 1.33 person\*month is for the activities conducted in Japan).

Table 2-1: Japanese Experts

In charge	Name
Chief Advisor/ Solid Waste Management/ Institutional management	Junji ANAI
Deputy Chief Advisor/ Collection and Transportation Planning 1	Hiroshi FUJITA
Analysis of Waste Composition	Masayuki TAKAZAWA
Landfill Management Planning	Hideo SATO
Environment Education/ Capacity Assessment/ Awareness raising	Chiaki NISHI
Equipment Operation and Maintenance	Koji UZAWA
Collection and Transportation Planning-2/ Institutional management-2	Gantumur BURNEEBAATAR



The schedule of assignments for each year is as follows.

Table 2-2: Schedule of Assignments (First Year)

Responsibilities		Name	Year	2011					2012							Person*Month				
			Month	8	9	10	11	12	1	2	3	4	5	6	7					
			Phase	1st Year of the Project															in Japan	in Kosovo
Activities in Kosovo	Chief Advisor/ Solid Waste Management	Junji ANAI														0.10	6.00	6.10		
	Deputy Chief Advisor/Collection & Transportation Planning	Hiroshi FUJITA														0.00	6.50	6.50		
	Analysis of Waste Composition	Masayuki TAKAZAWA														0.00	2.00	2.00		
	Landfill Management Planning	Hideo SATO														0.00	3.00	3.00		
	Environment Education/Capacity Assessment	Chiaki NISHI														0.00	6.00	6.00		
	Equipment Maintenance and Management	Koji UZAWA														0.00		0.00		
				Total assignment															0.10	23.50

Table 2-3: Schedule of Assignments (Second Year)

Responsibilities		Name	Year	2012						2013							Person*Month	
			FY	2012						2013							2nd Year	
			Month	8	9	10	11	12	1	2	3	4	5	6	7	Kosovo	Japan	
			Phase	2nd Year of the Project														
Activities in Kosovo	Chief Advisor/ Solid Waste Management	Junji ANAI															5.77	0.00
	Deputy Chief Advisor/Collection & Transportation Planning	Hiroshi FUJITA															7.00	0.00
	Analysis of Waste Composition	Masayuki TAKAZAWA															0.00	0.00
	Landfill Management Planning	Hideo SATO															3.00	0.00
	Environment Education/Capacity Assessment	Chiaki NISHI															3.00	0.00
	Equipment Maintenance and Management	Koji UZAWA															2.00	0.00
	Technical Assistant on SWM	Gantumur Burneebaatar															(7.00)	
																	20.77	0.00
Activity in Japan	C/P Training																0.00	0.40
																	0.00	0.40
																	20.77	0.40

Expense participation

Table 2-4: Schedule of Assignments (First Phase, Third Year)

Responsibilities		Name	Year	2013									2014							Person*Month			
			FY	2013									2014							3rd Year (1)			
			Month	8	9	10	11	12	1	2	3	4	5	6	7								
			Phase	3rd Year of the Project (1)																Kosovo	Japan		
Activities in Kosovo	Chief Advisor/ Solid Waste Management	Junji ANAI																		4.50	0.00		
																				1.40	0.00		
	Deputy Chief Advisor/Collection & Transportation Planning	Hiroshi FUJITA																	4.70	0.00			
	Analysis of Waste Composition	Masayuki TAKAZAWA																	0.00	0.00			
	Landfill Management Planning	Hideo SATO																	1.00	0.00			
	Environment Education/Capacity Assessment	Chiaki NISHI																	5.40	0.00			
	Equipment Maintenance and Management	Koji UZAWA																	1.00	0.00			
	Collection & Transportation Planning (2)	Gantumur BURNEEBATAR																	3.00	0.00			
																				21.00	0.00		
Activity in Japan	C/P Training																		0.00	0.60			
																					0.00	0.60	
Total																						21.00	0.60

Table 2-5: Schedule of Assignments (Second Phase, Third Year)

Responsibilities		Name	Year	2014												2015								Person*Month			
			FY	2014												2015								3rd Year (2)			
			Month	8	9	10	11	12	1	2	3	4	5	6	7	8											
			Phase	3rd Year of the Project (2)																							
Activities in Kosovo	Chief Advisor/ Solid Waste Management/Institutional Arrangement	Junji ANAI																								6.00	
	Deputy Chief Advisor/Collection & Transportation Planning	Hiroshi FUJITA																								0.33	
	Analysis of Waste Composition	Masayuki TAKAZAWA																									
	Landfill Management Planning	Hideo SATO																									
	Environment Education/Capacity Assessment/Public Education	Chiaki NISHI																								2.80	
	Equipment Maintenance and Management	Koji UZAWA																									
	Collection & Transportation Planning (2) / Institutional Arrangement (2)	Gantumur Burneebaatar																								4.50	
																										Total Assignment	13.63

## 2.1.2 Procured Equipment

The equipment procured for the Project is the following.

Table 2-6: Equipment procured in Japan

Items	Maker/Model	Quantity	Recipient Organization
Portable GPS	GARMIN HC	2 units	MOP/WMS
Digital camera	Sony	2 units	MOP/WMS
Handy digital video	Samsung	1 unit	MOP/WMS
Water quality checker	HANNA, HI98121	1 unit	MOP/WMS
Projector	EPSON EB-1750	1 unit	MOP/WMS

Items	Maker/Model	Quantity	Recipient Organization
Projector screen	W=1,300mm, H=1,800mm	2 units	MOP/WMS
In-car amplifier and speaker		28 sets	Higjiena

Table 2-7: Equipment procured in Kosovo

Items	Maker/Model	Quantity	Recipient Organization
Photo copy machine	Konica Minolta bizhub-283	1 unit	MOP/WMS
Laser mono jet printer (A4 size)	HP Laser Jet P2055d	2 units	Higjiena
Ink jet color printer (A3 size)	HP7000	1 unit	MOP/WMS
Laptop computer	Toshiba Satellite Pro C660	1 unit	MOP/WMS
Laptop computer	Dell Inspiron 17R Core™i5	1 unit	MOP/WMS
Desktop computer	Intex	2 units	Higjiena
Uninterruptible power source	Smart 650	2 units	Higjiena
Desk for PC		2 unit	Higjiena
OS	MS Windows 7	3 sets	MOP/WMS Higjiena
OS	MS Windows 8.1	1 set	MOP/WMS
MS Office*1	MS Office 2010	3 sets	Higjiena
Anti-virus software*1	Kasperski 2012	3 sets	Higjiena
	Kasperski 2013	3 sets	Higjiena
	Kasperski 2014	3 sets	Higjiena
Inverter (battery included)		1 set	MOP/WMS

MOP/WMS: Waste Management Section, Municipality of Prizren

\*1: Due to security regulations, municipalities are obliged to use MS Office applications to be provided by the central government. Therefore, MS Office applications were not included in the procured PC.

Copies of the request of equipment grant by the Kosovar side and the notice of handover issued by JICA Balkan Office are attached in Section 6.4 of Annex report.

## 2.2 Kosovar Side

### 2.2.1 Personnel

The personnel provided by the Kosovar Side are compiled in the table below.

Table 2-8: Input by Kosovar side

Ministry of Environment and Spatial Planning (MESP)	Municipality of Prizren (MOP)	Ekoregjioni RWC
First Year		
Mr. Muhamet Malsiu (PD) (Director, Dept. of Environmental Protection) Mr. Enver Tahiri (Head, Division for Waste and Chemical Substances) Mrs. Hakaj Nezakete (Head, Division for Environmental Protection)	Mr. Hasan Hasani (PM) (Director, Dept. of Public Services) Mr. Ramadan Tafallari (Coordinator, Environmental Protection Section) Mr. Muhamet Bajrami (Architecture, Dept. of Public Services) Mrs. Laura Suka (Architecture, Dept. of Public Services) Mr. Bajram Berisha (Inspector, Environmental Protection Section) Mr. Galip Belallari (Engineer, Dept. of Public Services)	Mr. Shaban Veseli (Regional operational manager) Mr. Gezim Berisha (Operational manager) Mr. Festim Krasniqi (Staff, financial section) Mr. Zikri Rizanaj (Chief mechanic) Mr. Berat Xhoxhaj (Equipment technician)
Second Year		
Mr. Muhamet Malsiu (PD) (Director, Dept. of Environmental Protection) Mr. Enver Tahiri (Head, Division for Waste and Chemical Substances) Mrs. Hakaj Nezakete (Head, Division for Environmental Protection)	Mr. Hasan Hasani (PM) (Director, Dept. of Public Services) Mr. Fejsal Hoti (Deputy-director, Dept. of Public Services) Mr. Ramadan Tafallari (Coordinator, Environmental Protection Section) Mr. Bajram Berisha (Inspector, Environmental Protection Section) Mr. Galip Belallari (Engineer, Dept. of Public Services)  <u>Waste Management Section<sup>1</sup></u> Mr. Muhamet Bajrami (Chief, Waste Management Section) Mrs. Laura Suka (Environmental education, Waste Management Section)	Mr. Nehat Basha (Director, Ekoregjioni RWC) Mr. Shaban Veseli (Regional operational manager) Mr. Gezim Berisha (Operational manager) Mr. Festim Krasniqi (Staff, financial section) Mr. Zikri Rizanaj (Chief mechanic) Mr. Berat Xhoxhaj (Equipment technician)
Third Year (Phase-1)		
Mr. Muhamet Malsiu (PD) (Director, Dept. of Environmental Protection) Mr. Enver Tahiri (Head, Division for Waste and Chemical Substances) Mrs. Hakaj Nezakete (Head, Division for Environmental Protection)	Mr. Hasan Hasani (PM) (Director, Dept. of Public Services) Mr. Fejsal Hoti (Deputy-director, Dept. of Public Services) Mr. Ramadan Tafallari (Coordinator, Environmental Protection Section)	Mr. Nehat Basha (Director, Ekoregjioni RWC) Mr. Shaban Veseli (Regional operational manager)  <u>Prizren Unit (Higijena)</u> Mr. Gezim Berisha (Chief, Prizren unit)

<sup>1</sup> A section established in the Department of Public Services, the Municipality of Prizren during the implementation of the Project

<b>Ministry of Environment and Spatial Planning (MESP)</b>	<b>Municipality of Prizren (MOP)</b>	<b>Ekoregjioni RWC</b>
Mr. Ibrahim Balaj (Officer in charge of final disposal, Division for SWM and Chemical Substances)	Mr. Bajram Berisha (Inspector, Environmental Protection Section) Mr. Galip Belallari (Engineer, Dept. of Public Services)  <u>Waste Management Section</u> Mr. Muhamet Bajrami (Chief, Waste Management Section) Mr. Nezir Rexhepi (Procurement officer, Waste Management Section) Mrs. Laura Suka (Environmental education, Waste Management Section)	Mrs. Luljeta Braha (Head, Administration Department) Mr. Milazim Qovanaj (Head, Financial Department) Mr. Besnik Krasniqi (Head, Operation Department) Mr. Zikri Rizanaj (Head, Equipment Maintenance Section)
<b>Third Year (Phase-2)</b>		
Mr. Muhamet Malsiu (PD) (Director, Dept. of Environmental Protection) Mr. Enver Tahiri (Head, Division for Waste and Chemical Substances) Mrs. Hakaj Nezakete (Head, Division for Environmental Protection) Mr. Ibrahim Balaj (Officer in charge of final disposal, Division for SWM and Chemical Substances)	Mr. Hasan Hasani (PM) (Director, Dept. of Public Services) Mr. Fejsal Hoti (Deputy-director, Dept. of Public Services) Mr. Ramadan Tafallari (Coordinator, Environmental Protection Section) Mr. Bajram Berisha (Inspector, Environmental Protection Section) Mr. Galip Belallari (Engineer, Dept. of Public Services)  <u>Waste Management Section</u> Mr. Muhamet Bajrami (Chief, Waste Management Section) Mr. Nezir Rexhepi (Procurement officer, Waste Management Section) Mrs. Laura Suka (Environmental education, Waste Management Section) Mr. Selver Osmanaj (Tax collection, Waste Management Section)	Mr. Nehat Basha (Director, Ekoregjioni RWC) Mr. Shaban Veseli (Regional operational manager)  <u>Prizren Unit (Higjiena)</u> Mr. Besnik Krasniqi (Director, Higjiena Prizren MWC) Mrs. Luljeta Braha (Head, Administration Department) Mr. Milazim Qovanaj (Head, Financial Department) Mr. Besnik Krasniqi (Head, Operation Department) Mr. Zikri Rizanaj (Head, Equipment Maintenance Section) Mr. Rizan Ponik (Technical staff, Operation Department)

## 2.2.2 Office and Office equipment

The office and office equipment provided by the Kosovar side are as follows:

- Office

Floor area - 53.3m<sup>2</sup> (6.5m x 8.2m), 4F, Prizren municipality building

- Office equipment

Office desks and chairs: 6 sets

Bookshelf:                      1 piece

Internet connection:      1 set (provider fee included)

### **2.2.3 Others**

In relation with implementation of Waste Amount and Composition Survey (WACS) and pilot projects, Ekoregjioni RWC provided the project with the following input:

For sample collection during WACS:      36 person\*day in total

For sorting processes:                      72 workers in total

Removal of residue:                      18 truck\*day

## **3 Progress of the Project**

### **3.1 Plan of Operation**

The project was implemented for four years from August 2011 to July 2015. The implementation schedule of each activity planned for the outputs of the PDM was compiled in the Plan of Operation (please refer to the Annex report) and shared among the relevant parties.

Project activities were implemented in accordance with the following schedule.

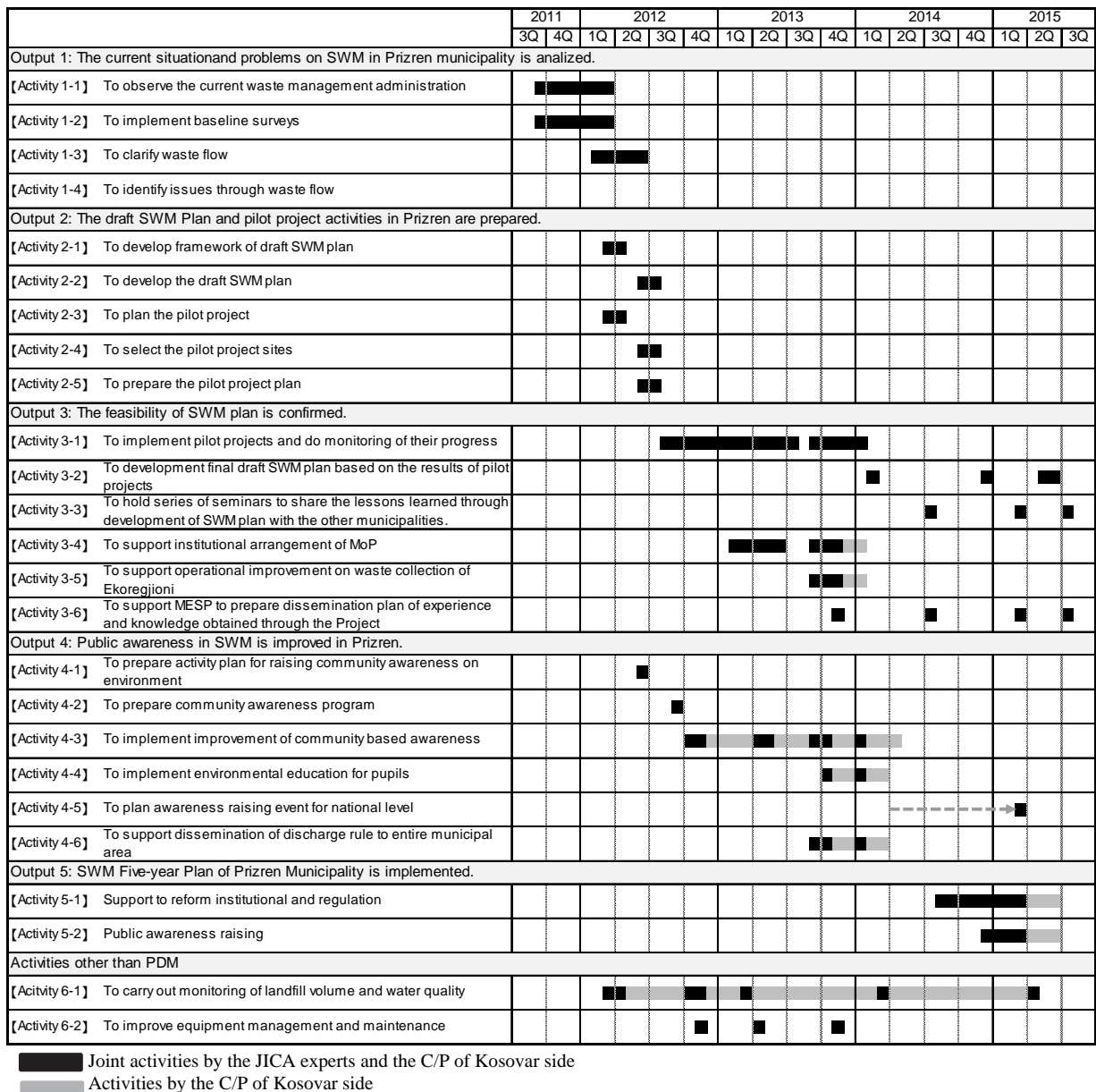


Figure 3-1: Schedule of Project Activities

## 3.2 Summary of Activities

### 3.2.1 Activities Related with Output-1: The current situation and problems on solid waste management in Prizren municipality is analyzed.

#### a. Activity 1-1: Review of the SWM Administrative Framework

The JICA experts conducted the following surveys in order to identify the current conditions of SWM in the Republic of Kosovo.

##### (1) SWM Administrative System

The experts prepared a list of relevant organizations at national and municipality levels and examined their jurisdictions, responsibilities and contents of activities.

## (2) Legal System

Environmental law (as a base law for SWM in the country), EU directives and relevant legal documents were examined.

## (3) SWM in Prizren municipality

The actual conditions of SWM in Prizren municipality, the target site of the Project, were analyzed based on the data related with waste management (in terms of organizational structure, personnel and budget), financial aspects (for collection of household waste and public area cleansing activities) and final disposal activities.

The actual conditions of SWM in Prizren municipality as of 2011 can be represented by the figure below. Public area cleansing services are contracted out to public and private companies and financed from the budget allocated for the activity. As for waste collection, Ekoregjioni RWC and other private companies finance the service from the revenue of waste fees collected by them from the generation sources such as households and business organizations. The fee collection rate in the area where Ekoregjioni RWC serves was not sufficient (around 50%) for implementation of better services; whereas, the private companies collected waste only from those who were able to pay the waste fee. Therefore, many residents were not able to receive collection services and this resulted in a considerable amount of uncollected waste in the territory of the city.

Despite the above conditions, the municipality did not take any effective measures and so no improvements were expected under the circumstances.

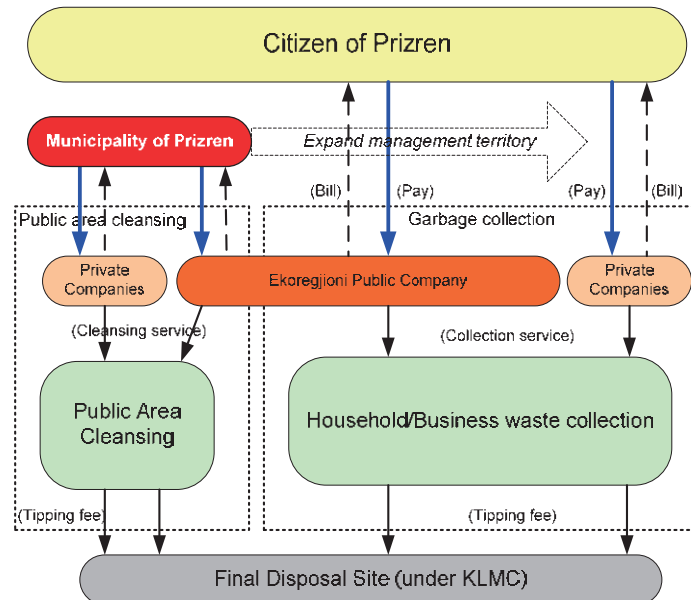


Figure 3-2: Image of SWM System in Prizren Municipality

### b. Activity 1-2: Implementation of Baseline Surveys

In order to identify the current conditions of SWM, several baseline surveys were conducted from September 2011 to March 2012. The baseline surveys are as follows:



## **b.1 Survey on Generation Sources in Prizren Municipality**

### **(1) Population**

As the population census had not been conducted at the time of the preparatory survey for the grant aid project (2010), the population of Prizren municipality as of 2011 was estimated at 258,673 people from the statistical materials of Yugoslavia era and adopted in the estimation of waste to be collected in the municipality.

According to results of the population census conducted in 2011, the population of the municipality was 177,260. As the census also identified the population living in urban and rural areas of the municipality, it was decided to adopt the results of the census in the SWM Master Plan to be prepared under this Project.

### **(2) Other generation sources**

Generation sources other than population were calculated from the registration data of the MOP.

## **b.2 Waste Amount and Composition Survey**

Considering seasonal impacts, WACS was conducted both in summer and in winter. Detailed information about the surveys is as follows:

Implemented period:

Summer survey: 7 days from 29 Sep to 5 Oct 2011

Winter survey: 7 days from 6 Mar to 12 Mar 2012

Contents of the survey:

Waste amount survey: Estimation of generation rates using the samples collected from 71 target sources;

Waste composition survey: Identification of physical composition, apparent specific gravity, three components and C/N ratio from the sample waste.

Considering the formation of urbanization and the geographical features in Prizren municipality, six types of areas presented in the table below were selected for the survey. As data of population density for each area had not been available, the numbers of samples were decided based on the density of houses identified through field observations in the areas.

In addition to the above, relevant information about the target sources was obtained through interviews with the sources.

Table 3-1: Target Generation Sources

	<b>Types of Generation Sources</b>		<b>Number</b>
1	Households (HHs)	Urban HHs in hilly areas	5
		Urban HHs in old town	10
		Urban HHs in new town	15
		Urban HHs in high-rise apartments	10
		Rural HHs in Dobrushtë	3

		Rural HHs in Zhur	3
		Total HHs	46
2	Commercial organizations	Restaurants	5
		Other shops	5
		Total commercial	10
3	Offices	Public offices	2
		Private offices	2
		Total offices	4
4	Schools		2
5	Hotels		2
6	Market stalls	Stall: Vegetable-main	2
		Stall: Fruit-main	1
		Stall: Food (other than veg. & fruit)	1
		Stall: Goods	1
		Stall: Firewood	1
		Total market stalls	6
7	Section of streets/square (Waste from sweeping and gardening operation)		1
	Grand total		71

Considering the necessity of technical transfer, all activities of the survey were implemented under direct supervision of the JICA Experts.

The results of the survey are compiled in the table below. The JICA Experts Team (hereafter referred to as “the JET”) concluded that the generation amount of Municipal Solid Waste (MSW) in 2011 was 111.6 ton/day.

Table 3-2: Waste Generation Rates by Types of Generation Sources

Category	Generation rate	Number of generation source	Generation amount
Urban households	366 g/person/day	95,893 person	35.1 ton/day
Rural households	381 g/person/day	81,367 person	31.0 ton/day
Restaurants	11,910 g/restaurant/day	1,186 restaurants	14.1 ton/day
Other shops	1,770 g/shop/day	4,749 shops	8.4 ton/day
Grocer's shops	2,795 g/shop/day	904 shops	2.5 ton/day
Shopping centers	68 g/m <sup>2</sup> /day	32,690 m <sup>2</sup>	2.2 ton/day
Offices	1,061 g/office/day	1,337 office	1.4 ton/day
Schools	52 g/student/day	44,500 students	2.3 ton/day
Hotels	1,132 g/hotel/day	34 hotels	0.1 ton/day
Market stall	12,008 g/stall/day	657 stalls	7.9 ton/day
Regional hospital	6,000 kg/hospital/day	1 hospital	6.0 ton/day
Streets & parks	7 g/m <sup>2</sup> /day	74,350 m <sup>2</sup>	0.5 ton/day
Total			111.6 ton/day

Based on the physical composition analysis, it was concluded that waste minimization through composting and material recycling was possible in the future since the share of organic waste (kitchen and green waste) and recyclable waste (papers, textiles, metal and glass) occupied 44% and 30.5% respectively.

Table 3-3: Physical Composition

Composition	2011
Kitchen waste	41.0%
Paper	13.0%
Textile	1.2%
Plastics	10.4%
Grass & wood (Green waste)	3.0%
Rubber and leather	0.3%
Metal	1.3%
Glass/bottle	4.6%
Ceramics & stone	0.5%
Ash/earth	3.1%
Others	12.8%
Heating ash	8.8%
Total	100.0%

### b.3 Time and Motion Survey

In order to identify the current conditions of collection services, Time and Motion Surveys (T&M Survey) were conducted by trailing target vehicles throughout implementation of collection services.

Implemented Period: From 13 Oct to 3 Nov 2011

Target vehicle: 4 types



Mitsubishi Fuso



IVECO



Tractor



Skip Loader

Based on the findings obtained through the survey, it was concluded that optimization of collection routes and improvement of service efficiency and collection manners should be tackled prior to the donation of collection vehicles under the Grant Aid Project.

The findings are as follows:

- The drivers and workers of Ekoregijoni RWC utilized work hours sufficiently since 76% to 82% of total work hours were being used for collection and movement activities;
- Capacity utilization rates for the four types of trucks were 89.3%, 77.0%, 93.3% and 93.8%. The lowest was estimated for IVECO. The reason IVECO had the lowest rate was that the amount of waste transported during the second trip among the daily two is usually small (3,000 to 4,400 ton/trip);
- Collection efficiency of Mitsubishi Fuso was the highest (43 kg/min) while that of the tractor was the lowest (26 kg/min). Although IVECO collected from containers with its lifting device, the collection efficiency was lower than that of Mitsubishi. As for the skip loader, the collection efficiency was not taken into consideration since the equipment is for collection of big-scale containers by replacing the containers;
- Productivity of a collection worker working on Mitsubishi Fuso was the highest (21 kg/man/min) while those on IVECO and the tractor were the lowest (13 and 14 kg/man/min); and
- The amount of waste per unit of travelled distance by Mitsubishi Fuso, IVECO and the tractor was 132.1 kg/km, 157 kg/km and 89.7 kg/km, respectively. When considering that IVECO's payload capacity is 1.75 times more than that of Mitsubishi Fuso, it can be concluded that selection of the collection areas and the routes for IVECO were not appropriate. As the amount of waste per unit of travelled distance was low for the tractor, it is also necessary to optimize the collection areas and the collection routes of tractors.

#### b.4 Public Opinion Survey

Public opinion survey was carried out by a local subcontractor.

Implementation period:	2 months from 1 October 2011	
Number of respondents:	Households:	400
	Business entities:	101

The number of target households in urban and rural areas was decided with consideration given to the share of each group in the total households of the municipality.

	Municipal Statistics (census data)		Samples of POS	
	Households		Households	
Urban area	17,395	59.54%	238	59.54%
Rural area	11,820	40.46%	162	40.46%
Total	29,215	100.0%	400	100.0%

Based on the results of the survey, residents' awareness about SWM at the time of the project commencement was identified and the following implications were compiled for implementation of the Project:

(1) General problems in the society

57.7% of the residents and 60% of the business entities that responded to the survey considered the waste problem as the most serious issue among environmental problems; and therefore, it is possible to obtain sufficient support for improvement of the problems.

(2) Problems caused by waste

It seems to be sufficiently recognized that scattered waste will deteriorate the sanitation of the neighborhoods. In order to reduce the behaviour of throwing waste on streets, which is frequently noticed in urban areas, demonstrating the negative effects on hygiene and health may have some impacts.

(3) Current waste management

It seems that residents and business entities chose their waste containers to suite the collection type, thus if, for example, the area currently receiving communal collection service shifts to curb-side or to bell collection, it can be expected that they will select containers which are suitable for collection types.

In the area with curb-side collection, the insufficient frequency of collection may lead to illegal discharge to any other places. Communal collection has not won as much satisfaction as other types of collection services, and it has been pointed out that the collection points are not clean. In order to improve the situation, the reason behind the dirty collection points should be examined along with the number of collection points and capacity of each point.

(4) Waste collection fees and preferable collection service

The answers to the general questions about social problems revealed that anxiety about economic conditions had been common in the entire municipality. Despite the situation, 80% of households residing where waste is collected in a way that dischargers see how their waste is treated such as door-to-door collection areas answered that they were willing to pay even more than the current waste fee of 4.5 euro/month implicating willingness to accept a slight increase in the collection service fee. On the other hand, households with

communal collection service do not think an increase in the collection service fee would result in improved service, showing mistrust in the waste collection service.

As for the business entities, the number of respondents to the question related with waste collection fee was too few to make conclusions.

(5) Awareness of waste recycling

At the early stages of the Project, when the baseline surveys were conducted, it was not decided yet whether the municipality would introduce recycling activities. If recycling activities were decided to be introduced, it would be necessary to clarify the benefits of waste recycling.

As 49.3% of the businesses and 83.3% of the residents in the urban area responded that they consider waste recycling as troublesome and time-consuming, a complicated recycling system should be avoided. Instead, it is preferable to start with an easier system such as targeting only cans, for which marketing channels exist already.

The purpose of recycling, when speaking from the governmental point of view, is to reduce the amount of waste discharged to the final disposal site, resulting in reduction of payment to the final disposal site. The reduction of cost on the municipal government side (and/or on the service provider's side) may lead to reduction of or unchanged waste collection fees. Explaining such benefits is also one of the steps to promote recycling.

The concept such as "Recycling is good for the environment" will help change the so-called "brown issues" to "green issue" and makes it more approachable for citizens. Both approaches should be considered when promoting recycling.

(6) Public cooperation

This implies that the residents think it is the municipality who will solve the waste problems. When conducting awareness programs, it will be necessary to provide opportunities to think where the waste is generated and thus who is responsible.

**b.5 Survey on Recycling**

The survey was conducted from 14 October 2011 to 8 February 2012 (for 26 days) to identify current conditions of recycling activities in the municipality and estimate the amount of recycled waste that would be adopted in estimation of the waste flow.

According to the results of the WACS, the amount of recyclables to be generated in Prizren municipality was 30.8 ton per day. The recyclables are collected solely by informal sectors such as waste pickers and collection workers and sold to 12 buyers who operate in the territory of the municipality. According to interview surveys, the total amount of recyclables to be collected by the buyers is 9 ton per day and all these recyclables are exported to surrounding countries such as Greece and Albania.

Although there were no waste-processing facilities in the country, recyclable collection routes and systems were identified through the survey. Therefore, the survey concluded that introduction of source separation and separate collection could be considered as one of the options for future SWM activities.



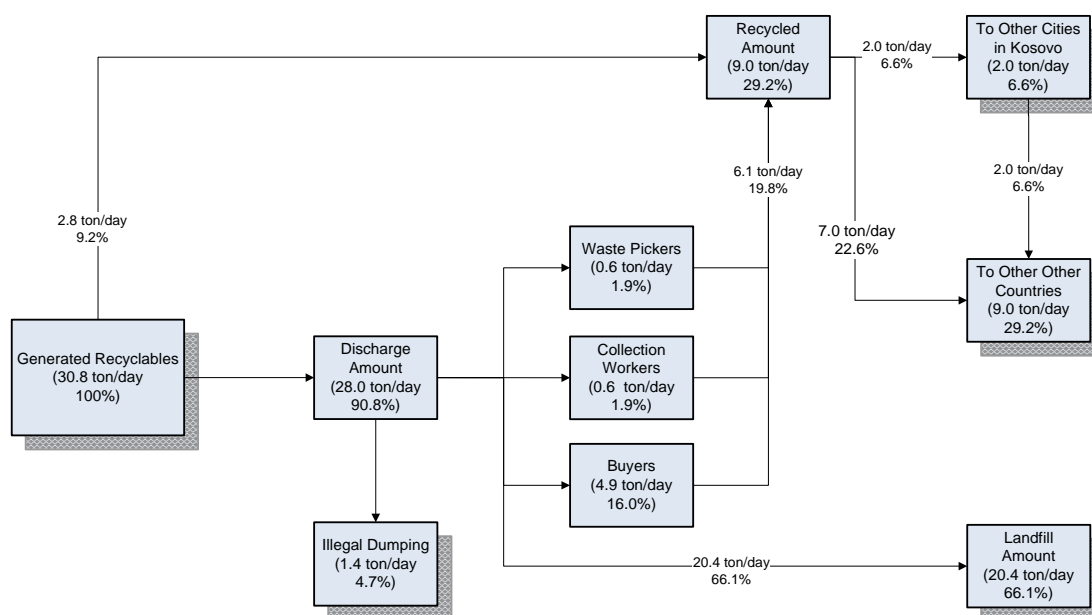


Figure 3-3: Flow of Recyclables in Prizren Municipality

## b.6 Compost Market Survey

At the time of the commencement of the Project (2011), the only compost maker in the municipality was IS Company, a waste collection service provider. According to the interview survey with IS Company, its main purpose of composting was to maintain disposal expenses at the lowest level by reducing the amount of waste to be transported to the landfill sites.

As for compost markets, it was revealed that the demand for compost exists in nearby municipalities. However, information related with the amount of the demand was not obtained during the survey.

Therefore, it is important to expand the scope of the survey to other municipalities and measure the demand for composts if constructions of large-scale compost facilities are planned.

## b.7 Survey on Current Conditions of Collection Service

### b.7.1 License of Waste Collection

According to the former Law on Waste, waste collection companies were required to acquire a waste management activity license from the Water and Waste Regulatory Organization (WWRO) before implementing waste collection services. In addition to the license, collection companies need to be registered by relevant municipal authorities and obtain operational permission. Although six companies were engaged in waste collection services in the territory of Prizren municipality, the only company licensed by the WWRO for implementation of waste collection service was Ekoregjioni RWC. Although the services by the others were considered illegal, Ekoregjioni RWC was not capable of providing the entire municipality with collection services. Therefore, MOP allowed the other companies to be subcontractors of Ekoregjioni RWC and permitted the implementation of collection services.

### b.7.2 Waste Collection Companies and Their Service Areas

There were six collection companies including Ekoregjioni RWC in Prizren municipality in

2011. The main services of each company were listed in the table below.

Table 3-4: Waste Collection Companies in Prizren

Name	Main services
Ekoregjioni RWC	Waste collection, street sweeping, river cleansing, graveyard maintenance and snow removal
IS Company	Waste collection, street sweeping, park cleansing and snow removal
Sherbimi	Waste collection, street sweeping, snow removal
Taifor	Transportation of waste from the German military base
MSS	Transportation of waste from business entities
Xhaferi	Waste collection
Xhoxhaj	Transportation of waste from business entities

Information about the service areas undertaken by each of the companies is presented in the following table and figure.



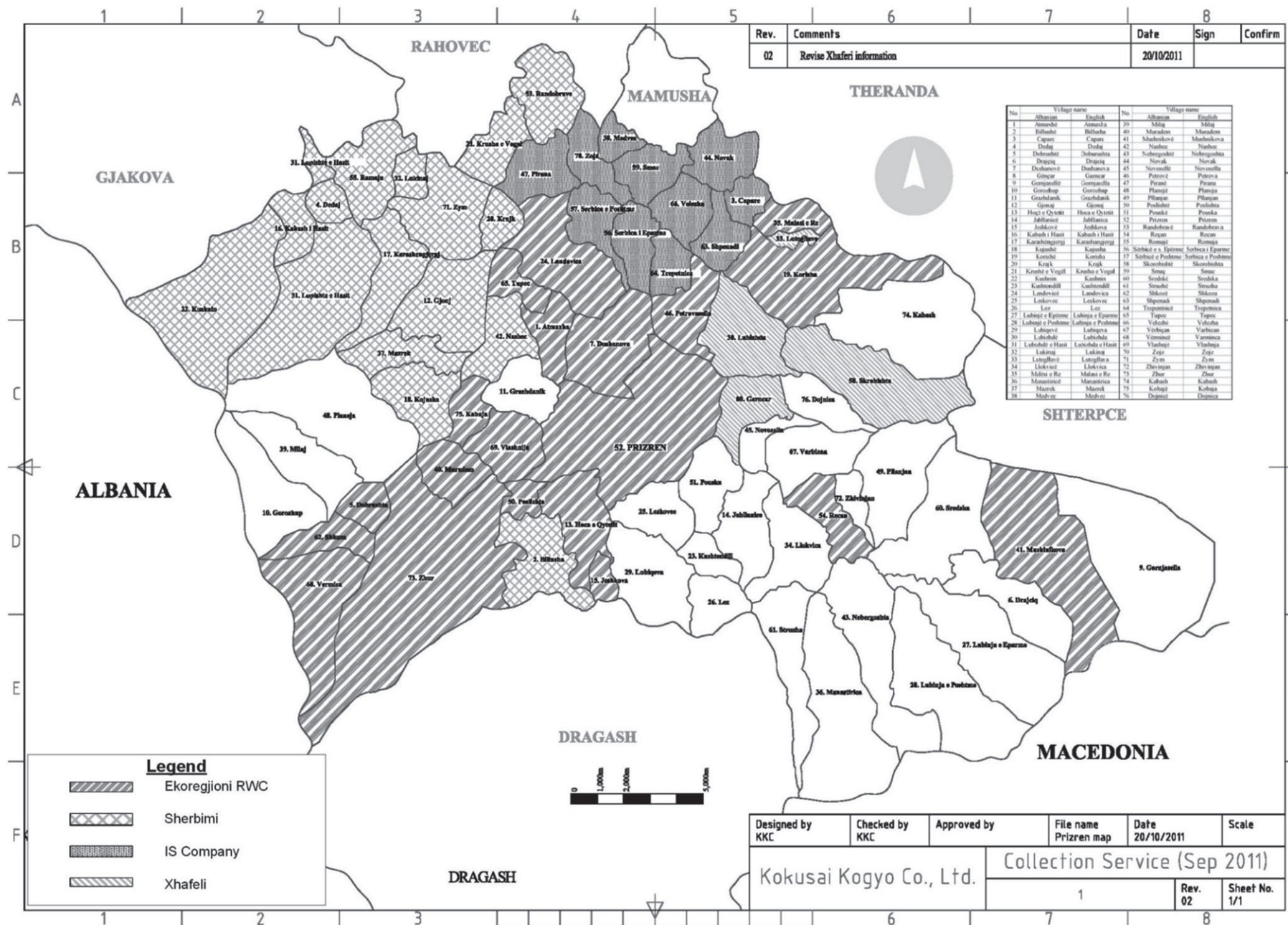


Table 3-5: Current Status of Collection Services in Prizren Municipality (October 2011)

Company name	Village	Population		Household	
Served area					
Urban Area					
Ekoregjioni	2	93,511	52.8%	16,970	58.1%
IS Company	0	0	0.0%	0	0.0%
Sharbimi	0	0	0.0%	0	0.0%
Xhaferi	1	2,382	1.3%	425	1.5%
Sub Total	3	95,893	54.1%	17,395	59.5%
Rural Area					
Ekoregjioni	13	19,868	11.2%	2,776	9.5%
IS Company	11	8,628	4.9%	1,123	3.8%
Sharbimi	15	24,029	13.6%	2,826	9.7%
Xhaferi	4	7,300	4.1%	1,341	4.6%
Sub Total	43	59,825	33.7%	8,066	27.6%
Served Total	46	155,718	87.8%	25,461	87.2%
Unserved area					
Urban	0	0	0.0%	0	0.0%
Rural	25	21,542	12.2%	3,754	12.8%
Unserved Total	25	21,542	12.2%	3,754	12.8%
Grand Total	71	177,260	100.0%	29,215	100.0%

\* The table above does not include the 6 villages where no households reside. Lubizhde village is divided into two zones: Urban and Rural.

In 2011, the waste collection rate in Prizren municipality was 87.2%. When considering the types of areas, the indicator was almost 100% in urban areas and 73.5% in rural areas.

### b.7.3 Service Tariff

The service tariff for waste collection service was revised and approved by the WWRO in June every year. The tariff is categorized by three types of waste dischargers: 1) Households, 2) Commercial and Industrial entities; 3) Institutions and Organizations. The tariff is calculated in consideration of the service area and distance to disposal sites. The actual tariff applied in Prishtina was higher than that in Prizren. The table below presents the service tariff of Ekoregjioni RWC as of Oct 2011.

Ekoregjioni RWC was the only licensed service provider in Prizren; and therefore, official tariffs had not been applied for the services of the private companies in Prizren. As a result, the private companies collected the same charges with those of Ekoregjioni RWC from their customers. The tariff approved by the WWRO set the maximum amounts of service charge; and thus, the service providers were allowed to charge lower fees.

Table 3-6: Service Tariff for Ekoregjioni RWC (As of Oct. 2011; VAT excluded)

Description	Tariff		
Households	Door to Door 3.88€/month	Communal container 3.88 €/month	

Description	Tariff		
	Small	Medium	Big
Commercial / Industrial entities	4.48 €/month	10.47 €/month	18.50 €/month
Institutions and Organizations	1.1m <sup>3</sup> container 9.74 €/trip	7.0m <sup>3</sup> container 40.52 €/trip	

As the charges in the table do not include the VAT, actual payment for the service is calculated by adding 16% of VAT to the above charges. Although Ekoregjioni RWC collected waste from all households residing in its service areas, it could collect only 40 to 50% of due charges from the residents since many of the residents assumed that waste collection service was provided naturally as a part of public services. Private companies served only those who were able to pay the service charges. Therefore, the waste collection rate is low (about 50% of total households in the target areas of the service). In most cases, private companies conduct door-to-door collection service in order not to collect waste from households that do not pay.

#### **b.7.4 Final Disposal Fee**

In Prizren, collected waste is transported to Landovica Disposal Site, which is located in the territory of the municipality. In addition to Prizren, the disposal site receives waste from Gjakova, Rahovec, Mamusha, and Theranda municipalities.

Landovica Disposal Site is managed by the Kosovo Landfill Management Company (KLMC), a public company supervised by the WWRO.

KLMC charges collection companies 6.10 euro/ton (VAT included) for the waste received at the disposal site based on readings of a weighbridge installed at the entrance of the disposal site.

#### **b.7.5 Sharing of Expenditures of Waste Collection and Final Disposal**

In Kosovo, generation sources pay waste collection fees to collection service providers for the removal and transportation of their waste. On the other hand, the service providers have to pay the disposal fees from the revenue collected from the generation sources for the waste transported to the disposal site. As the landfill operation is financed by the above payments, both the collection service and final disposal expenses are born by the generation sources or dischargers.

#### **b.7.6 Illegal Dumping**

Many illegal dumping sites existed in Prizren municipality. Those sites could be divided into two categories: 1) illegal dumpsites in areas where collection service was provided and 2) illegal dumpsites in villages where no collection service was provided.

##### **(1) Illegal dumping in the areas with collection services**

The major reasons for illegal dumping identified during the survey were: 1) unwillingness to pay for collection services (refusal of collection services), 2) low ability to pay the collection charges, and 3) inability to keep waste at own premises for longer (this resulted from a low collection frequency).

Illegal dumping at the time of the survey was shown in the following photos.





Ina Vogel located opposite the Municipality Building

A spot where public containers had been placed previously. As the containers were removed based on complaints by residents, neighbours kept dumping waste at the spot. As the collection frequency is once per week, the surrounding generation sources were not willing to keep their waste on their premises for a week due to the limited space and generation of bad smells.



Near the stadium in Prizren town

The waste collected illegally in other areas is dumped in this location. The collection is done for one euro for those who want the cheaper service, and the collected wastes are dumped in this area. In addition, low-income residents nearby dump their waste here. Such illegal dumping amounts to 50–60 tons per month in the entire municipality.



At the entrance to the southern hill area  
Communal containers were placed in this area but removed due to neighbours' complaints. During our inspection, a few residents came in cars to discharge their household waste.



On river side in eastern Prizren town  
Communal containers were placed in this area, too. Waste was scattered in a large area of this bus terminal.

Ten illegal dumping sites were observed in the town of Prizren. In most cases, the dumpsites were those where public containers had been placed previously. Although door-to-door service was offered to the surrounding households after removal of the containers, the majority of them did not sign service contracts with collection companies.

Possible reasons for illegal dumping are the following: 1) Residents in the area continued discharging waste at the spots for their convenience, and 2) Residents did not want to pay service fees.

In order to improve the conditions, it was necessary to provide the surrounding sources with alternative collection services and improve residents' discharge manner (for those who could afford the service charge). It was necessary to consider the countermeasures from various perspectives.

Possible causes for illegal dumping are (1) residents want to continue discharging waste at spots convenient for themselves, and (2) residents do not want to pay the collection service fees.

In order to improve the situation, it was necessary to examine counter-measures from various perspectives such as providing surrounding generation sources with alternative collection services and improving residents' discharging manners (on behalf of those who pay the service fees).

## (2) Illegal dumping in the areas without collection services

As collection services did not cover these areas, it might not be suitable to consider it illegal dumping. About 21,000 residents of Prizren Municipality live in such rural areas. In most of these villages, households and businesses were used to discharging waste everywhere or throw it into ditches.

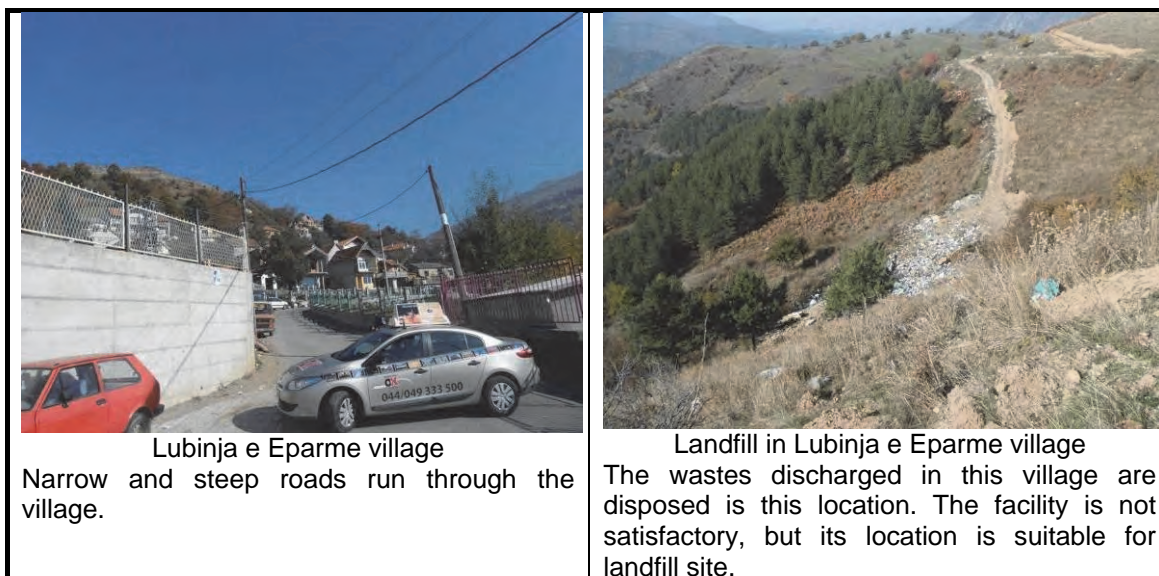


Common features of villages without collection services were the following: 1) small population and low population density (houses spread in the village), and 2) bad access roads (narrow and steep). One of the major reasons for the non-existence of collection services was high collection and transportation expenses resulting from the scattered houses in those villages. Another reason was poor accessibility to the villages since the majority of the villages had narrow and steep roads that do not allow collection vehicles to reach the villages.

Under such conditions, Lubinja e Eparme village (1,925 people, 376 households) located in the south-eastern part of Prizren municipality at the border with Macedonia had operated a community managed dumpsite. Although MOP had requested the villagers, for two years, to accept the municipal collection services, the service was not started as of the time of this survey due to the villagers' difficulty in being able to pay. According to the survey results, only 1% (about 20 people) had permanent jobs, and most of the villagers earned small amount of revenue engaging in construction-related seasonal works during the summers.

As waste-related issues had been the most serious problem in the village, a committee was formed from the villagers and implementation of community services such as waste collection, water supply, road sweeping and snow removal was started. At the time of the survey, the community service fee was 0.50 euro/person/month.





#### b.7.7 Other Waste Management Activities Carried out by the Municipality of Prizren

In Prizren municipality, cleaning of roads and cemeteries, maintenance of green areas, and removal of snow from main roads are financed from the municipal budget. Removal of snow in the town of Prizren and cleaning of main roads (38,750 m<sup>2</sup>) and pedestrian walks (35,600 m<sup>2</sup>) are divided into three portions and sub-contracted separately to public and private companies. Cleaning of cemeteries and maintenance of green areas are tendered and contracts are made in each lump. The following table shows the sub-contracting expenditure for other types of waste management conducted by MOP in 2010.

Table 3-7: Expenditure on “Other” waste management (2010)

Description	Amount (Euro/year)
Cleaning of Cemeteries	9,800
Sweep, washing and removal of snow in Prizren town	36,000
Removal of snow in rural area	10,100
Maintenance of green areas	30,900
Others	4,000
Total	90,800

#### b.7.8 Others

There are German and Turkish KFOR (Kosovo Force) camps and a regional hospital in the territory of Prizren. As of October 2011, approx. 1,000 soldiers were stationed in the German KFOR camp. The waste generated in the camp is controlled strictly according to the laws of Germany. Especially, the infectious and hazardous waste is treated partially by incinerators installed in the camp and sent with fly ash to Germany for proper treatment.

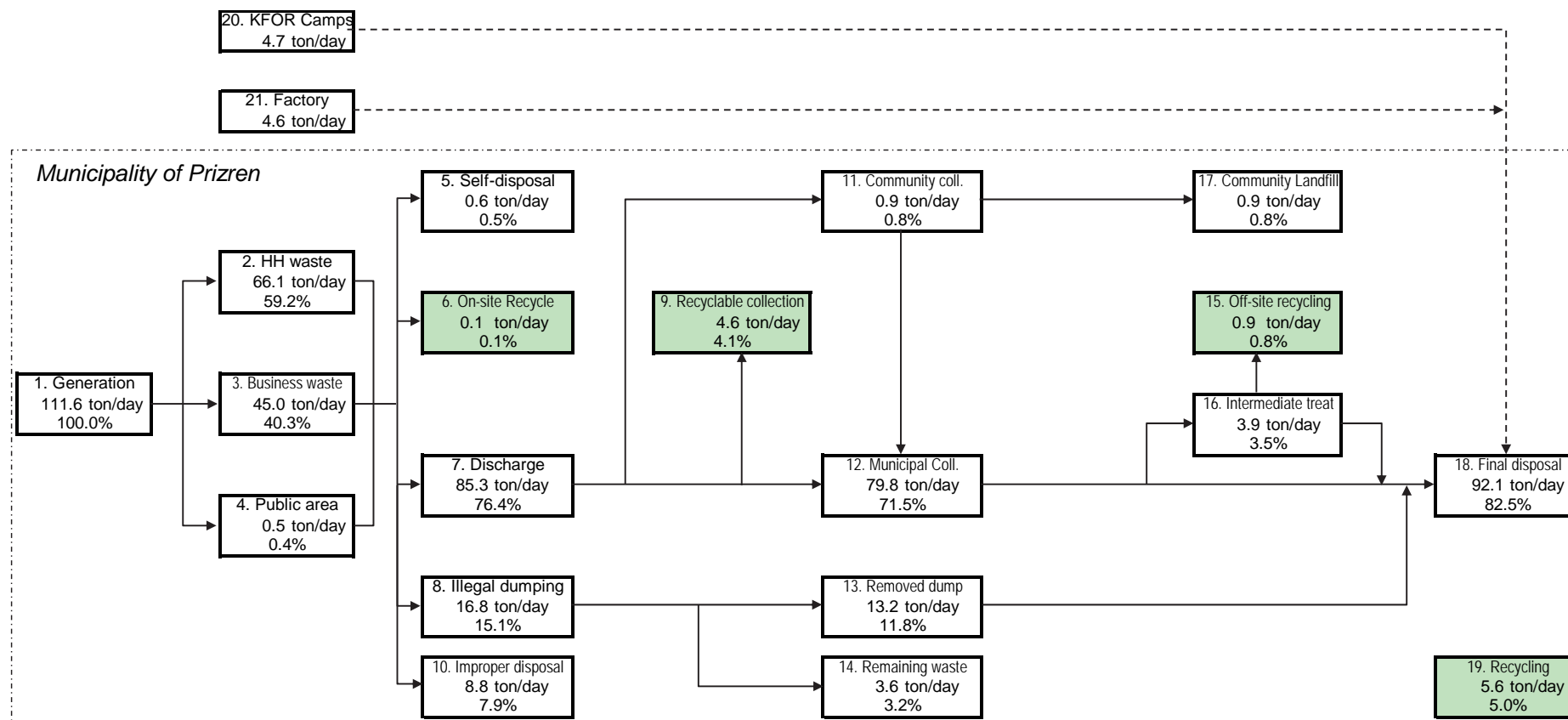
The regional hospital in Prizren separates waste into general and medical waste in compliance with the laws of Kosovo. Infectious medical waste is sterilized with an autoclave and sent to the landfill site together with the general waste.

Hazardous waste generated in the hospital, especially liquid waste such as “liquid developer of

X-ray” is discharged without any treatment since there are no treatment facilities. Although the hospital requested the MESP install a treatment facility several times in the past, it was not realized at the time of the survey.

**c.      Activity 1-3: Development of Waste Flow and Identification of Problems**

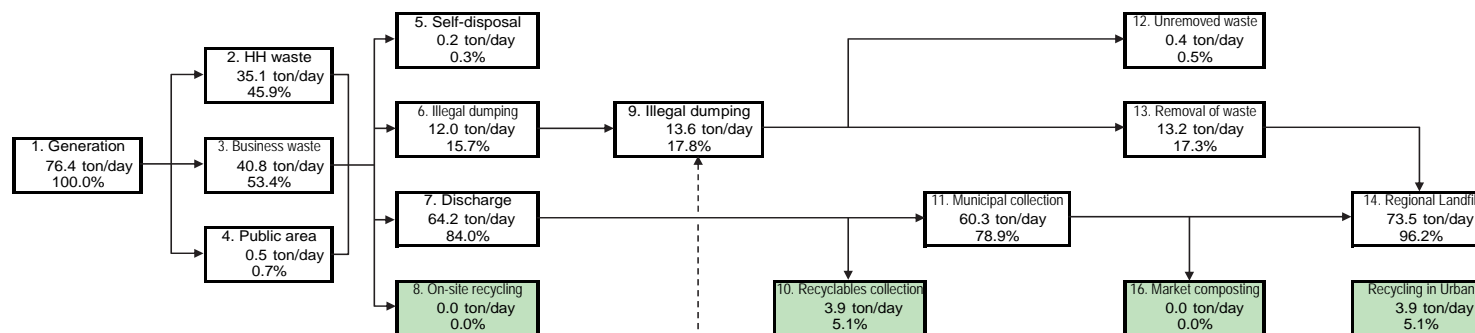
Based on the results of the baseline surveys conducted from September 2011 to March 2012, the waste flow shown in Figure 3-4 was prepared. From the figure, the following problems were identified in the technical system:



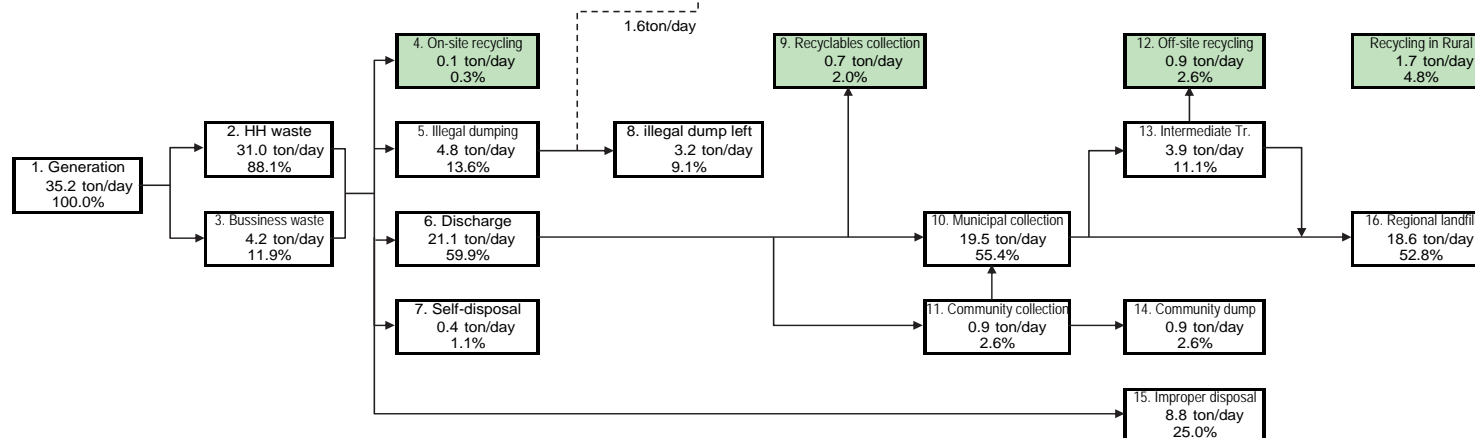
(Integrated waste flow)



### Waste Flow of Urban Area in the Year 2011



### Waste Flow of Rural Aea in the Year 2011



(Waste flow in urban and rural area)

Figure 3-4: Waste Flow in Prizren Municipality as of 2011

### **c.1 Entire Municipality**

- The waste collection rate in the entire municipality is 75.6% without including the community collection (87.4% if removal of illegally dumped waste is included) had been carried out in Lubinja e Eparme.
- Total amount of illegally dumped and improperly disposed waste is 25.6 ton/day (23.0% in the total generation amount). However, the amount of the illegally dumped waste to be removed by Ekoregjioni RWC is 13.2 ton/day. Therefore, the remaining 12.4 ton/day might accumulate in the territory of the municipality (3.6 ton/day in the urban area and 8.8 tons/day in the rural areas).
- The amount of recycled waste accounted for 5% of the total generation amount. The share of waste recycled at generation sources is only 0.1%. 4.6 tons/day of recyclables are collected by waste collection workers while 0.9 tons/day are recycled at a manual sorting yard of a private waste collection company.
- The final disposal amount occupies 81.6% of the total generation amount. If unremoved illegally dumped waste or improperly disposed waste and the community disposal amount of Lubinja e Eparme were included, the amount reaches 94.4% of the total generation amount implicating a lack of waste minimization activities in the SWM of the municipality.

### **c.2 Urban Area**

- The share of collected waste is 84.0% of the generation amount. If the removed amount of illegally dumped waste is included, the share reaches 101.3% exceeding the generation amount of the urban area since villagers bring waste and discharge it into public containers located in the town.
- Illegally dumped waste occupies 15.7% in the generation amount. However, the majority of this waste is removed by Ekoregjioni RWC.
- The recycled waste is the amount of waste picked up by collection workers and the amount accounts for 5.1% of the generation amount.

### **c.3 Rural Area**

#### **c.3.1 All Rural Areas**

- The waste collection rate is 57.4%.
- Total amount of illegally dumped and improperly disposed waste (amount of waste disposed in the areas without collection service) is 38.6% of the generation amount. 1.6 ton/day of the amount is carried and discharged into public containers located in the urban area,
- The share of total waste recycled in rural areas is 4.8% of the generation amount. The recycled waste is the kitchen waste composted at the generation sources and recyclables picked up by collection workers and sorted by a private collection company.

### **c.3.2 Rural Areas with Collection Service**

- The waste collection rate and amount of illegally dumped waste are 78.8% and 19.7% respectively.
- Among the illegally dumped waste (4.8 ton/day), 1.6 ton/day is carried and discharged to containers of the urban area and the remaining 3.2 ton/day is dumped into ditches or rivers.
- 1.2% of the total generated waste is burnt and buried to the ground at generation sources (self-disposal).
- The recycling rate is 7.0% and consists of kitchen waste composted at generation sources (4.0%), recyclables picked up by collection workers and sorted by a private collection company.

### **c.3.3 Rural Areas without Collection Service**

- 99.1% of the generated waste is discharged and the majority of the waste is disposed improperly (81.5% in the generation amount).
- In Lubinija E Parme, collected waste is disposed at the community dumpsite. The disposal amount accounts for 8.3% in the generation amount of the entire area without collection service.
- Waste recycling is limited and the share of recycled waste is 0.2% in the generation amount.

## **d. Activity 1-4: Identification of SWM Problems and Examination of Countermeasures**

The issues identified through the waste flow analysis are the following:

### **d.1 Low Waste Collection Rate**

- The waste collection rate in Prizren municipality (75.5%) is higher than the intended target rate indicated in the National Waste Management Strategy for 2011-2020 (draft), however, further improvement is necessary in order to achieve the target of 2020 (90%).

### **d.2 Existence of Numerous Illegal Dumpsites**

- 23% of the generated waste (25.6 ton/day) is dumped illegally. Although Ekoregjioni removes 13.2 tons daily, almost half of the illegally dumped waste remains in nature deteriorating the scenery of Prizren. Moreover, it is apprehended that the illegally dumped waste affects the living environment through an offensive odour, breeding vermin and pollution of ground water, etc.
- The share of the illegally dumped waste is 15.7% in the urban area and 19.7% in the rural areas with collection service. This implicates a low level of public awareness toward the environment.
- In the areas without collection service, 99.1% of the generated waste (10.7ton/day) is

discharged and the majority of the waste is dumped into ditches and rivers deteriorating the environment. Pollution of mountain torrents is also feared.

#### **d.3 High Final Disposal Rate**

- The amount of waste disposed at the Final Disposal Site is 92.1 ton/day (82.5% in the generation amount). The total disposal rate reaches 94.4% if illegally dumped, but unremoved waste is included. Since the site selection for a new disposal site is difficult, efforts for waste minimization are required.
- Although the National Waste Management Strategy for 2011-2020 proposes reducing the final disposal rate to 60% by the target year, achievement of the objective seems to be impossible.
- According to the EU directive, the target for the share of organic waste of the total disposal amount by the year 2016 is 35%. This contrasts with targets in 1995. The new target is set in order to reduce greenhouse gas (methane gas) emissions, stench and groundwater contamination resulting from leachate of the organic waste. The disposal amount in Prizren municipality in 2011 was 92.1 ton per day and the organic waste accounted for 44.0% (40.5 ton/day) of the amount. In order to reduce the share of organic waste to 35%, it was necessary to reduce the daily amount of organic waste by 26.3 tons. As the period from the project completion to the target year is rather short, reflecting this target in the plan is not suitable. However, it is necessary to consider reducing organic waste during preparation of plans.

#### **d.4 Recycling Rate is Low**

- Recycling rate is only 5.0%.
- According to EU's basic policy on waste management, waste minimization is an important factor. In the *National Waste Management Strategy for 2011-2020 (draft)*, the target of the separate collection amount for the year 2020 is 50% of the total generation amount. As the Project aims to establish a waste management system for realization of a sound material-cycle society, promotion of recycling activities will be an important factor.
- However, public awareness of recycling is low and the majority of the current recycling activities are recyclable collections by the informal sector. Therefore, it is necessary to reduce the amount of waste by composting and recyclables collection as much as possible through separation of organic waste and recyclables at generation sources.

### **3.2.2 Activities Related with Output-2: The draft solid waste management plan and pilot activities in Prizren municipality are prepared.**

Although the plan was expressed as "waste management plan" in the PDM of the Project, the term was referred to as "solid waste management plan" in this report since "waste management" also covers sludge which is a type of waste excluded from the target waste.

Furthermore, plans with planning periods of approximately 10 years were referred to as "SWM Master Plan".

**a. Activity 2-1: Definition of Framework for SWM Plan (first draft)**

**a.1 Planning Policy**

In relation with preparation of the plan, the JET with the C/P members of the MOP decided to set focus on early achievements of improvement in the waste collection rate and reduction of illegally dumped waste, which were the problems identified during the baseline surveys and the waste flow analysis, and deal with waste reduction and reduction of the final disposal rate in the long run.

The basic policy and essential conditions of the SWM Plan were confirmed during the second JCC meeting organized on 9 Feb 2012. The items confirmed are the following:

● **Target Year:** 2012 to 2020

2012 – 2015: Period for MOP to establish a sustainable SWM system and commencement of preparations for a sound material-cycle society

2016 – 2020: Period for MOP to establish the sound material-cycle society

● **Population Growth Rate:** According to the population census conducted in 2011, the population of Prizren municipality was 177,260. As a census-based official forecast for the future population did not exist, the SWM Plan would adopt the population growth rates applied in the “Municipal Development Plan of Prizren 2025”, which was approved by the Municipal Assembly in August 2010. The population growth rates to be adopted were as follows:

2011-2015: 2.148%

2016-2020: 2.058%

● **Economic Growth Rate:** Considering that Kosovo would be under a reconstruction period until 2015, the SWM Plan would adopt 4.8% of the economic growth rate estimated by MEF for the period and 2.0% after 2016 assuming that the economic situation follows the trend of the euro area.

**a.2 Framework of SWM Plan**

**a.2.1 Problems of the Current SWM System**

● Technical system

Problems identified through the waste flow analysis were the following:

- ☐ Low waste collection rate;
- ☐ High illegal dumping rate;
- ☐ High final disposal rate, and
- ☐ Low recycle rate.

● Institutional system

(1) Organizational structure of MOP for waste management is weak

- ☐ Duties and responsibilities of MOP are vague under the present legal system.
- ☐ Waste collection service is carried out by public and private companies. However, MOP only transfers residents' complaints to these companies.

(2) Financial capability for waste collection and final disposal is limited.

- ☐ Since many residents do not pay for collection services, financial resources for collection services have always been insufficient.
- ☐ Due to a shortage of funds, improvement of the service quality is not possible.
- ☐ Landfill operations at the Landovica disposal site are not carried out properly due to the lack of funds (Ekoregjioni RWC is not able to pay the predetermined tipping fee).
- ☐ As Ekoregjioni RWC does not completely pay the tipping fee, KLMC occasionally does not allow the company to discharge waste at the Landovica disposal site. In such a case, Ekoregjioni RWC dumps the waste at undesignated places.

(3) Public awareness about waste management is low.

- ☐ Although residents can afford the waste fee, many people do not want to pay it. Only 56% of the residents who receive waste collection services pay the fees. The rate is rather low.
- ☐ Although residents clean their own premises regularly, they do not pay attention to sanitation of public areas and others' premises.
- ☐ Many residents consider local governments to be obliged to clean all areas except their premises.

**a.2.2 Forecast of Waste Generation Amount**

Future waste generation amounts were estimated based on the results of the baseline surveys, and population growth and economic growth rates approved by the JCC.

Table 3-8: Forecasted Generation Amounts

Category	Unit	2011	2015	2020
Urban households	ton/day	35.1	42.1	49.1
Rural households	ton/day	31	37.1	43.3
Restaurants	ton/day	14.1	18.9	22.1
Other shops	ton/day	8.4	11	12.7
Grocer's shops	ton/day	2.5	3.4	3.9
Shopping centers	ton/day	2.2	3	3.6

Offices	ton/day	1.4	1.9	2.2
Schools	ton/day	2.3	2.5	2.8
Hotels	ton/day	0.1	0.1	0.1
Market stall	ton/day	7.9	10.6	12.3
Regional hospital	ton/day	6.0	6.0	6.0
Streets & parks	ton/day	0.5	0.6	0.7
<b>Total</b>	<b>ton/day</b>	<b>111.6</b>	<b>137.3</b>	<b>158.8</b>

### a.2.3 Numerical Target of SWM Plan

In the National Waste Management Strategy (draft) prepared by the MESP, a waste collection rate of 90% was targeted for the year 2020. Considering this target and priorities of improvement of collection rate, reduction of illegal dumping and optimization of SWM, achievable numerical targets were decided for the SWM Plan based on the current conditions.

Table 3-9: Numerical Targets of the SWM Plan

Items	2011	2015	2020
Collection service coverage rate <sup>*1</sup>	87.8%	100.0%	100.0%
Collection rate <sup>*2</sup>	76.4%	87.4%	91.2%
Illegal dumping rate <sup>*3</sup>	23.0%	7.0%	0.0%
Final disposal rate <sup>*4</sup>	94.4%	86.9%	86.8%
Recycling rate <sup>*5</sup>	5.0%	9.2%	12.8%

\*1: The collection service coverage rate means the rate of the population served to the total population.

\*2: The collection rate means the share of collected waste of the total waste generation amount.

\*3: Illegal dumping rate means the share of illegally dumped waste (improperly dumped waste in the non-service areas is included) in the total waste generation amount.

\*4: Final disposal rate means the share of waste disposed at qualified disposal sites and unqualified dumpsites in the total waste generation amount.

\*5: Recycling rate means the share of recycled waste in the total waste generation amount.

### a.2.4 Strategy for Achieving the Targets

#### ● Improving the technical system

##### (1) Improvement of collection and transportation system

Unserved areas and illegal dumping will be eliminated using the collection vehicles donated by the grant aid.

- Expansion of collection service to unserved areas;
- Improvement of collection system based on specific features of local areas;

- Introduction of fixed-time collection service in combination with dissemination of discharging rules;
- Improvement of collection manners by training collection workers; and
- Introduction of bulky waste collection

## (2) Recycling of organic waste

In order to control organic waste to be delivered to the disposal site and decrease the environmental burden at the disposal sites, recycling activities founded on dissemination of home composting will be introduced. Introduction of large-scale compost facilities will be planned in the mid-term since it requires implementation of market research and establishment of distribution channels.

- 5.0% of kitchen waste in the urban area will be composted by 2020 (currently 0.0%);
- 20.0% of kitchen waste in the rural areas will be composted by 2020 (currently 1.0%); and
- Composting market waste will commence in 2015 and 50.0% of market waste will be composted by 2015 (currently 0.0%).

## (3) Collection of recyclables

For the recycling activities conducted by informal sectors, a preferable environment will be created by introducing source separation through implementation of awareness raising activities. Active participation will be a task after establishing a proper SWM system.

- 80% of metal will be collected by 2020 (currently 62.1%);
- 50% of papers will be collected by 2020 (currently 18.7%);
- 30% of plastics will be collected by 2020 (currently 23.0%); and
- 20% of glass bottles will be collected by 2020 (currently 7.8%).

## ● Strengthening organizational and institutional systems

Organizational and institutional systems will be strengthened so that the technical system will be properly operated.

- The waste management system of the MOP will be strengthened (establishment of Waste Management Section);
- The waste collection service will be commissioned; and
- Waste reduction will be promoted (introduction of subsidy system for home composting)



### **a.2.5 Consensus Building on SWM Plan**

To build a consensus on the framework of the SWM Plan, a workshop was organized on 10 May 2012 among the relevant parties (MOP, residents' representatives, waste collection companies, NGO, MESP and JICA.).

After explanation of the framework of the SWM Plan, the participants were divided into four groups and discussed the SWM Plan. The comments and suggestions extracted during the group discussions were reflected in the first draft of SWM Master Plan.

### **b. Activity 2-2: Development of the first draft of SWM Plan**

Considering the aims of the Government of Kosovo to join the EU in the future, the SWM Plan was developed in reference to the "Preparing a Waste Management Plan" prepared by the EU Commission in 2003. The contents of the plan were the following:

Chapter 1: Objectives of the SWM Plan

Chapter 2: Current Situation of SWM in Prizren Municipality

Chapter 3: SWM Plan

Chapter 4: Implementation of the Plan

Chapter 5: Financial Analysis

However, the financial analysis was based on the assumption that MOP would collect waste fees starting from 2014 and commission the collection services to the service providers.

### **c. Activity 2-3: Plans of Pilot Projects**

In order to test the effectiveness of countermeasures for the existing problems indicated in the SWM Plan (first draft), JET examined the following seven pilot projects.

The specific feature of the pilot projects is the search of possibilities for tackling several problems within a single pilot project.

PP 1: Improvement of current collection system

PP 2: Introduction of a bell collection system

PP3: Extension of waste collection services

PP 4: Implementation of community-based public education

PP 5: Implementation of environmental education for pupils

PP 6: Implementation of bulky waste collection

PP 7: Experiment on recyclable collection

Table 3-10: The Pilot Project Approaches for Tackling Problems

Current problems	Approach	Tentative pilot project
<ul style="list-style-type: none"> <li>Residences are not sufficiently aware of "Discharger shall have responsibility"</li> </ul>	<ul style="list-style-type: none"> <li>Residents get a grasp of actual situation of waste management.</li> <li>Encourage residences to discharge waste.</li> </ul>	<ul style="list-style-type: none"> <li>PP 2</li> <li>PP 3</li> <li>PP 4</li> <li>PP 5</li> </ul>
<ul style="list-style-type: none"> <li>25 villages which are located in the south-east and west side of Prizren are not receiving waste collection services.</li> </ul>	<ul style="list-style-type: none"> <li>Provide acceptable waste collection services for residences.</li> <li>Provide an effective collection system and acceptable waste collection service for residences</li> </ul>	<ul style="list-style-type: none"> <li>PP 2</li> <li>PP 3</li> </ul>
<ul style="list-style-type: none"> <li>Waste collection services are operating with deficits every year. Formulation of an adequate waste collection fee is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Figure out required waste collection cost and required waste collection fee</li> </ul>	<ul style="list-style-type: none"> <li>PP 1</li> <li>PP 2</li> <li>PP 3</li> </ul>
<ul style="list-style-type: none"> <li>Efficient waste collection services are not being conducted.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement of waste collection methods, re-route for waste collection route</li> </ul>	<ul style="list-style-type: none"> <li>PP 1</li> <li>PP 2</li> </ul>
<ul style="list-style-type: none"> <li>Prizren municipality is not proactive in environmental management activities.</li> </ul>	<ul style="list-style-type: none"> <li>Taking initiative by Prizren municipality for new waste law coming into effect.</li> </ul>	<ul style="list-style-type: none"> <li>PP 2</li> <li>PP 3</li> <li>PP 4</li> <li>PP 5</li> </ul>
<ul style="list-style-type: none"> <li>There are items discharged with general waste, but they are impossible to collect by compactor trucks.</li> </ul>	<ul style="list-style-type: none"> <li>Making residents aware of the distinction of waste that can and cannot be collected by compactor trucks.</li> </ul>	<ul style="list-style-type: none"> <li>PP 6</li> </ul>
<ul style="list-style-type: none"> <li>As villagers burn bulky items at their premises, hazardous substances can be generated during the process.</li> </ul>	<ul style="list-style-type: none"> <li>Raising residents' awareness about the necessities of stopping improper disposal and taking initiatives in environmental preservation.</li> </ul>	
<ul style="list-style-type: none"> <li>Collection of bulky waste is not implemented; and thus, residents dispose bulky waste on their own.</li> </ul>	<ul style="list-style-type: none"> <li>Improving residents' discharge manners by implementing bulky waste collection.</li> </ul>	
<ul style="list-style-type: none"> <li>Collection companies have not established a system or method for bulky waste collection</li> </ul>	<ul style="list-style-type: none"> <li>Based on the data to be collected through the PP, items necessary for bulky waste collection such as selection of collection equipment, amount of fee and required frequency will be identified.</li> </ul>	

Current problems	Approach	Tentative pilot project
<ul style="list-style-type: none"> <li>Recyclable waste is discharged and mixed with other waste; and thus, recycling and waste reduction is affected.</li> </ul>	<ul style="list-style-type: none"> <li>Making residents aware of classification of general waste and recyclables.</li> </ul>	<ul style="list-style-type: none"> <li>PP 7</li> </ul>
<ul style="list-style-type: none"> <li>As waste pickers scatter waste searching recyclables, collection efficiency is affected by the scattered waste</li> </ul>	<ul style="list-style-type: none"> <li>By introducing separate discharge, waste pickers do not need to scatter waste so that collection efficiency will not be affected.</li> </ul>	
<ul style="list-style-type: none"> <li>Recyclable waste is transported to the final disposal site</li> </ul>	<ul style="list-style-type: none"> <li>For expanding the utilization period of disposal sites, it is required to reduce the amount of waste to be transported to the disposal sites.</li> </ul>	

#### d. Activity 2-4: Selection of Target Sites for the Pilot Projects

The target areas for each of the pilot projects were decided as presented in the table below based on the consultation with the C/P and the expected cooperation by local residents.

Pilot Projects	Target Areas
PP 1: Improvement of current collection system	Prizren town
PP 2: Introduction of a bell collection system	Three areas in Prizren town (Ring Road, Ortakoll, Bajram Curri)
PP 3: Extension of waste collection service	Four villages in Zhupa area (Negregoshte, Lubinje e Eparme, Lubinje e Poshtme, Pllanjane)
PP 4: Implementation of community-based public education	Same with PP2 and PP3 areas
PP 5: Implementation of environmental education for pupils	Elementary schools "Matrat Qiziaz" and "Lzvor"
PP 6: Implementation of bulky waste collection	Five villages in Zhupa area (Pllanjane, Pouska, Jabllanica, Llokvica and Manastrica Bajram Curri in Prizren town.
PP 7: Experiment on recyclable collection	Bajram Curri

#### e. Activity 2-5: Preparation of Plans for Pilot Project

The detailed information about the pilot projects will be explained in Section a.2 of 3.2.3 Activities Related with Output-3.

### 3.2.3 Activities Related with Output-3: The feasibility of solid waste management plan is confirmed.

#### a. Activity 3-1: Implementation and Monitoring of Pilot Projects

##### a.1 Objectives of the Pilot Projects

As mentioned above, Seven Pilot Projects (PP) were planned and implemented under the technical cooperation project in order to test the effectiveness of activities indicated in the SWM Plan (first draft). The objectives of each PP were the following:

Table 3-11: Objectives of Pilot Projects

Pilot Projects	Objectives
PP 1: Improvement of current collection system	(1) Optimization of equipment allocation; (2) Improvement of collection efficiency and safety
PP 2: Introduction of a bell collection system	(1) Introduction of on-time notification of collection service to residents and obtaining residents cooperation for timely discharge; (2) Improvement of service quality.
PP 3: Extension of waste collection service	(1) Expansion of waste collection services and identification of method for planning economical and efficient operation. (2) Mitigation of environmental impact through reduction of illegal dumping (3) Enhancement of residents' awareness on environmental conservation
PP 4: Implementation of community-based public education	Development of community awareness toward environmental beautification, waste-related issues and waste discharging manner.
PP 5: Implementation of environmental education for pupils	(1) Development of environmental education model for elementary schools; (2) Improvement of consciousness toward beautification and environmental protection within a small society of a school.
PP 6: Implementation of bulky waste collection	(1) Establishing a model system for bulky waste collection service and studying its feasibility. (2) Acquiring establishing method of bulky waste collection service system by municipal staff (C/P) and service provider.
PP 7: Experiment on recyclable collection	(1) Examination of MP objectives related to recycling rates; (2) Identification of future perspectives toward waste recycling in Prizren Municipality; (3) Improvement of C/P understandings about recyclable collection.

##### a.2 Detailed Information of PPs

Implemented period, contents of planned activities and evaluation method of each pilot project are presented in the tables below.

Table 3-12: PP1 - Improvement of Current Collection System

Items	Contents
Implemented period	From the 3rd September, 2012 to the 3 <sup>rd</sup> of November, 2012
Planned activities	<ul style="list-style-type: none"> <li>• Implementation of Time &amp; Motion surveys and data analysis</li> <li>• Estimation of operational indicators such as collection and operation hours, travelling distance and number of trips before implementation of the pilot project for each target vehicle</li> <li>• Preparation of equipment allocation table</li> <li>• Selection of target areas</li> <li>• Identification of proper collection method (selection of curbside, door-to-door and stationary collection)</li> <li>• Preparation of collection routes</li> <li>• Implementation of collection service</li> <li>• Estimation of operational indicators after pilot projects</li> <li>• Identification of efficiency indicators (collected waste per trip/km/hour, etc.)</li> </ul>
Target area	<ul style="list-style-type: none"> <li>• Entire municipality</li> </ul>
Method of evaluation	<ol style="list-style-type: none"> <li>1. Comparative analysis on operational indicators</li> <li>2. Comparative analysis on efficiency indicators</li> </ol>
Results of implementation and evaluation	<p>Ortakoll area:</p> <ul style="list-style-type: none"> <li>• The safety of waste collection improved.</li> <li>• The number of generation sources to be collected in one trip increased. As a result, the capacity utilization rate of collection trucks increased.</li> </ul> <p>Ring road:</p> <ul style="list-style-type: none"> <li>• As the number of trucks operating in the area decreased from 4 trucks to 3 trucks, the operation cost of Ekoregjioni RWC decreased.</li> <li>• As the total daily travelling distance decreased by 39 km, the waste collection cost decreased.</li> </ul>

Table 3-13: PP2 - Introduction of a bell collection system

Items	Contents
Implemented period	<p>From 23<sup>rd</sup> October, 2012 to 1<sup>st</sup> December, 2012 (Implementation)</p> <p>From 1<sup>st</sup> December 2012 to 30<sup>th</sup> June, 2013 (Monitoring and revision)</p>
Planned activities	<ul style="list-style-type: none"> <li>• Implementation of Time &amp; Motion surveys before and after the pilot activities</li> <li>• Implementation of questionnaire surveys targeting the residents living in the project site before and after implementation of the pilot project</li> <li>• Development of timetables based on the results of Time &amp; Motion surveys</li> <li>• Preparation and distribution of leaflets and sign boards of waste discharging manners</li> <li>• Explanation of the pilot activities and exchange of opinions with the target residents by organizing community meetings.</li> <li>• Installation of bell collection equipment on target trucks and commencement of implementation</li> </ul>

Target area	<ul style="list-style-type: none"> <li>Large-scale compactor truck: North-western part from the town center (Ring road, Ortakoll, Arbana and Baruthane)</li> <li>Middle-scale compactor truck: South-eastern part from the town center (Ortakoll, Bajram Curri)</li> </ul>
Method of evaluation	<ol style="list-style-type: none"> <li>Residents' opinion survey before and after the project</li> <li>Time &amp; Motion survey before and after the project</li> </ol>
Results of implementation and evaluation	<ul style="list-style-type: none"> <li>Number of trips and daily travelling distances were decreased and cost-benefit performances increased.</li> <li>Residents got used to discharging waste when hearing the bell tone. As a result, left-over waste was eliminated.</li> </ul>

Table 3-14: PP3 - Extension of waste collection service

Items	Contents
Implemented period	Throughout the second year.
Planned activities	<ul style="list-style-type: none"> <li>Confirm existing equipment's condition</li> <li>Recognize income and expenditure for current waste collection services</li> <li>Develop guidelines for calculating required cost of waste collection service</li> <li>Develop guidelines for calculating required expenditures for waste disposal and company operation</li> <li>Survey areas where no waste collection service is currently provided</li> <li>Questionnaire survey for residents in the targeted area before and after</li> <li>Analyze characteristics of targeted area</li> <li>Exam contents of the service to be provided (collection frequency, collection method, required cost and waste collection fees)</li> <li>Explain the contents of service to be provided and obtain acceptance from the residents in the targeted area</li> <li>Provide waste collection service with bell collection system</li> <li>Obtain consensus on introducing waste composting</li> <li>Explain meaning of waste reduction to the residents</li> <li>Distribute compost container</li> <li>Instruct how to make compost</li> <li>Produce compost within the target area</li> </ul>
Target area	<p>Zhupa area (The south-eastern part of the municipality where ethnic Bosnian residents reside)</p> <ul style="list-style-type: none"> <li>Lubinja e Eparme village: 1,925 people, 376 households (candidate site)</li> <li>Lubinjs e Poshtome village: 1,235 people, 306 households (candidate site)</li> <li>Nebregoshta village: 579 people, 141 households (candidate site)</li> <li>Pllanjan village: 1,102 people, 223 households (selected site)</li> </ul>
Method of evaluation	<ol style="list-style-type: none"> <li>Questionnaire survey to target Residents before and after</li> <li>Ration of waste collection services provision</li> </ol>
Results of implementation and evaluation	<ul style="list-style-type: none"> <li>In villages where ethnic Bosnian residents live, every decisions of government organizations formed by ethnic Albanians were opposed.</li> <li>The village chief of Pllanjan, who had been anxious about the environmental degradation resulted by waste in the territory of the village, managed to persuade villagers to accept waste collection service.</li> </ul>

	<ul style="list-style-type: none"> <li>Based on the guideline for calculation of required expenditures, 500 euro/month was set as the monthly waste collection fee for the entire village (2.39 euro/household/month or 0.43 euro/person/month).</li> <li>3 months after commencement of the collection service, a complete cleaning was organized based on the request by the villagers and closed the dumpsites (2 dumpsites: one at the entrance of the village and one inside the village) by covering it with soil.</li> <li>The villagers satisfied with the implementation of the collection service and cleanness in the village; and therefore, they continued paying the waste fees for 2 years until the introduction of the waste tax without failure.</li> <li>The improvement of the environment in Pllanjan village became known to residents of surrounding villages and the number of villages that accepted collection service increased. Until the end of 2014, waste collection service was introduced in all villages of the municipality.</li> </ul>
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Table 3-15: PP4 - Implementation of community-based public education

Items	Contents
Implemented period	Throughout the second year
Planned activities	<ul style="list-style-type: none"> <li>Establish "My street group" each of which consists of 10-15 HH (Households). (10 groups x 2 phase)</li> <li>Follow these up for about 5-6 months</li> <li>Exam current "Waste" situation by group and formulate consensus for method of improvements (prevent littering, confirm waste collection day, confirm discharge manner between residents, cleaning own street, etc.)</li> <li>Appointment diffuser for correct discharge</li> <li>Select "Best street"</li> <li>Announce on the media for distribution of good experience to other area.</li> <li>Utilize "Best street" from first phase to second phase</li> </ul>
Target area	<ul style="list-style-type: none"> <li>Logo and slogan contest: Entire municipality</li> <li>Preparation and distribution of leaflets on discharge rules: Target areas of PP2 and PP3</li> </ul>
Method of evaluation	1. Before and after questionnaire survey for residents in the targeted area
Results of implementation and evaluation	<ul style="list-style-type: none"> <li>Due to social disinterest and lack of approach by the MOP, community or group development could not be sufficiently achieved.</li> <li>After using composters, the amount of waste discharged from households decreased dramatically and the burden of the waste collection day was alleviated.</li> <li>A compost beneficiary group organized in Bajram Curri, facilitating an exchange of opinions and fostering communication among local residents.</li> </ul>

Table 3-16: PP5 - Implementation of environmental education for pupils

Items	Contents
Implemented period	Throughout the second year.
Planned activities	<ul style="list-style-type: none"> <li>Establish "Environmental club" (Grade 5-9) at targeted schools. (Two schools)</li> </ul>



Items	Contents
	<ul style="list-style-type: none"> <li>Study and present “waste in my community” and “my waste” (Example: Where is my waste going?)</li> <li>Utilize existing educational material such as “Green Pack” for the project</li> <li>Make the “club” approachable by including topics of general environmental issues such as natural resources, global warming and environmental protection, without being limited to the waste issue.</li> <li>Consider and support student activities which can be implemented in their daily school life and in the neighborhood school. (Example: Bringing one’s own bag, own bottle to school)</li> <li>Organize a school presentation by both schools, inviting adults from the schools’ neighborhoods for improving their cooperation in waste collection services.</li> </ul>
Target area	<ul style="list-style-type: none"> <li>Urban area: Motrat Qiriazit elementary school</li> <li>Rural area: Elementary school in Pullanaje, Izvor school in Lubinje e Epame</li> </ul>
Method of evaluation	1. Before and after questionnaire survey for residents in the targeted area
Results of implementation and evaluation	<ul style="list-style-type: none"> <li>The Environmental Preservation Section of the MOP is expected to continue implementing environmental education policies for schools.</li> <li>Topics and timing for environmental activities at schools should be adjusted to fit the activities by the Waste Management Section.</li> <li>However, understanding, cooperation and approval by school principals are indispensable for organizing environmental activities at schools.</li> <li>It was identified that regular coordination with the Education Department of the MOP is necessary in order to expand the environmental education activities to all schools in the municipality.</li> </ul>

Table 3-17: PP6 - Implementation of bulky waste collection

Items	Contents
Implemented period	11 <sup>th</sup> -12 <sup>th</sup> October, 2013 (First collection) 2 <sup>nd</sup> -3 <sup>rd</sup> May, 2014 (Second collection)
Planned activities	<ol style="list-style-type: none"> <li>Preparation of bulky waste collection service PP                             <ul style="list-style-type: none"> <li>Sharing process and contents for bulky waste collection service PP with municipal staff and service provider</li> <li>Formation of implementing body (setting out methods of cooperation and roles among the municipality, service provider and residents)</li> <li>PR activity (announcement of the service)</li> </ul> </li> <li>Field survey and extraction of the problems                             <ul style="list-style-type: none"> <li>Survey on bulky waste demand items, collection frequency (additional Q&amp;A to POS answered residence)</li> <li>Recycle survey (utilization of the data obtained in the first year)</li> <li>Interviews with private collection companies</li> <li>Analyzing survey data and extracting the problems</li> </ul> </li> <li>Formulating plan for bulky waste collection service                             <ul style="list-style-type: none"> <li>Study for collection items</li> <li>Study for collection method</li> <li>Study for method of treatment of collected items</li> </ul> </li> <li>Implementing bulky waste collection service                             <ul style="list-style-type: none"> <li>Announcement to target residents (informing them on the method of</li> </ul> </li> </ol>



Items	Contents
	storage and collection, cooperation) <ul style="list-style-type: none"> <li>Collection of bulky waste</li> <li>Obtaining data (condition of separation, discharge items, weight, collection cost, treatment cost etc.)</li> </ul> 5) Sharing results of bulky waste collection service <ul style="list-style-type: none"> <li>Sharing results of bulky waste collection service</li> </ul>
Target area	<ul style="list-style-type: none"> <li>Urban area: Bajram Curri</li> <li>Rural area: Zhupa area (Pllanjan, Pouska, Jabllanica, Liokvica and Manastrica)</li> </ul>
Method of evaluation	<ul style="list-style-type: none"> <li>Setting bulky waste collection fee</li> <li>Establishing bulky waste collection system (setting up reception, and formulation of collection system (required equipment, structure, etc.))</li> </ul>
Results of implementation and evaluation	<ul style="list-style-type: none"> <li>The share of metals to be segregated from the collected bulky waste was 11% and the rest of the bulky waste was non-recyclable items.</li> <li>The number of rural households discharging bulky waste does not exceed 1/3 to 1/2 of those in the urban area (the values for Ratio1 in the rural areas were 4.3% to 5.6% while those in the urban area were 11.7% to 16.7%).</li> <li>The generation rate of bulky waste in the rural areas is 6 g/household/day while that in the urban area is 12 g/household/day. Therefore, it was assumed that the majority of bulky waste generated in rural areas was re-used.</li> <li>Appropriate timing for implementation of bulky waste collection was identified to be exactly before <i>Shengjergj</i>, a Muslim holiday that occurs on 5 May every year.</li> <li>The annual generation amount of bulky waste was estimated as 106 ton. The necessary cost for collecting the amount once a year is around 32,000 euro.</li> </ul>

Table 3-18: PP7 - Experiment on recyclable collection

Items	Contents
Implemented period	Nov 2013
Planned activities	1) Preparatory activities <ul style="list-style-type: none"> <li>Notification of PP activities to residents</li> <li>Establishment of implementation structure (planning roles and participation of MOP, Ekoregjioni, recyclers and other relevant organizations)</li> </ul> 2) Implementation of pre-implementation survey and identification of tasks <ul style="list-style-type: none"> <li>Survey on target area (waste discharging manners, current conditions of recyclables collection, number of streets/households, etc.)</li> <li>Survey on recycling condition</li> <li>Data analysis and identification of tasks</li> </ul> 3) Planning PP activities <ul style="list-style-type: none"> <li>Types of recyclables</li> <li>Storage place and method</li> <li>Collection method</li> <li>Recyclable sorting activity and method of selling</li> </ul> 4) Implementation of the PP

Items	Contents
	<ul style="list-style-type: none"> <li>• Notification to residents (instruction about storage and collection; request for cooperation)</li> <li>• Collection and separation method</li> <li>• Data collection (on conditions of separate discharge, collected amount by recyclable types, operation cost and sales revenue)</li> </ul> 5) Reporting of PP results
Target area	<ul style="list-style-type: none"> <li>• Bajram Curri</li> </ul>
Method of evaluation	<ul style="list-style-type: none"> <li>• Collection rate of recyclables</li> <li>• Degree of understanding by C/P of MOP about implementation of separate collection</li> </ul>
Results of implementation and evaluation	<ul style="list-style-type: none"> <li>• Residents' participation is low (around 20% of the targeted households)</li> <li>• However, quality of the separate discharge by the households that participated is very high (97% of the participating households separated waste properly and discharged at due collection time. 89% of collected bags did not contain non-recyclable items).</li> <li>• The amount of collected recyclables is small (the monthly collected amount was 222 kg and the average weekly amount was 55.5 kg). Thus, the reduction of residue through separate collection is not sufficient.</li> <li>• As the amount of recyclables to be discharged from households is small and the market prices for the recyclables are cheap, costs of separate collection cannot be covered by the revenues that would be obtained from the sale of recyclables. Therefore, implementation of separate collection under the current conditions is not feasible.</li> </ul>

### a.3 Summary Results

Pilot projects (1) to (5) were carried out in the second year and the PP(6) and PP(7) in the third year respectively. JET proposed efficient collection routes and collection times based on the results of analysis of the T & M surveys and verified that the current waste collection system would be improved.

The expansion of the collection service and the introduction of the Bell collection system by using new collection vehicles donated by the Japanese Government were carried out together with public awareness activities. The synergistic effect of punctual collection service and improved discharge manners is expressed, and efficiency of the introduced waste collection has improved significantly compared to traditional collection methods. Furthermore, collection services have become acceptable to the residents who have not received the services due to the political background through the pilot project for expansion of the waste collection service. Based on the experience obtained through PP3, the MOP expanded waste collection service to unserved areas other than Zhupa. As a result, the coverage of the service reached 97.4% (about 180,000 people) of the municipal population in June 2013, up from 87.8% (155,000 people) in September 2011. In December 2014, waste collection service covered the entire territory of the municipality.

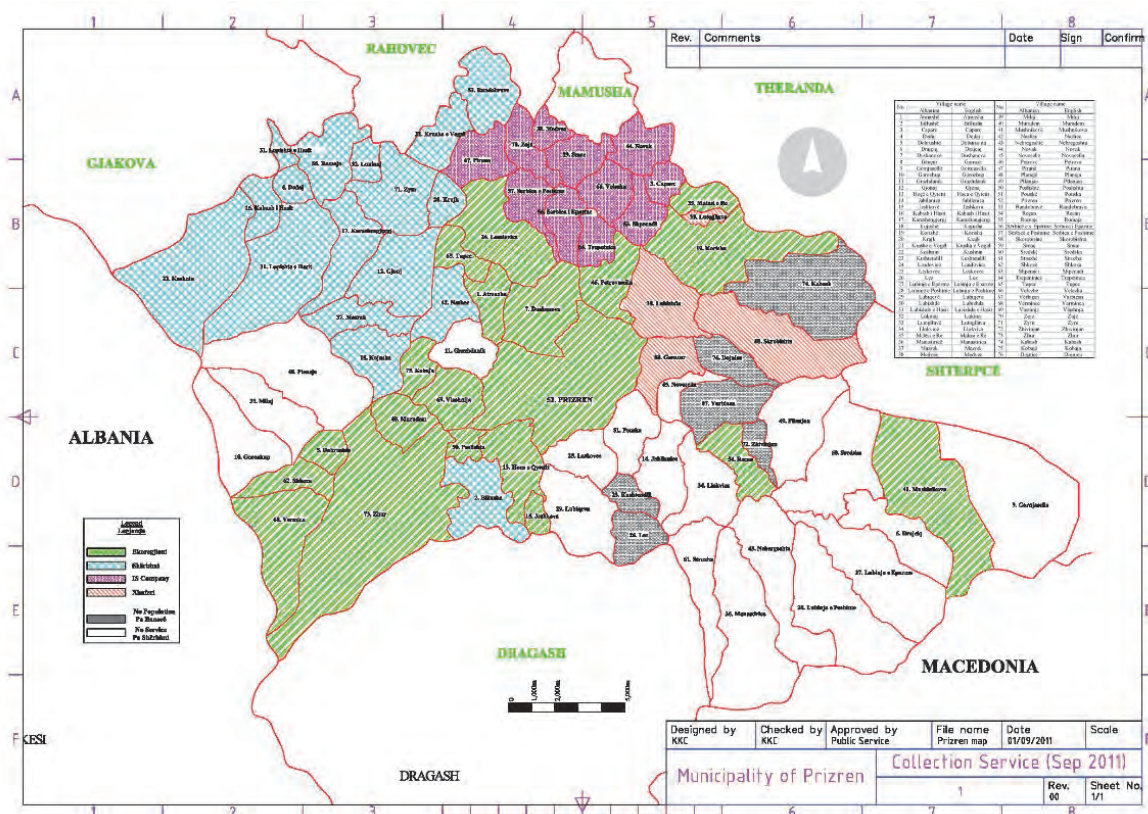


Figure 3-5: Areas Covered by Waste Collection Service in September 2009 (areas with white background are uncovered areas)

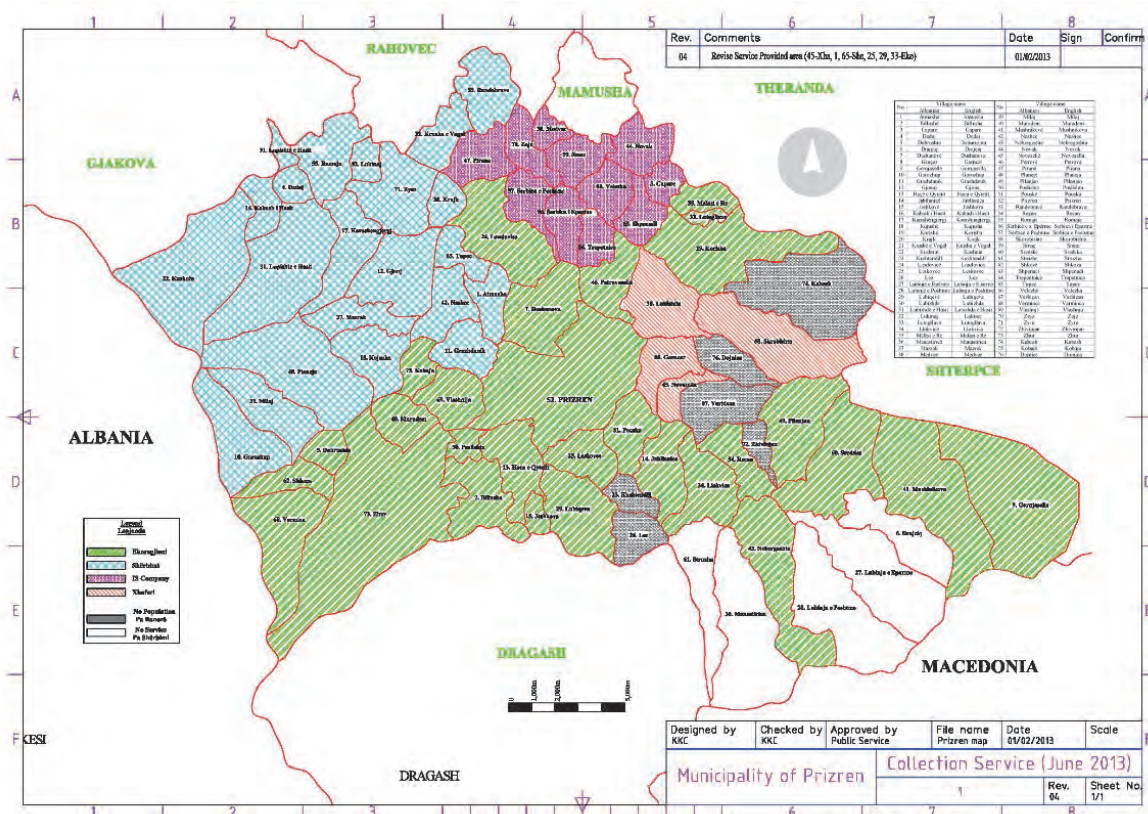


Figure 3-6: Areas Covered by Waste Collection Service in June 2013 (areas with white background are uncovered areas)



On the other hand, environmental education for children and students had been carried out by other donors but it seems the effect of these activities was limited because these were sporadic activities. Environmental education carried out in this project was accepted by the children and students as a familiar example by observing several pilot projects for improvement of the waste collection system that had been conducted simultaneously. Therefore, it is essential that the municipality continues the activities for environmental education.

Through implementation of PP for bulky waste collection, the necessity of this type of service was identified. Based on the collected data, service indicators such as generation amount, service frequency and required cost were estimated for the C/P organization to plan and commence the service in the future. Considering the results of the PP6, it was decided to include a requirement of implementing bulky waste collection twice a year in the consignment contract when the MOP commences commissioning of the collection service in January 2015.

As for PP for recyclables collection, it was revealed that introduction of separate collection was not feasible due to the low participation of residents. However, a possibility to introduce the separate collection after establishment of necessary infrastructure such as sorting facilities was confirmed since separate discharge was conducted properly during the pilot project.

**b. Activity 3-2: Preparation of SWM Master Plan based on the Results of Pilot Projects**

In June 2012, The JET developed a SWM Master Plan (the first draft) with a planning period from 2012 to 2020 based on the results of the baseline surveys. As waste collection service had not been implemented properly due to the shortage of financial resources, commissioning of waste collection service together with the introduction of waste tax, the revenue of which would be the financial source for collection services, were proposed in the plan in order to establish a system under which residents would be able to receive waste collection service equally.

Moreover, a financial analysis revealed that 1.4 million euro - the required cost for SWM activities (expenses for environmental education and public area cleansing are included) for the year 2014 – would be covered when the monthly tax rate is 4.01 euro/household/month if the collection rate of taxes from business entities and households were assumed to reach 95% and 80%, respectively. As the FIRR under this condition would be 9.65%, the plan was considered feasible.

In order to test the effectiveness of the SWM Master Plan (the first draft), the JET planned several pilot projects and implemented them during the second year of the Project.

Since local governments were obliged to prepare SWM Five-year Plans in compliance with the amendment of the Law on Waste that was set to be enforced in May 2013, the MOP and the JET prepared a SWM Five-year Plan (2014 – 2018) based on the SWM Master Plan in March 2013. The Five-year Plan was approved by the Municipal Council in September 2013.

On the other hand, five pilot projects were implemented during the second year and two additional projects on implementation of bulky waste collection and experiment of separate collection aiming for waste reduction were added during the third year of the Project. As it is preferable to reflect the results of the pilot projects in the SWM Master Plan (the first draft), The JET recommended the C/P of MOP to extend the period of the plan to 10 years starting from the year 2014 to make a long-term plan that consists of two Five-year Plans. This consensus was reached with the C/P of MOP.

The JET with the C/P of MOP concluded that the base for the SWM system had been established based on the preparation and implementation progress of the SWM Five-year Plan. During the preparation of the final draft of the plan, it was decided to introduce approaches that aim for material-cycle society in the near future at the same time making efforts for establishing a strong system. Based on the decision, the JET reviewed the numerical indicators set for the objectives of the plan such as the waste collection rate, disposal rate and recycling rate.

Table 3-19: Numerical indicators for the objectives of the SWM Master Plan (final draft)

Indicators	2011	2014	2018	2023
1. Waste collection rate	75.7%	87.7%	100.0%	100.0%
2. Illegal dumping rate	22.7%	11.4%	0.0%	0.0%
3. Final disposal rate	93.7%	93.0%	68.2%	41.5%
4. Recycling rate	5.7%	6.6%	32.9%	62.5%

The five visions listed below are set in the plan together with the corresponding accomplishment strategies. The C/P members prepared action plans for all the strategies.

Table 3-20: Strategies for Accomplishing the Visions

Visions	Strategies
1. Realization of a clean and beautiful city	1.1 Promotion of realizing a city where citizens, business entities and the local government are aware of their roles in waste management and are able to cooperate with each other
2. Realization of a livable city where citizens do not get troubled with waste issues	2.1 Improvement of the new SWM system that will be introduced in 2015 2.2 Introduction of proper treatment for industrial and medical waste
3. All the citizens will implement 3R activities	3.1 Introduction of source separation and separate collection 3.2 Introduction of intermediary treatment facilities as a promotion of waste reduction 3.3 Amendment of the Municipal Regulation on Waste Management
4. Residues will be treated and disposed properly	4.1 Monitoring of the existing disposal site 4.2 Realization of a sustainable disposal site management

The framework of the SWM Master Plan (2014-2023) was defined in March 2015 and the final draft was completed in June 2015. During the ninth JCC meeting, it was handed over to the C/P (for details, please refer to section 6.1 of the Annex report).

**c. Activity 3-3: Organization of Seminars for Dissemination of Knowledge and Experience Obtained through Preparation of the SWM Plan of Prizren to Other Municipalities**

Seminars on the SWM Master Plan were organized three times; in July 2014, March 2015 and July 2015 in order to share the knowledge and experience obtained through implementation of the Project with other municipalities by explaining the contents of the plan.

The first seminar was organized for the five municipalities in Prizren region and 22 officials participated in the seminar. Both seminars, organized in 2015, targeted all municipalities in the country. There were 53 (from 26 municipalities) and 57 participants (from 15 municipalities), respectively.

**d. Activity 3-4: Assistance to MOP on Institutional Arrangement**

It was identified that both of the organizational and financial systems of SWM in Prizren municipality had not been functional through the baseline surveys conducted in the early stage of the Project.

As a solution to the problem, the following tasks were recommended in the SWM Master Plan: (1) establishment of a section within MOP for implementation of SWM, (2) creation of a financial source by introducing waste tax and (3) commencement of collection service management by commissioning the services to public and private companies.

In response to the recommendations, the Public Service Department of MOP took initiatives in explaining the importance of the tasks to the Municipal Assembly and other relevant authorities of the municipality. As a result, the SWM Five Year Plan was approved by the Municipal Assembly. Therefore, preparation of a municipal regulation for implementation of the plan and other arrangements for SWM reformation were started with the aim to commence the new SWM system in January 2014.

However, the commencement of the new SWM system was delayed by one year due to the local election held in December 2013 and so it started in January 2015.

**e. Activity 3-5: Assistance to Ekoregjioni RWC on Improvement of Waste Collection Operation**

In pre-war Kosovo, local governments used to manage public companies. As administrative capabilities of the local governments diminished, the United Nations Mission in Kosovo (hereafter referred to as “UNMIK”) reorganized the country into seven regions and established regional waste management companies by merging public companies that had been under the jurisdiction of local governments.

As for Prizren region, public companies of the five municipalities (Prizren, Malishevo, Rahovec, Suhareka and Dragash) were consolidated into Ekoregjioni RWC. Ekoregjioni RWC, headquartered in Prizren, consists of five local units each of which is responsible for provision of services in one of the municipalities.

As Ekoregjioni RWC does not consider economic performance and efficiencies in its operation due to its old method and operational structure maintained from the socialist system, the debt of the company has reached a level that the company itself cannot overcome.

During the project, JET focused on the Prizren Unit of the company and has been providing technical assistance to the unit on establishing a financially-sound operational system by implementing efficient utilization of waste collection trucks donated under the Grant Aid Project, reducing expenses and improving service quality.

As the constitutional improvement requires a lot of time, the Prizren Unit still needs further assistance.

**f. Activity 3-6: Assistance to MESP for Planning Dissemination of Knowledge and Experience Obtained through the Project**

JET, in cooperation with the MESP, conducted analysis on statistical data of households and the population of each municipality in the country and started examining priority orders during the third year of the Project. However, both parties reached the conclusion that immediate dissemination of Prizren's experience to other municipalities after the completion of the project is impossible due to the lack of institutional systems and a shortage of collection equipment in those municipalities.

Therefore, the MESP decided to take an initiative to call for participation of all municipalities in the seminars to be organized for disseminating the knowledge and experience obtained through this Project. However, participation by the C/P members of the MOP is essential since the C/P members of the MESP are not able to organize the seminars themselves due to insufficient knowledge about the contents of activities implemented in Prizren municipality.

**3.2.4 Activities Related with Output-4: Public awareness in solid waste management is improved in Prizren.**

**a. Activity 4-1: Preparation of Activity Plan for Improvement of Environmental Awareness**

MOP conducts environmental awareness raising activities during events such as *Environmental Week*, *Earth Day*, *International Environmental Day* and *Let's Clean Kosovo* that are organized between April and June each year. The contents of the activities are usually street cleaning with participation of residents' and school children, planting trees and flowers, organizing quizzes on environmental issues, and awarding *Best Gardens and Best Streets in the City*. In most cases, the activities are organized under the concept of "clean environment" and not linked directly with each other.

JET discussed "What Environmental Education is" during a weekly meeting and confirmed that the following aspects need to be assured in planning and implementing awareness raising activities in the future:

- (1) Environmental Education should be conducted to bring about specific behavioural changes;
- (2) In order to accomplish "(1)" mentioned above, activity plans should be prepared under more specified purposes;
- (3) Contents and methods should be adjusted for the targeted group
- (4) The activities should be implemented continuously and more strategically.

## b. Activity 4-2: Preparation of a Public Awareness Program and PR Tools

The activity was implemented in relation with *PP-2: Introduction of Bell Collection*.

### b.1 Development of Slogan and Logo

In order to increase the residents' interest in the environment and lead various future activities, the project called for residents' ideas about a slogan with a logo that suits the project activities. The selection committee, consisting of the director of the Public Service Department of MOP, MESP and The JET, selected a slogan and logo pair that won the highest scores among the full score of 45 (for slogan) and 33 (for logo) scores. The selected pair is shown in the figure below.

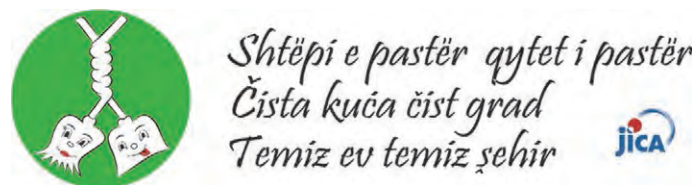


Figure 3-7: Selected Slogan and Logo

(Translation: "Clean home, clean the city" in 3 languages: Albanian, Serbian and Turkish)

As the slogan and logo pair was adopted for the Project, it was printed onto stickers and stuck or printed to collection trucks, assets such as home composters distributed to residents and PR materials. As a result, the slogan and logo became known among the residents in Prizren municipality.



### b.2 Preparation of PR Tools for Public Education

Various types of PR tools were prepared during the project implementation period. Please refer to the relevant Progress Reports for detailed information about the leaflets and the PR tools prepared under the Project.







Figure 3-9: A Leaflet for Dissemination of Home Composters

### b.3 Community Meetings

The project organized numerous community meetings to explain the content of pilot projects and call for residents' cooperation for implementation of the pilot projects. The C/P members of MOP and Ekoregjioni RWC played the main roles in the meetings and JET members took the role of advisors. While organizing the meetings, C/P members took initiatives and the discussions with residents became highly meaningful.



The first meeting in Ortakoll on 4 October, 2012

The second meeting in Bajram Curri (11 October, 2012) with more participants than in the first meeting.

Table 3-21: Schedule of Community Awareness Activities

No.	Date	Place	Targeted Area	Topics	JET	MoP	EkoR	MESP
1	9/21	MoP	Bajram Curri	Discussed with Mr. Galip on the 1st meeting (briefing of bell collection) in Bajram Curri. Decided tentatively that the venue to be the primary school in the area, Fatmir Berisha, and the time & date to be from 17:30 on Thu, 27th Sep. Mr. Galip to contact the school director, Mr. Milazin of EkoRegjioni who is from Bajram Curri, and the community representative.	◎	○		
2	9/24	MoP	Bajram Curri	Met with Mr. Muharrem (community representative) and Mr. Milazin (EkoRegjioni) for the up-coming meeting. Briefed them about the meeting, and asked for cooperation in distributing the leaflet to inform about the meeting. To the other community representatives in the area, Mr. Muharrem will pass on the message and leaflets, which will be delivered by Mr. Milazin tomorrow afternoon. MoP and JET will come to EkoR @ 1pm tomorrow with Leaflets for distribution. Requested EkoR to provide 1~2 workers for distribution of leaflets.	◎	◎	○	
3	9/25	Bajram Curri	Bajram Curri	<b>Leaflets distribution for the 1st meeting</b> Leaflet was distributed to every household, according to the map created based on the result of T&M survey. EkoRegjioni provided 2 workers. Mr Galip from MoP joined JET on distribution. In total 200 leaflets were distributed.	◎	◎	◎	
4	9/27	Muharrem Berisha Primary School (Bajram Curri)	Bajram Curri	<b>Meeting to inform about Bell Collection.</b> 1) Introducing the Project 2) Why the waste collection route is being revised? 3) Bell Collection : changes and rules	◎	◎	○	
5	10/2	MoP	Ring Road	<b>Meeting with Business Association for Ring Road meeting</b> Met with the President of the Association along with Mr. Gallip to request to call for participation to the meeting for Ring Road.	◎	◎	○	
6	10/2	Ortakoll	Ortakoll	<b>Leaflets distribution for the 1st meeting</b>	◎	◎	◎	
7	10/4	Ortakoll @ Abudyl Flasheri Primary School	Ortakoll	<b>Meeting to inform about Bell Collection.</b> 1) Introducing the Project 2) Why the waste collection route is being revised? 3) Bell Collection : changes and rules	◎	◎	○	
8	10/8 (11am-12noon)	MoP Conference Room)	Ring Road	<b>Meeting to inform about Bell Collection (1)</b> 1) Introducing the Project 2) Why the waste collection route is being revised? 3) New Collection schedule: changes and rules	◎	◎	○	



9	10/8 (18:00-1900)	MoP Conference Room)	Ring Road	<b>Meeting to inform about Bell Collectio (2)</b> 1) Introducing the Project 2) Why the waste collection route is being revised? 3) New Collection schedule: changes and rules	⊙	⊙	○	
10	10/9	Bajram Curri	Bajram Curri	<b>Leaflet distribution</b> by JET/ MoP/ EkoRegjioni to call for participation in the 2nd Meeting	⊙	⊙	⊙	
11	10/11	Bajram Curri (@ Fatmir Berisha Primary School)	Bajram Curri	<b>Meeting to inform new collection schedule and discharge manner.</b>				
12	10/12	Ortakoll	Ortakoll	<b>Leaflet distribution</b> by JET/ MoP/ EkoRegjioni to call for participation in the 2nd Meeting	⊙	⊙	⊙	
13	10/13	Ortakoll	Ortakoll	<b>Leaflet distribution</b> by JET/ MoP/ EkoRegjioni to call for participation in the 2nd Meeting	⊙	⊙	⊙	
14	10/15	Ortakoll (@ Abdyl Flasheri Primary School)	Ortakoll	<b>Meeting to inform new collection schedule and discharge manner.</b> For the southern part of Ortakoll	⊙	⊙	○	
15	10/16	Ortakoll (@ Ibrahim Fehmiu Primary School)	Ortakoll	<b>Meeting to inform new collection schedule and discharge manner.</b> For the norther part of Ortakoll. Although the participants were only four, all were from different streets and each one of them promised to inform his/her neighbors on the same street, bringing home the discharge manner leaflets for their neighbors.	⊙	⊙	○	
16	10/20 - 24	Ortakoll (Area 1,2,4,6,7)	Ortakoll	<b>Preparation &amp; Distribution of Leaflet with Collection Schedule Map</b>	⊙		⊙	
17	10/29	Bajram Curri	Bajram Curri	<b>Preparation &amp; Distribution of Leaflet with Collection Schedule Map</b>	⊙		⊙	
18	10/29, 30	Ortakoll (Area 3, 5)	Ortakoll (Area 3, 5)	<b>Preparation &amp; Distribution of Leaflet with Collection Schedule Map</b> by EkoRegjioni Area 3 & 5 are to receive collection service on Fridays. In order to avoid confusion related to Bajran holiday (on Fri, 26th Oct), distribution was postponed till after Kurubam Bayram holiday.	⊙		⊙	
19	10/31	MoP Conference Room	All city	<b>Awarding Ceremony to the winner of Logo &amp; Slogan Contest</b> As a part of "Waste Forum" organized by JICA Alumni association in Kosovo, the winners of logo & slogan contest were awarding with cerficiates and plaques. The logo and slogan were presented to the citizens through media.	⊙	⊙	○	○
20	11/8	Business Association office	Ring Road	<b>Meeting to inform collection schedule and discharge manner</b> Participated in Biz Assoc's regular meeting along with Mr. Gallip from MoP. EkoRegjioni was absent. 1) Intro of the Project, 2) Briefing on Baseline survey result, 3) Needs for revision of collection route and schedule, 4) cooperation of biz holders in Ring Road (CSR)	⊙	⊙		
21	11/11	Ring Road	Ring Road	<b>Preparation &amp; Distribution of Leaflet with Collection Schedule Map</b> by Business Association's volunteers to business holders, by EkoRegjioni to households	⊙		⊙	

**c. Activity 4-3: Implementation of Community-based Public Education through Home Composting as a Tool**

According to the results of the public opinion survey, community awareness toward waste-related issues was not sufficient and community ties were not strong. Therefore, a tool that could bind households and develop relationships among community members was necessary for implementation of community-based awareness activities.

As the majority of the households in Prizren Municipality have gardens in their backyards, they pay a lot of attention to gardening work. Thus, beautification of gardens has always been one of the major interests for many of the households.

Therefore, home composting was incorporated in the project as a tool for raising community awareness in order to elevate residents' consciousness toward waste-related issues.

Activities related with raising community awareness were commenced in Bajram Curri under PP4: Implementation of Community-based Public Education. During the pilot project, composters were distributed, orientation on proper utilization was organized and regular monitoring was implemented by JET in cooperation with C/P members of MOP. During the monitoring, timely advice was provided to the residents on proper maintenance of the home composters. As a result, number of beneficiaries increased from the initial 2 to 12 households in Bajram Curri. Through the activities, beneficiaries could share not only the experiences of home composting, but also the enjoyment in combining efforts and implementing community activities. This resulted in expansion of opportunities to draw other residents' attentions toward home composting and other waste-related issues.

During the PP, the experiences obtained through the activities in Bajram Curri were disseminated to other areas of the municipality and the number of composter users reached 90 in total.

All 90 composters procured during the implementation of the PP were distributed after spreading the experiences and knowledge obtained through the series of activities in Bajram Curri to other areas. As the MOP procured and distributed an additional 500 home composters in accordance with the SWM Five-year Plan to expand home composters to the entire municipality, the number of composter user households reached 590 at the end of 2014. Procurement and distribution of an additional 500 composters have been planned for 2015.

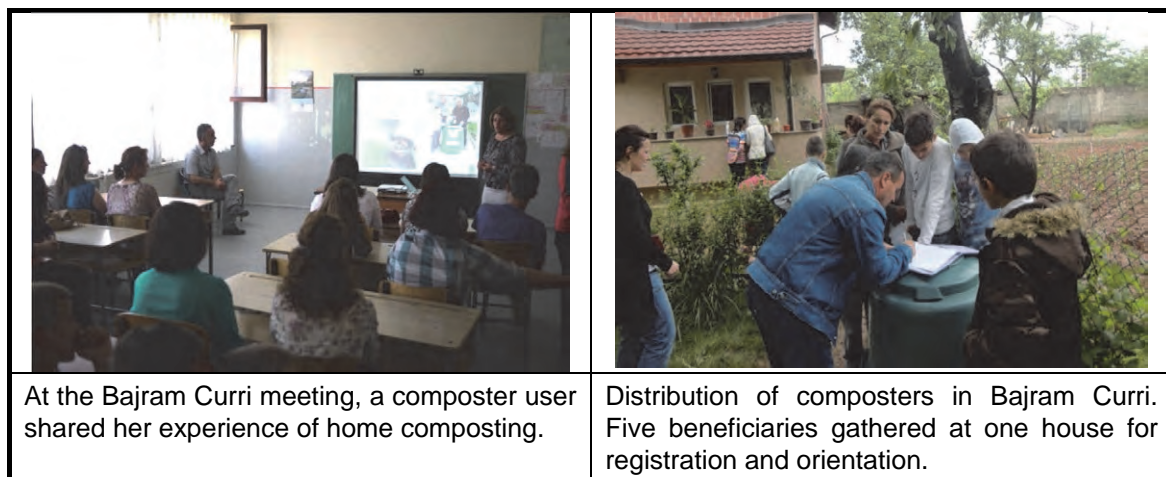


Figure 3-10: State of Experience Sharing and Composter distribution

As MOP decided to expand the activity to the entire municipality, JET supported the C/P of MOP on development of “Composter Promotion Strategy” and prepared, in cooperation with MOP, several PR tools. These included a TV program that covers waste related issues in Prizren together with solutions that a citizen can be a part of, a TV advertisement focusing on the use of a composter, a leaflet in the form of Q & A about composters and a user’s guide. All of the PR materials were prepared incorporating opinions, questions and suggestions actually raised by composter users during the monitoring.



Figure 3-11: Development of Composter Promotion Strategy

**d. Activity 4-4: Implementing Environmental Education for Pupils**

**d.1 Purpose**

The activity was planned for the following purposes:

- The MOP counterpart in charge of environmental education will have a model of activities for environmental education at schools, which will be prepared from the view point of implementation of the solid waste management.
- To develop awareness toward cleanness and the environment in a small social setting of a school, forming a foundation enables a message to be sent out about environmental issues within a school.

**d.2 Development of a Model for Environmental Education Activities**

In the first half of the second year, development of learning materials which can be used in future activities was completed. The teaching materials which had been introduced by MESP in the past were partially utilized and incorporated. It was intended to make the activity participatory rather than in a style of lecture, and to make them reflect the daily life of students rather than transient activities.

**e. Activity 4-5: Planning Public Awareness Improvement Events Applicable throughout the Country**

The biggest environmental event in the Republic of Kosovo is “Let’s Clean Kosovo”, which is organized on 24 May each year. The majority of the municipalities participate in the event as well as MESP. Although the event was initiated in Estonia, NGOs in many countries throughout

Europe including the Balkan Peninsula are organizing it with sponsorship by the presidents of their countries.

In addition to the above, NGOs of Kosovo organize the following events as international days:

Table 3-22: Environmental Calendar

Date	Name of the Events	Date	Name of the Events
02 Feb	International Wetlands Day	21 Jun	Day Of Lake Ohrid
05 Mar	World Day Of Energy Efficiency	11 Jul	World Population Day
15 Mar	International Consumer Day	18 Aug	International Day Of Geology
22 Mar	International Day Of Water Protection	26 Aug	World Day Of Pure Mountains
23 Mar	World Meteorological Day	16 Sep	International Day For The Protection Of The Ozone
24 Mar	European Day Of Parks	22 Sep	World Day Of Clean Cities
07 Apr	World Health Day - Children And Environment	04 Oct	World Day For The Protection Of Animals
22 Apr	International Earth Day	06 Oct	World Habitat Day
24 Apr	World Day For Laboratory Animal Protection	08 Oct	International Day For The Reduction Of Destruction
15 May	International Day Of Climate Change	15 Oct	International Day Walk In Nature
22 May	International Day Of Biodiversity	16 Oct	World Food Day
31 May	World Day Against Tobacco	17 Oct	International Day For The Eradication Of Poverty
05 Jun	World Environment Day	31 Oct	International Day Of The Sea
08 Jun	World Oceans Day	08 Nov	International Day Of Urban Areas
17 Jun	World Day Against Desertion	11 Dec	International Day Of Mountains

As mentioned above, the majority of events related with improvement of environmental awareness are organized by NGOs. Although there are activities organized by MESP, in most cases these activities are small in scope and do not involve many municipalities.

Although the project examined possibilities of events that can be organized all over the country, it was decided, in consultation with C/P of MESP, not to plan a new event, but to utilize an existing one and ensure sufficient participation of residents since many programs had already existed.

Therefore, MESP decided to introduce its role for environmental education and raise public awareness as well as introduce the content of relevant activities during the dissemination seminar organized on 30 March 2015. As a result, awareness raising activities being organized in the country were introduced together with relevant activities conducted by MOP to the attendants of the seminar and their participation was invited for future activities.

Furthermore, JET proposed to MESP a national program which will give focuses on topics closely related with daily lives of citizens and continuity of activities, and will be evolved from municipality-level activities (for details, please refer to section 6-2 of the Annex report).

Under this program, which was named “Eco Ambassador School”, environmental groups at schools will implement environmental education activities with a participatory learning approach, like those implemented by the Municipality of Prizren under the Project, throughout a year and share the results with communities by compiling the results into “environmental newspapers”.



The best schools identified at either the municipality-level or the national-level will be honored as “Eco Ambassador School of the municipality”. The MESP expressed its willingness to implement the program in the future.

#### f. Activity 4-6: Support for Dissemination of Waste Discharging Manner throughout Municipality

In the first phase of the third year, it was decided to prepare PR tools for improvement of residents’ waste discharging manners to be used in dissemination of the planned discharge manners throughout the municipality.

In order to decide the contents of the PR tools, JET, in cooperation with MOP, conducted observations in the service areas of all service providers and organized service providers’ meetings. The service providers’ meetings were organized four times from November 2013 through March 2014.

During these meetings, current conditions of waste discharging manners, problems and items of improvements were discussed, and the types of PR tools and their content were decided. The distribution of the PR tools to all households of the municipality was completed on 21 March 2014.

After three months from the completion of the distribution, JET, together with collection companies, discussed the changes in the residents’ discharge manner and concluded that the PR tools were effective based on the findings of the collection companies.

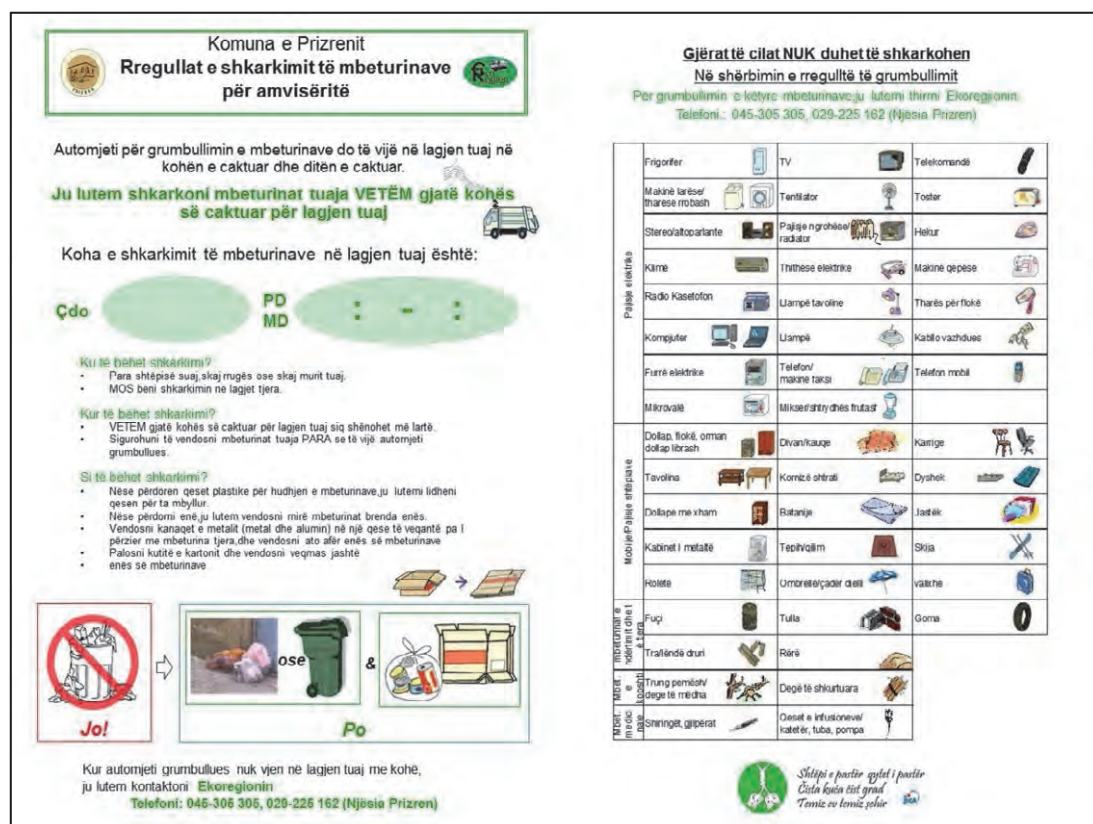


Figure 3-12: A Leaflet for Dissemination of Waste Discharging Rules



Table 3-23: Changes in the Residents Discharge Manner

Indicators	Information about changes in discharge manner
Timing of discharge	<p>(1) The attendants emphasized that the number of households that <u>discharge waste after collection</u> decreased drastically. According to their rough estimations, the number of these households decreased by more than 50% in comparison with the previous condition.</p> <p>(2) The number of households that <u>discharge waste on the previous night</u> of collection days are not so many. These kind of households can be seen in the town while no households in rural areas discharge on the previous night of collection. However, no obvious changes were observed.</p>
Places of discharging	<p>(1) An identified <u>undesigned place</u> where residents discharge waste at is near a Turkish bath. No other places were identified. Conditions at the Turkish bath have not changed.</p> <p>(2) Noticeable improvement of public sanitation around public containers was observed since the distribution of the leaflets. Those <u>discharging waste outside containers</u> were usually small businesses.</p>
Discharging method	<p>(1) <u>Usage of steel drum cans, somehow, decreased.</u> However, the degree of the decrease is not known. In Ekoregjioni's zones, 64 cases still remained.</p> <p>(2) <u>Usage of plastic bags increased drastically.</u> The degree of increase is around 50%. Therefore, open waste is hardly seen.</p> <p>(3) <u>Discharging waste on one-wheeled cart</u> by the residents has almost disappeared in the past three months.</p>

### 3.2.5 Activities Related with Output-5: The solid waste management plan of Prizren municipality will be implemented.

#### a. Activity 5-1: Support on Institutional Arrangement in Prizren Municipality (2)

##### a.1 Preparation of New SWM System

##### a.1.1 Commissioning of Waste Collection Service

MOP decided not to change territories of the three service areas where Ekoregjioni RWC, Sherbimi and IS Company were providing collection services and invite tenderers for the two of the service areas where private companies were operating. As commissioning public services to a company possessing debt was not allowed by the Law on Public Procurement, MOP decided to establish a municipal company on the base of Prizren Unit by separating it from Ekoregjioni RWC since it possessed considerable amount of debt.

##### a.1.2 Commissioning service to private companies

MOP announced a tender for two lots of waste collection service on October 30, 2014. Five

companies have submitted expressions of interest. Tender was held on 14th November, however, only two companies, Sherbimi and IS Company, submitted their proposals.

Sherbimi's tender for Zone A (28,826 population, 4,189 households) and IS Company's tender for Zone B (8,884 population, 1,292 households) were accepted. The unit collection cost per household proposed by the companies were both 3.6 euro/HH/month.

The result of the tender was reported to the central procurement office and was approved officially on November 26. The Public Services Department invited successful bidders, confirmed the contents of the contract and verified the items below:

- Bulky waste would be collected twice a year and the relevant information would be included in the contract;
- Bone collection would be implemented by Higjiena Prizren;
- Bell collection has to be introduced; and
- Collection of waste fees invoiced in the past would be allowed until the end of January 2015; and therefore, fee collection is not allowed after February 1, 2015.

Having completed relevant formalities, MOP established contracts with Sherbimi and IS Company on December 15, 2014 in compliance with the Law on Public Procurement.

#### **a.1.3 Commissioning service to the public enterprise**

As mentioned before, MOP decided to separate Prizren Unit from Ekoregjioni RWC. Based on the above decision, Ekoregjioni RWC held an urgent board of directors meeting on the 20th of October 2014, approved the proposal of separation and appointed Mr. Gezim Berisha, who was the chief of maintenance unit, as the chief of Prizren Unit until the establishment of the new enterprise.

MOP decided to rehabilitate the old name "Higjiena" for the new enterprise since the name had been used by the municipal collection company before its merger to Ekoregjioni RWC and started formalities related with establishment of Higjiena Prizren Municipal Company.

In order to strengthen the capacity of Higjiena Prizren MWC, the JET conducted (1) necessary arrangements for the establishment of Higjiena Prizren MWC, (2) a survey on actual conditions of assets and liabilities of Ekoregjioni RWC, (3) establishment of organizational and operational systems and (4) preparations for commencement of activities. However, this section introduces the formalities related with the activity mentioned in (1) above.

Director of Public Service Department, MOP explained the SWM Five-year Plan of Prizren municipality and the importance of establishing a municipal waste collection enterprise to General Secretary of the Ministry of Economic and Development (MED), which controls public enterprises, on October 24, 2014. The general secretary acknowledged the validity of the project and promised to implement full support on establishment of the municipal waste collection enterprise. MOP received forms of application documents necessary for establishment of a municipal enterprise and was informed that the final approval would be done by the Five Ministers' Committee. The director met the permanent secretary of MESP and verified the rights and possibility to transfer relevant part of the equipment donated by Japan and being used

at Ekoregjioni RWC to the Higjiena Prizren in the future.

MOP completed the required documents for establishment of Higjiena Prizren and submitted them together with a letter of request issued by the Mayor to MED on November 6, 2014.

On 16 January 2015, all municipalities that had submitted applications for establishment of public enterprises were invited to the Five Ministers Committee. Although the committee approved the application of MOP for establishment of a municipal waste collection enterprise, it was concluded that the final decision should be given by the Prime Minister. Presently, MOP has been waiting for the final approval (as of July 2015).

Since Higjiena Prizren was not established by the end of 2014, MOP has contracted the waste collection service with Ekoregjioni RWC as a temporary measure.

#### **a.1.4 Establishment of Waste Tax Accounting System**

Although transactions and accounting of public money is implemented through the KFMIS (Kosovo Financial Management and Information System) throughout the country, access to the KFMIS by the department is limited due to its responsibilities. Therefore, JET proposed Public Service Department to establish accounting-related functions within its SWM database system, which was under development in Waste Management Section.

As Waste Management Section operates the system on their own, the section would be able to grasp the current financial conditions of the SWM at once.

Based on the recommendations by JET, Waste Management Section in cooperation with the software developer altered the SWM database system by the end of January 2015. The cashier established newly at the municipality building started using the system on 5 February 2015.

#### **a.1.5 Development of the Software for Data Management of Waste Taxpayers**

One of the most important elements for organizing a proper management of municipal waste is data management of taxpayers.

As data of residents and business entities are not managed properly in the Municipal Organizations, the Public Service Department decided to use the data of property tax for household taxpayers, which was considered more reliable among the other data. However, the property tax database included all immovable properties of a person (such as a garage and a house) and organized the data by each property; and therefore, there were duplications in the owners information. In order not to send several waste tax invoices to one person, it was necessary to filter the data and eliminate the data duplications.

After examination of the data entries, it became known that 80% of the original data might have been accurate. However, it was decided that each entry in the database would be verified and updated during the tax collection processes in order to improve the accurateness.

For the data of businesses, Public Service Department decided to adopt the list of businesses registered by the Department of Finance for allocation of operational permissions. It was necessary to eliminate the data of businesses that stopped operations when inputting the data into the software of Public Service Department. As well as data of households, the business data should be verified and updated during the tax collection processes.

### **a.1.6 Introduction of Waste Tax System**

#### **(1) Financial Background of the New SWM System**

Considering the upcoming local election that occurred in November 2013, the Municipal Assembly decided the waste tax rate to be the same with that of the existing waste fee (4.5 euro/household/month) and approved the Municipal Regulation on Waste Management.

Although the new SWM system, in accordance with the SWM Five-year Plan, was to start from January 2014, the commencement timing was delayed by one year and set to January 2015 due to the possible impact of the above-mentioned election.

The annual budget for SWM activities in the year 2015 was estimated at 1.6 million euro (expenses for composter distribution and implementation of environmental education are included). In September 2014, the Municipal Assembly approved the budget request for 1 million euro submitted by the MOP for a part of the 2015 activities.

In November 2014, waste collection service commissioning tender was organized and the unit cost for implementing collection service for a household was set at 3.6 euro. As a result, the total annual expense of waste collection service became 1.25 million euro for the entire municipality.

The Public Service Department of the MOP ensured an additional 200 thousand euro as a supplementary budget for the 2015 SWM activities in July 2015. The deficit will be financed from the budget appropriated for other activities of the department.

#### **(2) Preparation of Municipal Cashiers for Waste Tax Collection**

MOP established a cashier window at the municipal hall for collection of waste tax from residents. Payment information is input by an operator into the database software developed by the Waste Management Section simultaneously with collection of the tax.

Apart from receiving tax payments, the operator updates the registered clients' information in the database software. If necessary, the operator also adds information of new clients into the database.



Figure 3-13: View of Cashier of Waste Tax at the Municipal Hall

#### **(3) Preparation of Text and Radio Transmission through Radio-Prizren**

Considering the decision by MOP on introduction of the new SWM system (introduction of

waste tax and commissioning of collection services), it was decided to broadcast information about the new system on local radio “Radio Prizreni” in addition to sending notifications to the residents.

The staffs of the Waste Management Section compiled the text for the broadcast and it was transmitted through Radio Prizreni ten times a day. As the broadcast reached to the majority of residents of Prizren Municipality, it was concluded that introduction of the waste tax system was notified to the entire municipality.

The contents of the broadcast were the following:

- Since January 2015 MoP started to implement Waste tax
- Regular payment of waste tax by the citizens will create a good image of our city.
- Let’s pay the Service – Let’s keep Prizren Clean
- You fulfill your citizen obligation – we serve you with institutional accountability
- Let’s move together towards positive changes
- Let’s make Prizren a model European city
- Payments are done at the municipal cashier and through other financial institutions.

#### (4) Financial Conditions of SWM at the Time of the Project Completion

##### Expenses

The MOP is paying 103,762 euro to Ekoregjioni RWC and two private collection companies (Sherbimi Company and IS Company) every month as contract payments. The initial budget appropriated for SWM was 1 million euro and the balance available at the end of June 2015 (after paying the monthly payment for May) was 481 thousand euro.

Table 3-24: Conditions of the Contract Payments

Transactions	Outflow	Available Budget	
<b>Beginning balance</b>		<b>1,000,000</b>	31 Dec, 2014
1. Contract Payment for January	103,762	896,238	31 Jan, 2015
2. Contract Payment for February	103,762	792,476	28 Feb, 2015
3. Contract Payment for March	103,762	688,714	31 Mar, 2015
4. Contract Payment for April	103,762	584,952	30 Apr, 2015
5. Contract Payment for May	103,762	481,190	31 May, 2015
<b>Ending balance</b>		<b>481,190</b>	24 Jun, 2015

## Revenues

Although distribution of waste tax bills started in March, it was verified by delivery workers of the post office that addresses printed on envelopes included street names and household names, but not house numbers. In villages, it is possible to identify households with household names. However, in urban areas, it is not possible to locate a household by street and household names in most cases. Therefore, it was decided to suspend distribution of the bills while examining solutions.

Considering the situation, the Waste Management Section decided to mobilize Ekoregjioni RWC's former fee collection staff for delivery of the bills in the urban area and restarted the bill delivery in the last week of March 2015.

The receipt of the waste tax payment was started at the cashier placed by the MOP at the municipal building on 5 February 2015. Although the bills had not been delivered, the number of households that paid the tax was 489 by 28 February.

The number of total households that paid the waste tax at the municipal cashier was 11,391 (33% of the total households – 34,733) at the end of June 2015.

Table 3-25: Tax Payment Condition

	No of tax payers (cumulative total of households)	Amount of paid tax (cumulative)
Targets	34,733	1,245,000 €
28 February	489	3,738 €
28 March	2,332	20,961 €
30 April	7,467	71,369 €
30 June	11,391	198,210 €

### **a.1.7 Establishment of Advisory Committee Members**

The MOP introduced a SWM system in conformity with the Law on Waste with the support by the JET for the first time in the country. Realization of a proper SWM is impossible without participation of all relevant parties.

Therefore, MOP decided to establish an advisory committee that would consist of residents and community representative from urban and rural areas. The committee should consist of ten residents who are willing to support the municipality and monitor quality of collection services to be provided by the contractors.

The members of the advisory committee are external partners for MOP and they will contribute to improvements of communications between the residents and MOP in regards to the environmental issues they face.

Members of the advisory committee are requested to contribute to implementation of the Municipal Regulation on Waste Management and waste discharging rules by monitoring the quality of collection services being implemented by the contractors and residents' waste



discharging manners. When necessary, the committee members are authorized to advise the contractors as well as the residents.

The committee members have to submit reports of their duties on monthly-basis to the Waste Management Section. Based on the reports, the section verifies the actual conditions of the service and residents' discharging manner, and supervises the implementation of the collection services.

The advisory committee meeting will be organized by the Waste Management Section at the beginning of each month. During the meeting, members share information about the performance of collection services conducted in the previous month, complaints received from residents and results of own surveys or observations. The Waste Management Section informs the contractors of these results and requires improvements if there is a necessity.

## b. Activity 5-2: Support on Public Awareness Raising

### b.1 Awareness for improvement of waste tax collection rate

In November 2014, a total of 35,000 copies of leaflets were printed in three languages - Albanian, Bosnian and Turkish - in order to disseminate information "Commencement of Waste Tax in January 2015". Distribution of the leaflets was carried out by the collection companies and staffs hired temporarily by MOP. The design and the contents of the leaflet were prepared and finalized by C/P members of MOP. The orientation for leaflet distribution for collection companies was also conducted by the staffs of MOP.

Following up the leaflet distribution, 20-second-long information was broadcasted on Radio Prizreni and TV Besa for ten times a day since January 2015, upon the request of MOP.



Figure 3-14: The Leaflet for Improvement of Waste Tax Collection Rate



## **b.2 Composter Promotion by MOP**

### **(1) Procurement of Home Composters by MOP**

MOP opened the tender for the 500 composters as the first batch of their distribution in January 2014, and selected one contractor. The contractor is responsible for purchasing the composters and delivering them to the households in Prizren.

Initially, it was planned that MOP would bear 50% of the cost of a composter and a citizen would pay 50% of the cost to obtain one. However, MOP did not have a legal measure to accept the regained from the expenditure it was decided to provide all composter for free to Prizren citizen. Next 500 composters will be procured in early 2015 after another tender.

### **(2) Distribution of the first Batch of 500 Home Composters by MOP**

The Waste Management Section (WMS) has given the initial priority to the rural area of the Prizren municipality, set a quota for each village according to the number of households, and requested the village representatives to give lists of those who want to use a composter in their own villages. In August 2014, WMS started distribution accompanying the contracted provider of composters to the villages that had submitted their lists, but they found a few citizens whose names were on the list, but who had not been well-informed about composters and some of them did not accept the composter at the end. On the other hand, there were several cases that those, who were not on the list, saw the distribution in their village and received explanation from WNS on the spot, asked for a composters.

Furthermore, after the promotion video, which had been produced earlier in 2014, was broadcasted on a national network TV (RTK) on 24th October, 2014, many citizens started visiting the office of WMS in the municipality building to request for one for them.

While a citizen will not be required to pay for a composter, it is required to submit a receipt from the waste collection company and a copy of his/her ID to WMS. Those who submitted these documents but could not receive a composter are listed in the waiting list so that the delivery will be made to them during distribution of the second batch.

### **(3) Awareness activities for follow-up of new users and further dissemination**

Targeting the women living in the areas that have received distribution of the composters in this fall, community meetings were carried out. The objectives of these meeting are to create awareness for waste reduction and to increase users of composters, and the purposes is to increase applicants more for the next distribution by clearing any questions and concerns of the new users and getting more citizen interested in composters. The contents of the meeting were considered to serve this purpose.

Women were targeted because it is in many cases women who take care of waste and flowers and plants at home, and it will be effective for the objectives of WMS if these women would acquire correct knowledge about composter and waste. One village requested, understanding the intension of WMS, to have only female from the organizers (WMS). The flyer for the meeting was prepared incorporating such considerations.

The planning, notification, preparation of presentation, and facilitation of these meetings are done by WMS, utilizing its experiences earned so far from the Project.

The content of the presentation was prepared, focusing more on those who had newly become

composter users in this winter season, to clear their concerns. However, the participants of the meetings were mostly those who had not got a composter yet. The presentation seemed to have convinced these participants, too, by the detailed explanation of how to use a composter in each specific problematic condition, and by presenting familiar examples such the amount of waste that can be reduced by using composters specific to each village, and more future users were added to the waiting list for the second batch distribution.

#### (4) Creating a page on Facebook for users of composters in Prizren by MOP

A page was crated on Facebook in attempt to secure a way to keep two-way communication between MOP and the increased number of compost users, now that it would be more difficult to visit and provide advises each one of the more than 500 users in the city.

WMS keeps on updating with information of their activities as well as some seasonal suggestions to the users. As of 31 January, 2015, there are 191 “friends” of the “Komposterit Shtepiak” (Home Composter). The updates so far are shown in relevant Progress Report.

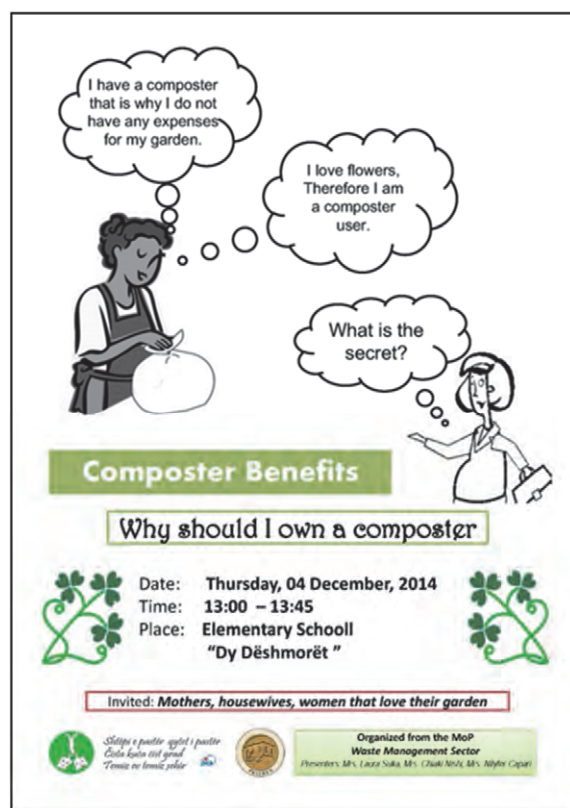


Figure 3-15: A Flier for Announcement of a Community Meeting on Composters

### b.3 Public Opinion Surveys on the New SWM System

The new SWM system was introduced in January 2015. In order to identify the difference, JET conducted POSs before and after the commencement of the system.

According to the results of the survey, the share of respondents who indicated existence of waste related problems decreased from 30% to 10% after introduction of the system. This was due to an increase in the reliability of collection services and the elimination of problems such as left-over waste and waste scattering.

As for the tax payment, 90% of the urban respondents and 36% of the rural respondents answered that they had already paid their taxes.

No respondents expressed opposed opinions about the tax rate. According to the results of the survey, 80% of the respondents considered that the tax rate had been appropriate and affordable.

Therefore, it can be considered that the residents of Prizren Municipality accepted the new SWM system.

The detailed results of the POS are attached in Annex of this report.

Table 3-26: Answers of the respondents to the question related with existence of waste-related problems

Year	Area	1. Yes	2. No	3. don't know	Total
2014	Urban	21.4 %	78.2 %	0.4 %	100.0 %
	Rural	34.6 %	64.1 %	1.3 %	100.0 %
	Municipal Total	26.7 %	72.5 %	0.8 %	100.0 %
2015	Urban	7.9 %	90.8 %	1.3 %	100.0 %
	Rural	13.75 %	83.75 %	2.50 %	100.0 %
	Municipal Total	10.25 %	88.00 %	1.75 %	100.0 %

### 3.2.6 Other Activities

#### a. Activity 6-1: Implementation of Landfill Capacity Survey and Environmental Monitoring of Disposal Site

##### a.1 Survey on Landfill Capacity of Existing Disposal Site

##### a.1.1 Objectives of the Survey

Landovica disposal site was constructed in Prizren municipality as a sanitary landfill site by the assistance of EU. The operation of the site was commenced in 2004. According to the plan of EU, the disposal site had a capacity to receive waste until 2020.

As disposal amount has been increasing recently in relation with the increase of population, it was necessary to conduct continues monitoring by measuring the current disposal amount, estimating remaining capacity and the lifetime of the disposal site.

##### a.1.2 Applied Methodology

The landfill amount was estimated based on the measured thickness of landfilled waste and the bottom height indicated in the initial design drawing. The thickness of the landfilled waste was estimated based on the elevation measured with GPS at the top of the landfill area.

The remaining life of the disposal site was measured based on the planned height of the initial design drawing and current height measured at landfill area.

### **a.1.3 Frequency of Measurements**

The survey was conducted once a year and the remaining lifetime was estimated from the disposal amount planned in the SWM Master Plan.

### **a.1.4 Implementation of the Survey**

The first measurement was implemented in April 2012 in cooperation with C/P members of MOP. According to the results of estimation, the amount of landfilled waste was 450,000 m<sup>3</sup> and if the specific gravity was assumed as 1.2 ton/m<sup>3</sup>, the disposal site would be utilized until 2021.

After the second measurement conducted in April 2013, the amount of disposed waste was 510,000 m<sup>3</sup> and the expected lifetime was estimated to end at the same with that of the previous measurement.

The third measurement was conducted in April 2014. The disposed amount was 550,000 m<sup>3</sup>. As the expected lifetime was estimated to end at the same time with the previous two measurements, the results of the measurements considered to be reliable.

### **a.1.5 Continuation of the Survey**

The technical transfer related with the survey to the C/P members was conducted through implementation of the survey between 2012 and 2014; as a result, the C/P members of MOP conducted the survey measurements by themselves in Apr 2015.

The results of the latest measurement were examined by the JICA expert and verified to have been within expected range. Therefore, it was considered that the C/P members became able to identify the remaining landfill capacity of disposal sites on their own.

## **a.2 Environmental Monitoring of the Existing Disposal Site**

### **a.2.1 Background**

According to technological plan of Landovica Disposal Site, it was supposed to circulate the leachate collected in the leachate pond back to the landfill area using a pump. However, the disposal site was not observed pumping the leachate back to the landfill area in 2011. At the same time, it was often reported that contaminated liquid flown into the water canals located in the downstream from the disposal site.

For the above reason, JET recommended to establish a system through which the water quality in the surrounding areas of the disposal site was monitored with simple testing equipment and to identify contaminating factors through implementation of detailed analysis at a designated laboratory if the above tests detect abnormal changes during the monitoring.

### **a.2.2 Items to Monitor**

Following items were monitored during the monitoring in order to identify any abnormal change in water quality.

Table 3-27: Items to Monitor

Item	Unit	Content
EC (Electrical Conductivity)	μs/cm	EC is used as an indicator to determine the quality of water quality. It represents the ease of electrical conductivity and mineral volume of water. Metals are contained in the waste of landfill, and these melt into the water, and become ions, and then it becomes easy to conduct electricity. Therefore, EC increases in places affected by landfill leachate.
ORP (Oxidation-reduction Potential)	mV	This is an indicator for the condition of oxidization or reduction. ORP is represented by a negative (reduction) or positive (oxidation) numeric value. The higher the positive value, the greater the capacity of oxidizing the pollutants. The lower the negative value, the greater the capacity of reducing the pollutants. ORP indicates the condition of aerobic or anaerobic in the landfill site.
pH (hydrogen ion concentration)		pH represents the degree of acidity or alkaline. It indicates alkalinity in the case of under pH7, neutral in the case of pH7 and acidity in the case of over pH7.
Water temperature	Degree	Temperature of sampling water

### a.2.3 Sampling Points and Frequency

Points upstream and downstream of the confluence point of the leachate, and wells (Depth: small, medium, and large) in the village were selected for sampling. The monitoring was commenced on 29 March 2012 and conducted weekly during the first month. As the results measured during this period was similar, the implementation frequency was decreased to once a fortnight.

The C/P of MOP has been conducting the monitoring by themselves for three years and three months without any interruptions.

### a.2.4 Recommendations Based on the Results of Water Quality Monitoring

#### (1) Recommendation for Operation of Landfill Site

- It is necessary to circulate the leachate by pump on regular basis and promote the reduction of leachate by evaporating so that it the overflow of the leachate from the leachate pond by rainfall will be prevented (Pollution of the leachate in rainy weather is very high according to result of survey).
- Eastern sites must not be used for storage of leachate anymore. As liner sheets are not installed, leachate seeps underground polluting the underground water in the future.
- It is necessary to check whether leachate is outflowing or not regularly.

#### (2) Recommendation for activity as a result of water quality survey

- MOP has to report the monitoring results to the Ministry of Environment and Spatial Planning on a regular basis.
- If abnormal changes in water quality were identified during the periodic monitoring, MOP

has to check the conditions of landfill operation, and if operation is not properly managed, MOP has to supervise KLMC. If KLMC do not accept the requirements, MOP has to report to MESP.

**(3) Recommendation to continue the water quality survey by C/P**

- C/P has continued water quality survey by portable equipment on a regular basis for two years, and mastered to do calibration properly. They obtained a capacity to continue this survey. It is necessary to consider the survey frequency and continue this survey.
- It is necessary to do calibration on a regular basis to survey properly. It is easy to buy the material of calibration from abroad by inter net. C/P need to purchase them as needed.

**b. Activity 6-2: Preparation and Implementation of Plans and Materials for Equipment Maintenance Training**

**b.1 Background**

Before the technical cooperation project, Japanese Grant Aid Project was implemented and 43 collection trucks (33 to Ekoregjioni RWC (25 of which to Prizren Municipality) and 10 to Pastrimi RWC) together with maintenance equipment were donated to the country. As the grant aid project did not include a component of equipment maintenance training, the component was decided to be included in the technical cooperation project.

In order to train the recipient organizations for efficient utilization of both old and donated equipment, a JICA expert on O & M was planned to conduct 3 assignments during the project implementation period: in October 2012, April 2013 and October 2013.

During the assignments, the expert paid attention to improving capacities equipment maintenance sections of Ekoregjioni RWC and Pastrimi RWC.

**b.2 First assignment (13 October to 11 November 2012)**

The expert in charge of O & M of equipment conducted survey on current conditions of equipment maintenance section in Ekoregjioni RWC and prepared recommendations for improving the current equipment maintenance system and equipment utilization database during his first assignment.

On 7 November 2012, trainings on improvement of O & M system, improvement of data management systems and budget estimation for procuring spare-parts were implemented targeting 8 members of Ekoregjioni RWC at the same time with capacity assessment of mechanics.

**b.3 Second assignment (13 April to 12 May 2013)**

The waste collection trucks, maintenance equipment and spare parts were delivered through the Japanese grant aid in October 2012. The full operation of the trucks began in January 2013. During the second project year, in April 2013, the expert examined the condition of trucks after three months in use and provided guidance on how to detect and repair primary malfunctions.

Moreover, the expert held technical seminars and practical training sessions, while instructing the equipment manager and the assistant equipment manager on how to record and edit equipment utilization and maintenance data. In relation with these trainings, relevant training

materials were prepared and distributed to the mechanics and participants of the trainings. During the preparation of the materials, much attention was paid to the possibility of the materials to be used as a manual for the participants after the training.

Table 3-28: Schedule of the Training

Date			Time	Theological training	Practical training
First week	2013/4/23	Tue	13:30-15:00	Basic knowledge/ Engine	-
	2013/4/24	Wed	13:30-15:00	Chassis/Transmission / Brake	-
	2013/4/25	Thu	13:30-15:00	Electric system	-
	2013/4/26	Fri	13:30-15:00	-	Periodic service
Second week	2013/4/29	Mon	13:30-15:00	Hydraulic	-
	2013/4/30	Tue	13:30-15:00	Hydraulic	-
	2013/5/2	Thu	13:30-15:00	General question and answer	Hydraulic/Troubleshooting
	2013/5/3	Fri	13:30-15:00	Understanding test	-

Table 3-29: Training Materials

Date	Training contents	Training materials
1st day	Basic knowledge/ Engine structure	Training video, Manual copy (9 pages)
2nd day	Chassis/Transmission / Brake	Training video, Manual copy (8 pages)
3rd day	Electric system	Manual copy (8 pages)
4thday	Practical training for Periodic inspection	Periodic inspection check sheet
5thday	Hydraulic system	Training video, Manual copy (7 pages)
6th day	Hydraulic electrical system	ShinMaywa manual copy (5 pages)
7th day	Practical training for Hydraulic / Electric	
8th day	Understanding test	13 questions, 6 pages

#### **b.4 Third assignment (1 October to 9 November 2013 (from 7th to 16th October, engaged in technical inspection of grant aid trucks))**

During the third assignment conducted from October 2013, the expert conducted practical trainings for section managers, mechanics and drivers to strengthen and improve the equipment maintenance system established in the first and second project years.

##### **b.4.1 Training for Equipment Section Managers**

The expert provided three training sessions for the equipment manager, assistant equipment manager, and young mechanics of the maintenance of equipment section. During the trainings, the expert also provided the management staffs with know-how and instructions on preparation



of procurement budget for necessary spare parts in order to ensure smooth implementation of equipment maintenance.

Table 3-30: Training Schedule for Equipment Section Managers

	Training session	Date/Time	Content
1	First training for the maintenance of equipment section managers	October 10, 2013 9:00—11:00	Instructions on improving operation data management (establishment of an Excel database) Instructions on improving maintenance database management (establishment of an Access database)
2	Second training for the maintenance of equipment section managers	October 21, 2013 9:00—10:30	Instructions on improving maintenance database management (how to evaluate the Access database)
3	Third training for the maintenance of equipment section managers	October 28, 2013 10:00—11:30	Setting the replacement timing of oils and spare parts Explaining how the number of mechanics is calculated
	Training material	1. Operation data excel datasheet 2. Maintenance data Access datasheet	

#### b.4.2 Training for Mechanics

The expert organized a 2-day seminar targeting the managers and mechanics of the maintenance of equipment section of the Ekoregjioni RWC and the Pastrimi RWC of Pristina. On the first day, the expert explained the kinds of malfunctions found in waste collection trucks that have been in operation for more than a month and how to repair them. The expert explained how the ISUZU workshop manual can be applied. On the second day, the expert used the manual and provided practical training on brake overhaul following the manual and guidance on brake lining replacement, brake adjustment and wheel hub bearing.

Table 3-31: Schedules and Materials Used

	Training	Date/Time	Content
1	Training of mechanics (lecture)	October 24, 2013 13:00—15:00	Causes of malfunctions and how to repair them Adjustment of brakes and clutches
2	Training of mechanics (practical)	October 25, 2013 13:00—15:30	Advise on brake overhaul
	Training materials	1. Presentation paper 2. Explanatory materials	

#### b.4.3 Training for Drivers

The expert held three training sessions for drivers in which a total of 26 drivers participated.

Since the number of malfunctions is expected to increase as the operation period of vehicles becomes longer, the expert instructed drivers on how to conduct appropriately daily inspections and operate the compactor system. Actual vehicles were used to explain the causes of malfunctions and how to repair them. The expert made an instruction material titled “Driver’s guide -Trouble case study-,” explaining, in words and photographs, the causes of malfunctions of waste collection trucks and how to repair them. The material was handed out to the drivers.

Table 3-32: Training Schedule for Drivers

	Training	Date/Time	Content
1	First training of drivers (practical) 16 drivers (daytime) of Ekoregjioni RWC	October 30, 2013 7:00—8:00	How to repair irregularities and malfunctions Q&A
2	Second training of drivers (practical) 4 drivers (nighttime) of Ekoregjioni RWC.	October 31, 2013 13:00—14:00	How to repair irregularities and malfunctions Q&A
3	Third training of drivers (practical) 6 drivers of the 4 units	November 1, 2013 14:00—15:00	How to repair irregularities and malfunctions Q&A
	Training material	1. Driver’s guide-Trouble case study-	

## 4 Project Administration

### 4.1 Joint Coordinating Committee Meetings (JCC Meetings)

JCC Meetings were organized eight times from the project commencement till the end of June 2015. The dates of the meetings, places held and the topics discussed were as follows:

Table 4-1: Summary of the JCC Meetings

No	Date	Place	Topics	Note
1	12 Sep, 2011	MESP, Pristina	• Explanation of the Work Plan, Discussion	
2	09 Feb, 2012	MOP, Prizren	• Progress of the project; Results of the Baseline Surveys; Framework of the SWM Master Plan; Revision of PDM <sub>0</sub>	
3	28 Jun, 2012	MOP, Prizren	• Progress of the project; SWM Master Plan (Initial Draft); Plan of Pilot Projects; Revision of PDM <sub>1</sub> ; Work Plan for the second Year	<u>Observed Items:</u> -Project Activities; -Illegal Dumping at Zhur; -Landovica Disposal Site
4	28 Jan, 2013	MOP, Prizren	• Progress of the Project; Revision of PDM <sub>2</sub> ; Plan of Operation for the third Year	

No	Date	Place	Topics	Note
5	21 Oct, 2013	MESP, Pristina	• Revision of PDM <sub>3</sub>	
6	20 Feb, 2014	MOP, Prizren	• Progress of the Project; Results of the Terminal Evaluation	
7	23 Jul, 2014	MOP, Prizren	• Progress of the Project; Plan of Operation for the second Phase of the third Year	
8	17 Mar, 2015	MOP, Prizren	• Progress of the Project; Plan of Operation for the second half of the second Phase, the third Year; Revision of PDM <sub>4</sub>	Observed Items: -Project Activities; -Current Conditions of Prizren City; -Cashiers of MOP established Waste Tax -Collection trucks
9	21 Jul, 2015	MESP, Pristina	• Project Completion Report; Overview	

## 4.2 Revision of PDM

Throughout the project implementation period, the PDM was revised four times. The content of the revisions are explained in the following sections:

### 4.2.1 Revision of PDM<sub>0</sub>

The actual situation of SWM of the Prizren municipality was identified through the baseline surveys and the waste flow analysis. The future SWM of MOP was formulated in the first draft of the SWM Plan. In addition to these, the contents of the pilot projects to verify the practicability of improvement measures for technical and institutional systems proposed in the SWM Plan were also substantive.

Therefore, the Project reviewed the indicators and activities of the PDM<sub>0</sub> attached in the Record of Discussions (R/D) and made PDM<sub>1</sub>.

#### a. Review of indicators

##### a.1 Overall goal

Overall goal	Original indicator
The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.	The regional solid waste management plan is drafted for half of the municipalities of Kosovo.

##### a.1.1 Problem of the original indicator

There is no regional administrative structure in Kosovo so the region-based SWM has no implementation body.

### a.1.2 Proposed Indicator

Based on the above problems, the following indicator was proposed:

Overall goal	Proposed indicator
The capacity for solid waste management for municipality levels in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.	<ul style="list-style-type: none"> <li>Local government developed SWM plan increases.</li> </ul>

### a.1.3 Means of verification

- SWM plan of other municipalities

### a.2 Project Purpose

Project purpose	Original indicator
The capacity of solid waste management in Prizren municipality will be strengthened.	The municipal solid waste management plan is drafted by municipality officials of Prizren, which are to be approved.

### a.2.1 Problems in the Original Indicator

Preparation of the SWM Plan does not prove that the capability of waste management has been improved. Although the Municipal Assembly was ready to approve the SWM plan, it cannot be an indicator for evaluation of improvement of waste management capacity.

### a.2.2 Proposed indicator

Project purpose	Proposed indicator
The capacity of solid waste management in Prizren municipality will be strengthened.	<ul style="list-style-type: none"> <li>Staff of waste management performs according to the SWM Plan.</li> <li>Complaints concerning solid waste from the citizens decrease.</li> </ul>

### a.2.3 Means of verification

- MOP's activities are reported in the Progress Report
- Record of complaints received from the residents

### a.3 Outputs

Output	Original indicator
1. The current situation and problems of solid waste management in Prizren municipality are analyzed.	<ul style="list-style-type: none"> <li>The report that summarizes the current situation and problems on solid waste management in Prizren Municipality are shared among stakeholders.</li> </ul>
2. The draft solid waste management plan and pilot activities in Prizren municipality are prepared	<ul style="list-style-type: none"> <li>The management plan and pilot activity plans in Prizren Municipality are drafted.</li> </ul>

Output	Original indicator
3. The feasibility of solid waste management plan is confirmed.	<ul style="list-style-type: none"> <li>The feasibility of solid waste management plan and recommendation for national level plan are prepared in a document.</li> </ul>
4. Public awareness in solid waste management is improved in Prizren	<ul style="list-style-type: none"> <li>The number of residents who understand waste management will increase.</li> </ul>

### a.3.1 Problem of the original indicator

Output 1: Preparation of the report summarizes the current situation and problems should be independent. Sharing the report among stakeholders is a different matter.

Output 2: A materialization of activities of the pilot project does not prove that the SWM plan (draft) has developed.

Output 3: Confirmation of the feasibility of the SWM Plan is to be verified by the practicability of the systems proposed in the SWM Plan through the activities carried out in the Pilot Projects. Therefore, the SWM Plan does not include recommendations for a national level plan.

Output 4: It is extremely difficult to judge whether the citizens have understood the SWM.

### a.3.2 Proposed indicator

Output	Proposed indicator
1. The current situation and problems on solid waste management in Prizren municipality are analyzed.	<ul style="list-style-type: none"> <li>The current situation and problems on solid waste management are summarized in the report.</li> </ul>
2. The draft solid waste management plan and pilot activities in Prizren municipality are prepared	<ul style="list-style-type: none"> <li>Long and mid-term targets on solid waste management for the municipality of Prizren are set.</li> <li>Strategy, implementation plan and financial plan to achieve the target are developed.</li> <li>Pilot activity plan is materialized.</li> </ul>
3. The feasibility of the solid waste management plan is confirmed.	<ul style="list-style-type: none"> <li>Feasibility of the waste collection system proposed in the solid waste management plan is verified technically.</li> <li>Feasibility of the waste collection system proposed in the solid waste management plan is verified financially.</li> </ul>
4. Public awareness in solid waste management is improved in Prizren	<ul style="list-style-type: none"> <li>The waste amount taken away from illegal dump reduces.</li> <li>The waste discharge rule is disseminated and waste collection activity is carried out efficiently.</li> </ul>

### a.3.3 Means of verification

Output 1: Report of baseline surveys

- Output 2: Draft Solid Waste Management Plan  
 Pilot Project Plan
- Output 3: Evaluation of the technical system and financial system of the pilot project to be included in the Progress Report
- Output 4: Record of waste amount of illegal dump removal carried out by the Ekoregjioni public company (weighbridge data of Landovica disposal site and number of trucks dispatched for illegal dump removal by the Ekoregjioni public company)  
 Report of Time and Motion survey

#### b. Revision of activities

Adjusting to the work plan approved by the first JCC and pilot project plan proposed, the following revision of Activities in the PDM are proposed:

PDM <sub>0</sub>	PDM <sub>1</sub>
1.1 To review the current administrative framework for solid waste management on the national and municipality level	1-1 To Acquire a baseline 1-1-1 Observation of the current waste management administration 1-1-2 Implementation of baseline surveys
1.2 To conduct a baseline survey for the entire solid waste management system	1-2 To clarify waste flow
1.3 To analyze the collected data and information to draw a possible improvement plan	1-3 To identify issues through waste flow
2.1 To select area(s) for pilot project	2-1 To develop a framework for a draft of the SWM plan
2.2 To draft a solid waste management plan for the pilot area(s) based on the data analyzed.	2-2 Development of draft for the SWM plan 2-3 To plan the pilot project 2-4 To select the pilot project sites 2-5 To prepare the pilot project plan
3.1 To implement the above draft solid waste management plan in the selected pilot area.	3.1 To implement pilot projects and monitor their progress
3.2 To revise the above implemented draft solid waste management plan through the pilot project activities.	3.2 To development final draft SWM plan based on the results of pilot projects
3.3 To hold a series of seminars and workshops to share the lessons learned through the pilot project activities, as preparation for drafting the national solid waste management plan	3.3 To hold a series of seminars to share the lessons learned through development of the SWM plan with other municipalities.
4.1 To carry out awareness raising events at the local community	4-1 To prepare activity plans for raising community awareness of the environment
4.2 To carry out awareness raising events at the municipality level	4-2 To prepare community awareness program.
4.3 To plan awareness raising events for the national level	4-3 To implement improvement of community based awareness



PDM <sub>0</sub>	PDM <sub>1</sub>
	4-4 To implement environmental education for pupils 4-5 To plan awareness raising events on the national level
	5-1 To carry out monitoring of landfill volume and water quality 5-2 To improve equipment management and maintenance

#### 4.2.2 Revision of PDM<sub>1</sub>

##### a. Problem to solve on PDM<sub>1</sub>

The PDM<sub>0</sub>, which had been agreed between MESP and JICA before commencement of the Project, was amended, and approved as the PDM<sub>1</sub> in the third JCC held on the 28 of June 2012. The activities for the second year were planned in accordance with the PDM<sub>1</sub> and carried out. The progress of these activities was mentioned above.

The overall goal and the project purpose is designed as the waste management system of Prizren. This becomes a model and expands to other municipalities in Kosovo.

In the second year, pilot projects for improvements of the waste collection system and for raising public awareness were carried out. In addition, the preparatory work for the institutional arrangement to implement the solid waste management plan based on the new waste law has been conducted. Through these activities, it has been acknowledged that the management capacity of the municipality of Prizren, in charge of the entire waste management, and of the Ekoregjioni regional company providing waste collection services, should be enhanced more.

<b>Overall goal</b> The capacity for solid waste management on the municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.		
<b>Project purpose</b> The capacity of solid waste management in Prizren municipality will be strengthened.		
<b>Narrative Summary</b>	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>
<b>Output</b> 1. The current situation and problems on solid waste management in Prizren municipality are analyzed.	<ul style="list-style-type: none"> <li>The current situation and problem on solid waste management is summarized in the report.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>
2. The draft solid waste management plan and pilot activities in Prizren municipality are prepared	<ul style="list-style-type: none"> <li>Long and mid-term targets on solid waste management for the municipality of Prizren are set.</li> <li>Strategy, implementation plan and financial plan to achieve the target are developed.</li> <li>Pilot activity plan is materialized.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>
3. The feasibility of solid waste management plan is confirmed.	<ul style="list-style-type: none"> <li>Feasibility of the waste collection system proposed in the solid waste management plan is verified technically.</li> <li>Feasibility of the waste collection system proposed in the solid waste management plan is verified financially.</li> </ul>	<ul style="list-style-type: none"> <li>Execution of the institutional arrangement is necessary for the municipality of Prizren to realize the solid waste management plan, but MOP cannot do it themselves.</li> <li>It seems difficult for Ekoregjioni RWC to expand the waste collection system, the feasibility was confirmed through the PP, to other service areas by them.</li> </ul>
4. Public awareness in solid waste management is improved in Prizren	<ul style="list-style-type: none"> <li>The waste amount taken away from the illegal dump was reduced.</li> <li>The waste discharge rule is disseminated and waste collection activity is carried out efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation between municipality and the waste collection service provider is required in order to disseminate the discharge rule to the entire municipal area; however, the ability of MOP to respond to this is insufficient.</li> <li>The experience of Ekoregjioni RC to disseminate the discharge rule to the public in cooperation with the municipality is not enough.</li> </ul>

In summary of these issues, although MOP has been carrying out waste management based on the plan, and although Ekoregjioni RWC has been planning and operating the proper waste

collection system, their experience and ability is still not enough to perform for the entire municipal area.

Based on the conclusions of the operations evaluation conducted from 8 February to 15 February 2013, the necessity of activities to solve these problems in the final year of the Project was considered and JET proposed a modification of PDM<sub>1</sub> as follows.

#### b. Proposed amendment of PDM<sub>1</sub>

To strengthen the practical ability of MOP and Ekoregjioni RWC and establish a public participatory waste management system, it has been proposed that the following three activities are added to the third year of the Project:

Activities	Proposed amendment
3-1 To implement pilot projects and do monitoring of their progress	3-1 Same as on the left
3-2 To development final draft SWM plan based on the results of pilot projects	3-2 Same as on the left.
3-3 To hold a series of seminars to share the lessons learned through development of SWM plan with the other municipalities.	3-3 Same as on the left.
	<b>3-4 Support for institutional arrangement of MOP (Addition)</b>
	<b>3-5 Guidance for operational improvement of waste collection for Ekoregjioni RWC (Addition)</b>
4-1 To prepare activity plans for raising community awareness on environment	4-1 Same as on the left.
4-2 To prepare community awareness program,	4-2 Same as on the left.
4-3 To implement improvement of community based awareness	4-3 Same as on the left.
4-4 To implement environmental education for pupils	4-4 same as on the left.
4-5 To plan awareness raising events at the national level	4-5 Same as on the left.
	<b>4-6 Support for dissemination of discharge rule to the entire municipal area (Addition)</b>

### 4.2.3 Revision of PDM<sub>2</sub>

Several activities have been added in the last two years, the relation between those activities and the project purpose has become more complicated. Considering the terminal evaluation of the Project scheduled to be conducted in Feb. 2014, it is necessary to rearrange the relation between the activities conducted, outputs expected and project purpose.

#### a. What does mean “SWM capacity of MOP is strengthened”?

The meaning of that the SWM of municipality of Prizren is strengthened is: (1) Institutional system and organization for SWM is prepared; (2) Management and disposal (treatment) capacity on solid waste is strengthened enough to materialize SWM plan; (3) Source of revenue to implement SWM plan is secured sustainably; and (4) Public awareness on SWM has been raised.

From the above four viewpoints, indicators to judge whether the capacity has been strengthened are summarized as followings.

**a.1 Institutional system and organization for waste management is strengthened,**

☐ Institution

- Master Plan on SWM is developed in accordance with the Waste Law and approved by the municipal assembly.
- Municipal regulation on Waste Management is prepared in accordance with the Waste Law and approved by the municipal assembly.
- Five-year SWM Plan for MOP is developed in accordance with the Waste Law and approved by the municipal assembly.

☐ Organization

- MOP establishes Waste Management Section based on the municipal regulation.
- Municipal assembly recognizes that strengthening of the waste management section is indispensable to realize the five-year SWM plan.

**a.2 Capacity of waste management and treatment to realize the plan is strengthened,**

☐ Solid Waste Management

- The current situation of solid waste management in Prizren is grasped quantitatively.
- Plan of pilot projects to verify feasibility of SWM plan is prepared.
- Staff of the waste management department will be able to properly waste management.
  - Budget management (budget estimation, budgetary request, tax revenue management, etc.)
  - Supervision of commission (selection of waste collection service providers, Contract management, evaluation, payment , etc.)
  - Public education
  - Data management on waste (forecast of waste generation, final disposal amount, etc.)
  - Planning (Implementation plan (every September), Master Plan on SWM)
  - Complaint handling

☐ Solid Waste Disposal (treatment)

- Ekoregjioni RWC and private companies will have capacity enough to collect the waste of entire municipal area (79% and 21% respectively by population base).
- Ekoregjioni RWC become able to operate waste collection business appropriately

by using the equipment donated.

- Waste collection service area is expanded.
- Waste collection is carried out efficiently by introducing bell collection system.
- Sound operation system is established.

**a.3 Fund for implementing the plan is secured sustainably**

- ☐ MOP tackles to secure budget sustainably for implementation of the SWM plan.
- ☒ Discussions for the introduction of the waste tax based on the Municipal Regulation on Waste Management are made by the municipal assembly.
- ☒ Costs required to implement the solid waste management five-year SWM plan is recognized by the concerned parties of municipality of Prizren.
- ☒ Based on the five-year SWM plan, budget for the waste management of 2014 is secured.

**a.4 Public awareness on SWM is raised**

- ☐ Waste discharge rules are disseminated.
- ☐ Home composters with the function as an education tool are disseminated.

**b. Proposed PDM<sub>3</sub>**

Indicators of the project purpose, outputs mentioned above were proposed to be applied to the PDM.

**b.1 Indicators of Project purpose**

- ☐ Municipality of Prizren becomes able to secure funding to sustainably implement the five-year SWM plan by the end of the Project.
- ☐ Dissemination of experience and knowledge obtained in the project to other local governments is ready by the end of the project.

**b.2 Indicators of Outputs**

Output 1:

- ☐ The current situation and problems on solid waste management is summarized in the report.

Output 2:

- ☐ Draft master plan on solid waste management for Municipality of Prizren is developed in accordance with the waste law.
- ☐ Draft five-year solid waste management plan for municipality of Prizren is submitted to

the municipal assembly.

- ☐ Draft municipal regulation on solid waste management is submitted to the municipal assembly.
- ☐ Plan of pilot projects is prepared.

Output 3:

- ☐ Municipality of Prizren prioritizes establishment and strengthening of organization based on the draft municipal regulations and the five-year solid waste management plan.
- ☐ Municipality of Prizren performs solid waste management properly.
- ☐ Operation capacity (collection and transportation, and equipment maintenance) for solid waste treatment of Ekoregjioni Regional Waste Company is strengthened.
- ☐ The possibility of achieving a 100% (of population) waste collection rate in 2014 will be confirmed through implementation of pilot projects.
- ☐ Municipality of Prizren takes budget measures necessary for waste management activities in 2014.

Output 4:

- ☐ Waste discharge rules are disseminated.
- ☐ Home composters are disseminated.

**c. PDM<sub>3</sub>**

The PDM proposed based on the above indicators was discussed in the fifth JCC and approved as a PDM<sub>3</sub> officially.

**4.2.4 Revision of PDM<sub>3</sub>**

It was confirmed that the outputs expected from the beginning were achieved according to the results of terminal evaluation of the Project conducted by JICA and Kosovar side from the 4th to 21st of February 2014 summarized as below.

Output 1: The Output 1 has already been achieved.

Output 2: The Output 2 is likely to be achieved.

Output 3: The Output 3 is likely to be achieved.

Output 4: The Output 4 is likely to be achieved.

On the other hand, following comment was given to the project purpose “The capacity of solid waste management in Prizren municipality will be strengthened” in the Minutes of Meeting of the joint terminal evaluation.



The achievement of the Project Purpose depends on whether the MOP securely implements the residual work, such as completing the transformation of the financial resource of its SWM from collected fare to the newly developed Waste Tax, etc. The Joint Evaluation Team believes that MOP will never fail to do, being clear from its great effort up to the present. However, MOP should take initiative to continue its effort, since it will be the first experience for its personnel to act along the SWM system that has been established through the Project period.

It should be confirmed that MOP is responsible for implementing its activities on SWM during the transition period, as listed below:

- (1) To raise the rate of collection of Waste Tax;
- (2) To discuss the coordination between outsourcing waste collection and related laws and regulations;
- (3) To prepare the procedure to outsource waste collection;
- (4) To monitor the collection of Waste Tax and financial process concerning SWM;
- (5) To report the budget and result in SWM;
- (6) To clarify the details of demand of budget in SWM; and
- (7) To implement activities to make habitants aware of paying Waste Tax.

It is of course required for MOP as well to continue its effort in implementing the activities of the Project in the residual period toward the achievement of the Project Purpose.

MOP prepared PDM<sub>4</sub> including additional activities necessary to achieve the Project purpose in accordance with the above comment. PDM<sub>4</sub> was discussed in the sixth JCC meeting held on 20 February 2014 and concluded as proper one. Therefore, Kosovar side requested JICA to extend the Project period based on the conclusion.

#### 4.2.5 Revision of PDM<sub>4</sub>

In relation with the introduction of the Waste Tax System in January 2015, the indicator for the Output-5, which had not been determined in the PDM<sub>3</sub>, was decided as follows through consultation with the C/P of MOP on 17 Mar 2015.

- Overall collection rate of waste tax will reach 40% in the annual commissioning expenses of collection service.

In accordance with the above, PDM<sub>4</sub> was revised into PDM<sub>5</sub>.

### 4.3 Counterpart Trainings

Before implementation of the counterpart trainings (C/P trainings), JET prepared a plan of participants for each year in consultation with the C/P organizations. The summary of the plan are the following:

First Year: In relation with the donation of collection equipment under the Japanese Grant Aid, participants were selected from the waste collection public companies (Ekoregioni RWC and Pastrimi RWC) to which the donated equipment will be distributed.

Second Year: In order to strengthen the SWM system based on the SWM Master Plan (draft), the participants were mainly selected from MOP and Prizren Unit of Ekoregjioni RWC.

Third Year: Based on the necessity of dissemination of experiences to other areas, the participants were selected from the other municipalities of Prizren Region.

Table 4-2: Plan of Participants for C/P Trainings

Name of Organization	No	Positions Held	First Year	Second Year	Third Year
[Municipality of Prizren]	1	Director of Public Services		○	
	2	Coordinator	○		
	3	Professional Partner of Architecture		○	
	4	Professional Partner of Architecture		○	
	5	Environment inspector		○	
	6	Environment inspector	○		
	7	Staff of SWM section			○
	8	Staff of SWM section			○
[Ekoregjioni] Prizren	1	CEO		○	
	2	Regional operation manager	○		○
	3	Chief of Prizren unit		○	
	4	Chief Accountant		○	
	5	Chief Mechanic		○	
	6	Mechanic	○		
Suhareka	1	Officer in charge of SWM			
	2	Ekoregjioni	○		
Rahovec	1	Officer in charge of SWM			○
	2	Ekoregjioni	○		
Malisheva	1	Officer in charge of SWM			○
	2	Ekoregjioni	○		
Dragash	1	Officer in charge of SWM			○
	2	Ekoregjioni	○		
Other municipality	1	Dept. of Public service, Pristina			○
	2	Dept. of Public service, Ferizaj			○
	3	Dept. of Public service, Peja			○
[Pastrimi] Pristina	1	Operational manager	○		
[Ministry of Environment and Spacial Planning]	1	Director			○
	2	Head of waste management	○		
	3	Head of environmental division		○	
	4	Waste management division		○	
	30		10	10	10

#### 4.3.1 C/P Training in the First Year

##### a. Purpose of training

To understand the system of waste management such as "discharge, collection, transportation, incineration, final disposal, collection of resource, environmental education and enlightenment" by lecture and visiting about Japanese waste management is the purpose.

##### b. Contents of training

##### b.1 Training period

From May 16, 2012 to May 26, 2012 (Departure: May 27)

## b.2 Trainees

Table 4-3: List of Participants

		Name	Sex	Age	Affiliation/Post
1	Head	Ramadan Tafallari	M	60	Municipality of Prizren Coordinator of Environment Protection Section
2	Vice head	Enver Tahiri	M	54	Ministry of Environment and Special Planning Deputy Director of Environment Dep.
3	Squadsman	Galip Belallari	M	47	Municipality of Prizren Environment Inspector
4	Squadsman	Shaban Veseli	M	55	Ekoregjioni Regional Operation Manager
5	Squadsman	Berat Xhoxhaj	M	27	Ekoregjioni In charge of equipment
6	Squadsman	Tahir Kolgeci	M	55	Ekoregjioni Director of Suhareka
7	Squadsman	Gani Raba	M	58	Ekoregjioni Director of Rahovec
8	Squadsman	Vllaznim Kryeziu	M	45	Ekoregjioni Director of Malisheva
9	Squadsman	Salih Shala	M	53	Ekoregjioni Director of Dragash
10	Squadsman	Feim Salihu	M	50	Pastrimi Executive Director

## b.3 Schedule and content of training

Table 4-4: Schedule of Training

Date		AM	PM	Place	Accommodation
May 14	M	Flight			Vienna
May 15	T	Flight			
May 16	W	Arriving to Nagoya	JICA briefing	JICA	Nagoya
May 17	T	JICA orientation	1	JICA/Ogaki	Nagoya
May 18	F	2	3	Ogaki	Nagoya
May 19	S	4	Off	Ogaki	Nagoya
May 20	S	Off			Nagoya

Date		AM	PM	Place	Accommodation
May 21	M	5	6	Ogaki	Nagoya
May 22	T	7	8	Ogaki	Ogaki
May 23	W	9	10	Ogaki	Ogaki
May 24	T	11, 12	Presentation the results of training	Ogaki /JICA	Nagoya
May 25	F	Conferment ceremony of certification	—	JICA	Nagoya
May 26	S	Off			Nagoya
May 27	S	Departure from Japan			

Table 4-5: Contents of training

Item	Content
1. Visiting wood pellet manufacturing facility and waste oil regeneration facility	<ul style="list-style-type: none"> <li>• Effective utilization of forest resources</li> <li>• Convert into diesel fuel from waste oil</li> </ul>
2. Lecture of Japanese waste management	<ul style="list-style-type: none"> <li>• History of Japanese waste management</li> <li>• What is waste</li> <li>• Japanese law on waste</li> </ul>
3. Lecture of Ogaki waste master plan	<ul style="list-style-type: none"> <li>• Master plan for waste treatment</li> </ul>
4. Visiting for civil activities of Ogaki	<ul style="list-style-type: none"> <li>• Realities of environmental civic action</li> <li>• How are helping Ogaki</li> <li>• Making compost using cardboard</li> </ul>
5. Lecture of waste disposal of Ogaki	<ul style="list-style-type: none"> <li>• Overview of waste disposal in Ogaki</li> <li>• History of up to adjust the current system</li> <li>• Separated collection, recycling</li> </ul>
6. Visiting intermediate treatment facility of Ogaki	<ul style="list-style-type: none"> <li>• Intermediate treatment</li> </ul>
7. Visiting disposal facility of bulky waste	<ul style="list-style-type: none"> <li>• Mechanism of union</li> <li>• The role of local governments</li> <li>• Disposal of bulky waste</li> </ul>
8. Visiting incineration facility by the union	<ul style="list-style-type: none"> <li>• Mechanism of union</li> <li>• The role of local governments</li> <li>• Incineration by gasification melting furnace with high temperature</li> </ul>
9. Visiting recycling factory of glass	<ul style="list-style-type: none"> <li>• Sorting factory of glass</li> <li>• Recycling factory of glass</li> </ul>
10. Visiting recycling factory of plastic	<ul style="list-style-type: none"> <li>• Sorting factory of plastic</li> <li>• Recycling factory of plastic</li> </ul>
11. Visiting final disposal site of Ogaki	<ul style="list-style-type: none"> <li>• Operation of the landfill</li> </ul>
12. Visiting recycle plaza	<ul style="list-style-type: none"> <li>• Exhibition and sale of recycled products</li> </ul>

#### b.4 Photos of the Training

	
<p>Visiting wood pellet manufacturing facility</p>	<p>Courtesy call for Ogaki mayor</p>
	
<p>Courtesy call for Ogaki mayor</p>	<p>Lecture of Japanese waste management</p>
	
<p>Visiting civil activities of Ogaki</p>	<p>Commemorative photo with the workers of waste collection of Ogaki</p>
	
<p>Visiting recycling center (Sorting of plastic)</p>	<p>Visiting clean center (Control center)</p>



	
<p>Visiting heated pool using waste heat of incineration</p>	<p>Bottles collected separately</p>
	
<p>Visiting final disposal site</p>	<p>Waste station of Ogaki</p>
	
<p>Conferment ceremony of certification</p>	<p>Commemorative photo after training</p>

#### 4.3.2 C/P Training in the second Year

##### a. Purpose of training

To understand the system of waste management such as "discharge, collection, transportation, incineration, final disposal, collection of resources, environmental education and enlightenment" by lecture and visiting Japanese waste management facilities is the purpose.

##### b. Contents of training

##### b.1 Training period

From May 15, 2012 to May 24, 2012 (Departure: May 26)



## b.2 Trainees

Table 4-6: List of the Participants

		Name of nominee	Position
1	Leader	Hasan HASANI (Mr)	Director of Department of Public Services, Municipality of Prizren
2	Deputy leader	Nezakete HAKAJ (Mrs)	Head of Division for Environmental Protection, Department for Environmental Protection, Ministry of Environment and Spatial Planning
3	Trainee	Ibrahim BALAJ (Mr)	Chief of Municipal Waste & Landfill Section, Division for Waste and Chemical Management, Department for Environmental Protection, Ministry of Environment and Spatial Planning
4	Trainee	Muhamet BAJRAMI (Mr)	Chief of Waste Management Section, Department of Public Services, Municipality of Prizren
5	Trainee	Laura SUKA (Mrs)	Professional partner for Architecture, Department of Public Services, Municipality of Prizren
6	Trainee	Bajram BERISHA (Mr)	Environmental Inspector, Department of Public Services, Municipality of Prizren
7	Trainee	Nehat BASHA (Mr)	Executive Director, Ekoregjioni Regional Waste Company
8	Trainee	Ramush RUSHITI (Mr)	Operation Manager, Prizren Unit of Ekoregjioni Regional Waste Company
9	Trainee	Avni CENA (Mr)	Chief Accountant, Ekoregjioni Regional Waste Company
10	Trainee	Zikri RIZANAJ (Mr)	Chief Mechanic, Ekoregjioni Regional Waste Company

## b.3 Schedule and content of training

Table 4-7: Schedule of training

Date		AM	PM	Place	Accommodation
May 12	S	Flight			Vienna
May 13	M	Acquirement of VISA in Vienna			Vienna
May 14	T	Flight			
May 15	W	Arriving to Nagoya	JICA briefing	JICA	Nagoya
May 16	T	JICA orientation,	(Program 2)	JICA/ Ogaki	Nagoya

Date		AM	PM	Place	Accommodation
		(Program 1)			
May 17	F	(Program 3)	(Program 4)	Ogaki	Nagoya
May 18	S	Off			Nagoya
May 19	S	Off			Nagoya
May 20	M	(Program 2/5)	(Program 6/7)	Ogaki	Nagoya
May 21	T	(Program 8)	(Program 9)	Ogaki	Nagoya
May 22	W	(Program 10)	(Program 11)	Ogaki	Nagoya
May 23	T	(Program 12)	(Program 13)	Ogaki	Nagoya
May 24	F	Presentation the results of training Conferment ceremony of certification	Off	JICA	Nagoya
May 25	S	Off			Nagoya
May 26	S	Departure from Japan			

Table 4-8: Contents of training

Program	Content
1. Lecture of Japanese waste management	<ul style="list-style-type: none"> <li>History of Japanese waste management</li> <li>What is waste</li> </ul>
2. Lecture of waste disposal of Ogaki	<ul style="list-style-type: none"> <li>Overview of waste disposal in Ogaki</li> <li>History of up to the current system</li> <li>Separated collection, recycling</li> </ul>
3. Lecture of Ogaki waste master plan	<ul style="list-style-type: none"> <li>Master plan for waste treatment</li> </ul>
4. Visiting civil activities of Ogaki	<ul style="list-style-type: none"> <li>Realities of environmental civic action</li> <li>How are helping Ogaki</li> <li>Making compost using cardboard</li> </ul>
5. Courtesy call for Ogaki mayor	<ul style="list-style-type: none"> <li>Greeting , gift exchange, ceremonial photograph</li> </ul>
6. Visiting intermediate treatment facility of Ogaki	<ul style="list-style-type: none"> <li>Intermediate treatment</li> </ul>
7. Visiting r final disposal site of Ogaki	<ul style="list-style-type: none"> <li>Operation of the landfill</li> </ul>
8. Visiting recycling factory of plastic	<ul style="list-style-type: none"> <li>Sorting factory of plastic</li> <li>Recycling factory of plastic</li> </ul>
9. Visiting recycling factory of glass	<ul style="list-style-type: none"> <li>Sorting factory of glass</li> <li>Recycling factory of glass</li> </ul>
10. Visiting disposal facility of bulky waste	<ul style="list-style-type: none"> <li>Mechanism of union</li> <li>The role of local governments</li> <li>Disposal of bulky waste</li> </ul>
11. Visiting Ogaki municipal hospital	<ul style="list-style-type: none"> <li>Management and disposal of medical waste</li> </ul>
12. Lecture of outline of the industrial waste management	<ul style="list-style-type: none"> <li>Outline of the industrial waste management in Gifu city</li> </ul>

Program	Content
13. Visiting recycling factory of concrete and asphalt	<ul style="list-style-type: none"> <li>Recycling factory of concrete and asphalt</li> </ul>

#### b.4 Photos of training

	
Lecture of Japanese waste management	Courtesy call for Ogaki mayor
	
Courtesy call for Ogaki mayor	Lecture of waste disposal of Ogaki
	
Visiting civil activities of Ogaki	Visiting recycling factory of plastic





Visiting recycling center (sorting of plastic)



Visiting Ogaki municipal hospital



Visiting disposal facility of bulky waste



Visiting recycling factory of concrete and asphalt



Lecture of the industrial waste management



Commemorative photo after training



Presentation the results of training



Conferment ceremony of certification

### 4.3.3 C/P Training in the third Year

Third year training in Japan was conducted in Ogaki City, Gifu Prefecture, Japan from the 15th to 22nd of May 2014. Outline of the training was summarized as follows:

#### a. Purpose of the training

The training aims for the trainees to understand the waste management of Japan through lectures and study tours, and to contribute to smooth implementation of the Project.

#### b. Training contents

##### b.1 Trainees

Table 4-9: List of Trainees

Name of nominee	Position
1. Nezir REXHEPI (Mr)	Staff of Waste Management Section, Department. of Public Services, Municipality of Prizren
2. Dukagjin GASHI(Mr)	Department of Public Services, Municipality of Prishtina
3. Minir HAXHIMUSA (Mr)	Department of Public Services, Municipality of Ferizaj
4. Sakibe HOXHA (Mrs)	Department of Public Services, Municipality of Peja
5. Hasan DISHALLARI (Mr)	Department of Public Services, Municipality of Dragash
6. Feim FETOSHI (Mr)	Director of Public Services, Municipality of Rahovec
7. Milazim Morina (Mr)	Director of Public Services, Municipality of Malisheva
8. Besnik KRASNIQI(Mr)	Operation chief, Preizren Unit, Ekoregjioni Regional Waste Company

##### b.2 Training schedule and contents

Table 4-10: Training Schedule

Date		AM	PM	Venue	Stay
11-May	Sun	Movement			Vienna
12-May	Mon	Appliance of Visa			Vienna
13-May	Tue	Movement to Japan			
14-May	Wed	Movement	Arrive at Nagoya		Nagoya
15-May	Thu	①	②、③	JICA/Ogaki	Nagoya
16-May	Fri	④	⑤	Ogaki	Nagoya
17-May	Sat	Holiday			Nagoya
18-May	Sun	Holiday			Nagoya
19-May	Mon	⑥	⑦、⑧	Ogaki	Nagoya
20-May	Tue	⑨	⑩	Ogaki	Nagoya
21-May	Wed	⑪	⑫	Ogaki	Nagoya
22-May	Thu	⑬	⑭	Ogaki	Nagoya
23-May	Fri	Evaluation		JICA	Nagoya
24-May	Sat	Holiday			Nagoya
25-May	Sun	Leave for Kosovo			

Table 4-11: Training Contents

No.	Contents	Venues
1	Waste management of Japan	JICA Center
2	Courtesy call on Mayor of Ogaki City	Ogaki City Hall
3	Visit to "Oku no Hosomichi" memorial hall	Ogaki City
4	Lecture on Waste management master plan for Ogaki City	Ogaki City
5	Visit an "environmental citizenship" and interaction with citizens of Ogaki	Ogaki City
6	Lecture on waste treatment in Ogaki City	Ogaki City
7	Visit Clean Center and Recycle Center of Ogaki City	Ogaki City
8	Visit the final disposal site for municipal waste of Ogaki City	Ogaki City
9	Visit Recycling companies	Ogaki City
10	Visit Recycling companies	Ogaki City
11	Lecture and visit of waste treatment in Seinanno bulky waste treatment center	Ogaki City
12	Lecture and visit medical waste treatment at Ogaki municipal hospital	Ogaki City
13	Lecture on industrial waste management	Ogaki City
14	Visit recycling of construction waste	Ogaki City

## 4.4 Workshops and Seminars

### 4.4.1 Workshops

Although workshops had initially been planned for five times, it was organized eight times (27 times if public meetings are included) as the Project paid a lot of attention to the exchange of opinions with relevant parties for activities in which residents' participation are required or during the formulation processes of the plan.

Information of the workshops is summarized in the table below.

Table 4-12: Summary of the Workshops

No	Organized Date	Main Topics	Participants
1	10 May, 2012	<p>Consensus building for Frameworks of Master Plan and Plan of Pilot Projects</p> <p><u>Objectives:</u></p> <ul style="list-style-type: none"> <li>-To create ownership for the municipality and the citizens in relation with preparation of SWM Master Plan;</li> <li>-To share objectives of the plan among relevant parties;</li> <li>-To verify understandings on the concept that any activities related with implementation of the plan requires the parties to bear financial and other obligations. Parties should be aware of the concept before</li> </ul>	<p>Total of 28 attendants:</p> <ul style="list-style-type: none"> <li>-MESP;</li> <li>-MOP;</li> <li>-Waste Collection Public Company;</li> <li>-Residents' Representatives;</li> <li>-Recycling Companies;</li> <li>-NGO</li> </ul>



No	Organized Date	Main Topics	Participants
		implementation of those activities. -To ensure awareness of the relevant parties about their roles in implementation of the Plan.	
2	21 Sep, 2012 to 11 Nov, 2012 (21 times)	-Explanation of pilot project to the residents of the target areas and request for participation; -Explanation of waste discharging manner (discharging method, designated place, and time)	Residents and businesses who reside or are located in the target areas
3	18 Dec, 2012	About reformation of SWM System in relation with the implementation of the Law on Waste (Amended); -Establishment of a self-sustainable SWM system (independent from subsidies of the central government); -Preparation of a regulation required for formulation and implementation of the SWM Master Plan.	-Chairperson of the Municipal Assembly; -Department of Administration, MOP; -Department of Finance, MOP; -Public Service Department; -Human Resource Department
4	30 Jan, 2013	Regarding reformation of the SWM System in relation with the implementation of the Law on Waste (Amended); -Waste collection system; -Necessary items to be regulated in accordance with the Law on Waste; -Considerations related with the introduction of a Waste Tax System; -Schedule of activities for institutional arrangement; -Establishment of a Working Group	-Department of Administration, MOP; -Department of Finance, MOP; -Public Service Department; -Human Resource Department
5	31 May to 1 Jun, 2013	Preparation of the Municipal SWM Regulation -Waste tax; -SWM system	-Public Service Department, MOP; -Department of Administration, MOP; -Department of Finance, MOP; -Department of Public Procurement, MOP; -Representative of the Municipal Assembly
6	25 Jun, 2013	Explanation of pilot project -PP1: Improvement of current collection and transportation system -PP2: Introduction of a bell collection system -PP3: Extension of waste collection service -PP4: Improvement of community-based awareness -PP5: Implementation of environmental education for pupils	Total of 22 attendants: '-MOP -Waste collection public company; -Private collection companies; -Residents' representatives;
7	7 Feb 2014	Regarding frameworks of the SWM Master Plan (2014-2023) -Frameworks of the SWM Master Plan (amended); -Sharing concepts of the Plan	-MOP; -Waste collection public company; -Residents' representatives; -Recycling companies; -NGO; -MESP

No	Organized Date	Main Topics	Participants
8	30 Apr 2014	Regarding the environmental education for pupils in Prizren Municipality -Know-how and experience sharing for environmental education of pupils among school teachers	27 teachers and 15 pupils: -Teachers of elementary schools located in Prizren Municipality

#### 4.4.2 Seminars

Seminars were organized three times throughout the project implementation period as summarized in the table below.

Table 4-13: Summary of the Seminars

No	Organized Date	Topics and Objectives	Participants
1	15 Jun, 2014	-To share knowledge and experiences obtained through the implementation of the project; -To promote preparation of SWM Master Plans of surrounding municipalities that complied with the Law on Waste	Total of 22 attendants from five municipalities of Prizren Region
2	10 Mar, 2015	-To share knowledge and experiences obtained through the implementation of the project; -To promote preparation of SWM Master Plans for the municipalities of Kosovo that complied with the Law on Waste	Total of 58 attendants who are in charge of SWM in 26 municipalities
3	14 Jul, 2015	-To share knowledge and experiences obtained through the implementation of the project (Overview of the project); -Background of the project; -Implementation of the project; -New SWM System; -SWM Master Plan	Total of XX attendants: -MESP; -MoED; -MoEI; -Officials in charge of SWM from 37 municipalities

#### 4.5 Weekly Meetings

The weekly meeting proposed for the first JCC was commenced on 16 September 2011 with the participation of C/P members of MOP and Ekoregijoni RWC and the JICA experts. From the date, the weekly meeting was organized regularly as a joint meeting at 10:00 every Friday at the project office.

Weekly meetings were effective since C/P members not only presented the results and plan of their activities of the week, but also learned from the progress of the project activities and technical aspects that were explained by the JICA experts.

From the second phase of the third Year, C/P members of MOP had to conduct arrangements for commissioning of collection services and budget planning based on the decision by the Municipality of Prizren to implement the SWM Five Year Plan. As MOP and Ekoregijoni would be in a client-contractor relation under the new system, the weekly meetings were stopped after the 128<sup>th</sup> meeting organized on 25 Jul 2014.

## 4.6 Capacity Assessment

### 4.6.1 Methodology of assessment

In order to assess the SWM capacity of Prizren municipality, the following three components were evaluated:

- Core capacity  
Management capabilities, awareness, facilities and leadership that solve problems using technical capacity (local government level: MOP).
- Technical capacity  
Implicit knowledge accumulated as technology, specific knowledge and organization (collection company level: Prizren unit, Ekoregjioni RWC).
- Environmental basis  
Various conditions that allow Prizren municipality to achieve results by utilizing its capacities (national level: MESP).

During the project implementation period, capacity assessment was conducted five times. In each assessment, current conditions of the above mentioned capacity components were evaluated based on questionnaires distributed to the members of C/P organizations. For detailed information about the assessment methodologies, please refer to Progress Report No1.

### 4.6.2 Implementation of interview

The assessment was conducted at the same time in the first, second and third years while the final evaluation was conducted one month before the project completion for identification of change in the capacity.

Table 4-14: Dates of Interviews Conducted for Capacity Assessment

CA	Number of targeted C/P members	Date of Interview
1 <sup>st</sup> CA (First Year)	MOP (3 members)	26 September 2011
	Ekoregjioni RWC (2 members)	26 September 2011
	MESP (2 members)	28 September 2011
2 <sup>nd</sup> CA (Second Year)	MOP (5 members)	6 September 2012
	Ekoregjioni RWC (5 members)	10 September 2012
	MESP (3 members)	11 September 2012
3 <sup>rd</sup> CA (Third Year)	MOP (6 members)	18 September 2013
	Ekoregjioni RWC (7 members)	17 September 2013
	MESP (4 members)	18 September 2013
4 <sup>th</sup> CA (Fourth Year)	MOP (6 members)	15 October 2014
	Ekoregjioni RWC (7 members)	16 October 2014
	MESP (4 members)	17 October 2014

CA	Number of targeted C/P members	Date of Interview
5 <sup>th</sup> CA (Before completion)	MOP (6 members)	25 June 2015
	Ekoregjioni RWC (9 members)	29 June 2015
	MESP (4 members)	30 June 2015

### 4.6.3 Core Capacity

As improvement in the core capacity of the MOP during the project implementation period was notable, particular descriptions are introduced in this section.

#### a. Results of Questionnaire Survey

Although the levels of skills and awareness were low in the results of the 3rd evaluation, increases in all indicators for technical ability, skills and awareness were observed from the results of the 4th and 5th evaluations.

The third year of the Project was the period for the C/P of the MOP to prepare for implementation of the SWM Five-year Plan. The C/P members implemented various activities such as preparation and submission of budget appropriations request for the year 2015, organization of a tender for commissioning of waste collection services, formulation of an accounting system before introduction of the waste tax and establishment of a monitoring system for waste collection services in cooperation with the JET. The main reasons for the increase in the capacity indicators are considered that the new waste management system was commenced in January 2015 (the fourth year of the Project) and the C/P members became able to act with confidence on purposes and contents of their activities based on the understanding about the new system and the knowledge and experiences obtained during the preparatory stages. As the radar graph shows, each indicator for knowledge, skills and attitude increased dramatically in comparison with those evaluated at the project commencement.

The C/P of the MOP took much notice of their responsibilities for the waste management in the municipality as time goes by and became able to think of public services from the residents' perspectives.

#### b. Analysis on Results of the Activities

##### b.1 Organizational Enhancement

During the third JCC Meeting (organized on 28 June 2012), the director of the Department of Public Services, the project manager, announced establishment of the Waste Management Section and the head of the section.

Based on the decision, the section commenced activities with two temporary assistants and the section head. Following the approval of the SWM Five-year Plan by the Municipal Assembly, the MOP decided to appoint one officer from each of the Department of Public Services and the Department of Public Procurement to the section and the section operated with 3 permanent members including the section head. These members took charge of overall waste management, procurement management and public education, respectively.

At the end of 2014 when the preparatory activities for implementation of the SWM Five-year Plan were completed, one more member was assigned from the Department of Public Services

and took charge of the accounting system of waste tax. Moreover, a technician who was in charge of IT-related tasks in the MOP was transferred to the section in April 2015 and assigned to data management in order to maintain the information of residents and business entities up-to-date through continuous updates during the tax payment processes. As the assignment was made in consideration of system maintenance tasks such as improving database accuracy by the end of the year and smoothening distribution of tax invoices, sustainable improvement of the system has been expected.

## **b.2 Institutional Development**

### **b.2.1 The SWM Five-year Plan**

The Law on Waste enforced in June 2012 obliged municipalities to prepare their waste management plans for five years. Therefore, the MOP modified the SWM Master Plan (the first draft), which was prepared by the JET for the period 2012 to 2020 in the first year of the Project, into the SWM Five-year Plan for the five years from 2014 to 2018 and submitted the plan to the Municipal Assembly at the end of April 2013. Based on the submission, the municipality organized a public hearing on 10 May and summarized residents' opinions about the plan. In June, the Municipal Assembly approved the SWM Five-year Plan of Prizren municipality officially.

Although the Law on Waste indicated that waste management plans of municipalities must comply with the National Waste Management Strategy, the strategy had not been approved at that time. As the SWM Master Plan (the first draft) of Prizren municipality was cited in the draft of the strategy and did not contradict its contents, it would not be necessary to revise the plan even after the approval of the strategy by the Parliament of Kosovo.

It can be considered that concrete policies to strengthen the current waste management system were formulated, following the approval of the SWM Five-year Plan, by means of introducing waste tax and commissioning waste collection services in accordance with the previously mentioned regulation of waste management.

Furthermore, the SWM Master Plan (final draft) for ten years that covers the second SWM Five-year Plan was completed at the final stage of the Project and handed over to the Kosovar side during the last JCC Meeting. The Municipal Assembly is intending to approve the plan as a SWM long-term plan.

### **b.2.2 The Municipal Regulation on Waste Management**

In July 2013, the Municipal Assembly approved the Municipal Regulation on Waste Management drafted by a working group that consisted of young officials appointed from the Administration Department, the Department of Finance, the Department of Public Services and the Department of Public Procurement of the MOP.

The regulation established legal basis for the following activities that were necessary for implementation of the SWM Five-year Plan.

- (1) Establishment of the Waste Management Section
- (2) Introduction of waste tax
- (3) Commissioning of waste collection services

- (4) Establishment of monitoring system of waste collection services (establishment of an advisory committee to be formed by residents' representatives)

By enforcing the regulation, a sustainable financial source was ensured and a system which enables implementation of management and supervision of waste collection services which the local government had not been involved in until the time was established.

Although the regulation was approved to implement the first SWM Five-year Plan, it is necessary to revise the regulation in order to cover the 3R activities planned in the Master Plan and cope with the unregulated items which were identified through the implementation processes of the new SWM system. The staff of Waste Management Section are fully aware of this necessity and planned regular amendments of the regulation in their action plan.

### **b.2.3 Budget Ensuring**

1 million euro was appropriated for the SWM in Prizren municipality as the budget for 2014. However, introduction of waste tax and commissioning of waste collection services, which were planned in the SWM Five-year Plan to start in January 2014, were delayed due to the local election that occurred on 3 November 2013. Meanwhile, the appropriated budget was spent for such activities as software development for waste tax system and procurement of home composters within 2014.

The Department of Public Services reset the date of commencing the new SWM system as January 2015 and obtained approval of the Municipal Assembly on its budget appropriation request for 1 million euro for the year 2015. In addition to the amount, the municipality is intending to request for 200 thousand euro in September 2015 as a supplementary budget. Therefore, it can be considered that the necessary budget for implementation of waste collection services is being ensured as planned.

As action plans for each year have already been prepared, adjusting these plans for the following year and preparing budget proposals will allow the Department of Public Services to submit its budget proposal and appropriation request in due time.

### **c. Evaluation of the Core Capacity**

The C/P members of the MOP learned organizational and institutional know-hows of SWM through preparation of the SWM Five-year Plan and the Municipal Regulation on Waste Management in cooperation with the JET. The C/P members gained knowledge and experiences through various activities such as preparation of the tender documents for commissioning of waste collection services, organization of a tender, establishment of the monitoring and supervision system for commissioned services, development of the software for waste tax collection and implementation of public education activities all of which were conducted at the preparatory stage of the new SWM system introduced in January 2015. During the implementation stage, the C/P members became able to act for improvement of waste management communicating with residents.

As for tax payment, the amount of collected tax at the end of June 2015 was 200 thousand euro. Although the amount accounts for 17% in the annual expenses of waste collection services, the share of households who paid the tax occupied about 40% in the total households. As many residents who work abroad return to the municipality in the summers, a considerable increase in tax payment has been expected.



Based on the above, it was concluded that the new SWM system of Prizren municipality was functioning smoothly at the time of the project completion. Although it is obvious that the C/P members of the MOP will encounter various problems in the future, the JET is convinced that they will become able to deal with those problems properly based on their experience to be obtained through repeated trials and errors.

#### 4.6.4 Results of Assessment

The average scores for core capacity, technical capacity and environmental basis, which were estimated from the results of the interview surveys that targeted the C/P members of the MOP, Ekoregjioni RWC and the MESP, were compiled into a radar-graph.

The graph shows that the scores for the MESP are generally high. As the MESP had been receiving support from international organizations on drafting and preparation of laws and strategic documents, the C/P members of the MESP had high scores for the project background, laws and regulations. In Kosovo, no municipalities except Prizren have been implementing waste management in accordance with the amended Law on Waste. Currently, the only disposal method at all the final disposal sites that the MESP should administer is open-dumping. Based on the circumstances, JET believes that the MESP needs a lot of practical capacity development in order to implement its expected roles to solve the various waste-related issues.

As the MOP has been implementing the SWM Five-year Plan steadily, it launched a municipality-initiated SWM system in January 2015 for the first time in Kosovo. The staff of the Waste Management Section have gained sufficient knowledge and skills necessary for SWM through these activities, and are fully aware that a SWM system which complies with the Law on Waste is being implemented for the first time in the country. Although five staff members are working for the section at the moment, the MOP is planning to further strengthen the section to tackle the tasks targeted in the five-year plan. As for the section staff, further developments through OJTs have been expected.

As for waste collection, a system in which Ekoregjioni RWC and two private companies collect waste under the supervision of the MOP has been established. However, establishment of Higjiena Prizren MWC has not been completed. In order to complete the SWM system of Prizren in due time, timely approval for the establishment of Higjiena Prizren MWC is preferable.

Table 4-15: Results of Overall Evaluation

Capacity	1 <sup>st</sup> CA	2 <sup>nd</sup> CA	3 <sup>rd</sup> CA	4 <sup>th</sup> CA	5 <sup>th</sup> CA
Core capacity	1.9	3.7	3.5	4.0	4.0
Technical capacity	2.4	3.6	4.2	4.1	4.2
Enabling environment	3.3	4.3	4.6	4.6	4.2

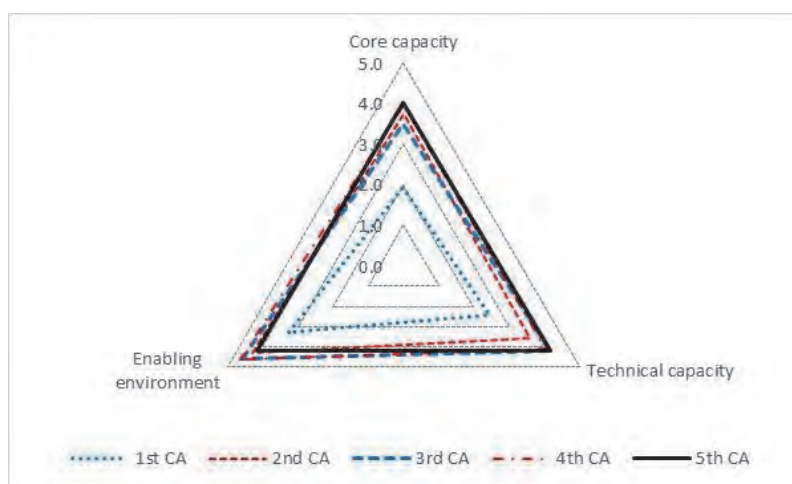


Figure 4-1: Overall Evaluation of Waste Management

## 5 Others

### 5.1 Cooperation with Other Donors

At the time of the project commencement in 2011, several donor organizations were conducting activities in the SWM sector of the Republic of Kosovo. On 21 Sep 2011, JET joined the Waste Management Coordination Meeting (WMCM) as a member based on the request by the Swiss Agency for Development and Cooperation (SDC).

As GIZ and SDC were formulating the SWM Master Plans for the Municipality of Pristina and the Municipality of Hani Elezit (located in the southern part of the country, near the border with Macedonia) respectively, it was decided that the SWM Master Plans to be prepared by the donor organizations should be similar in content and structure in order for MESP to introduce the proposed SWM system smoothly all over the country. The list of municipalities that are cooperating with the donor organizations is presented on the next page.

The WMCM was stopped in 2013 following the completion of the SDC activities in the sector. From that time, the only donors implementing major activities in the SWM sector of the country have been GIZ and JICA.

In June 2015, GIZ expressed its interest in disseminating the SWM system of the Prizren Municipality established under this project to other municipalities as a model.

Table 5-1: List of Municipalities Cooperating with Donor Organizations

No.	Municipality	Don't have	Have	In Process	ECSM	UN-HA BITAT	UNDP	DEMI	GIZ	LOGOS	REC	IFC	Deloitte	JICA	OSCE	Të tjera
1	Deçan		√					√								
2	Dragash			√			√									
3	Ferizaj OP – Vet		√													
4	Fushë Kosovë			√							√		√			
5	Gjakovë			√	√											
6	Gjilan		√													
7	Glogovc – Drenas	√							√							
8	Istog			√				√								
9	Kaçanik OP - Vet		√													
10	Kamenicë - Vet		√													
11	Klinë			√	√											
12	Leposaviq															
13	Lipjan - Vet		√													
14	Malishevë			√				√								
15	Mitrovicë - Vet		√													
16	Novobërdë OP			√				√								
17	Obiliq			√	√						√					
18	Pejë		√					√								
19	Podujevë OP		√													
20	Prishtinë			√					√							
21	Prizren			√										√		
22	Rahovec			√				√								

No.	Municipality	Don't have	Have	In Process	ECSM	UN-HA BITAT	UNDP	DEMI	GIZ	LOGOS	REC	IFC	Deloitte	JICA	OSCE	Të tjera
23	Shtërpçë - Vet		√													
24	Shtime OP		√													
25	Skenderaj	√														
26	Suharekë			√				√	√				√			
27	Viti - Vet		√							√						
28	Vushtrri - Vet		√													
29	Zubin Potok															
30	Zveçan															
31	Hani i Elezit - Vet		√							√						
32	Junik			√				√								
33	Mamusha			√	√	√										
34	Ranillug			√				√								
35	Partesh			√				√								
36	Kllokot			√				√								
37	Graçanica										√					

OP – Operative Plan    Vet – They have done it by themselves    PLVM – Environment Local Action Plan

ECSM: European Cooperation for Stronger Municipalities

UNDP: United Nations Development Programme

GIZ: Gesellschaft für Technische Zusammenarbeit

REC: Regional Environmental Center for Central and Eastern Europe

OSCE: Organization for Security and Co-operate in Europe

Deloitte: USAID contractor (Consultant)

UN-HABITAT:

DEMI: Democratic Effective Municipalities Initiative (USAID)

LOGOS: Swiss-Kosovo Local Government and Decentralization Support

IFC: International Finance Corporation

JICA: Japan International Cooperation Agency

Të tjera: Others

## 6 Conclusions and Recommendations

### 6.1 Conclusions

According to the results of the terminal evaluation conducted in February 2014 by JICA and the Kosovar side, the initially planned outputs of the project (Output-1 to Output-4) had already been achieved.

Output 1: The current situation and problems on solid waste management in Prizren municipality will be analysed.

The output has been achieved by compiling the current conditions and the problems of waste management identified through the baseline surveys into the progress reports.

Output 2: The draft solid waste management plan and pilot activities in Prizren municipality will be prepared.

The output has been achieved since the SWM Five-year Plan prepared from the SWM Master Plan (the first draft) and the Municipal Regulation on Waste Management were approved by the Municipal Assembly.

Output 3: The feasibility of the solid waste management plan will be confirmed.

In order to implement the SWM Five-year Plan of Prizren municipality, the Waste Management Section was established and strengthened. Waste collection service in the municipality was commissioned in accordance with the plan to introduce an appropriate management. On the other hand, 25 collection trucks were donated to the Prizren unit of Ekoregjioni RWC under the grant aid project, and technical transfer for implementing an appropriate O & M for the equipment was conducted under this project. In addition, the MOP ensured 1 million euro for SWM budget for both years 2014 and 2015. Therefore, it was considered that the output has been achieved.

Output 4: Public awareness about solid waste management in Prizren will be improved.

Bell collection service has been expanded to the entire territory of the municipality and residents are discharging waste in accordance with the waste discharging rules introduced by the Project. Moreover, the MOP distributed 500 composters in 2014 in accordance with the SWM Five-year Plan based on the experience obtained through dissemination of 90 home composters during the pilot project. In 2015, the MOP is planning to distribute another 500 composters. As mentioned above, the awareness of SWM among residents has steadily been improving; and therefore, it was considered that the output has been achieved.

As the Prizren Municipality approved the SWM Master Plan prepared under this Project and implemented the Municipal SWM Regulation, the sixth JCC Meeting concluded submitting a request for project extension in order to assist the municipality on implementation of the SWM Master Plan. Based on the conclusion, JICA decided to extend the project implementation period by 1 year.

“Output-5: The Solid Waste Management Master Plan of Prizren Municipality will be implemented” was added in the PDM of the Project (PDM<sub>4</sub>) for the extended period.

Although the commencement was one year later than the scheduled time of the First Five Year SWM Plan, Prizren Municipality introduced the waste tax system and started commissioning waste collection services in January 2015.

In spite of the existence of some uncompleted tasks such as renewal of tax payers' information, the new system can be considered as being implemented in accordance with the plan.

In addition to the above, the number of staff working for the Waste Management Section of MOP, which administers the new SWM system, reached five people and each member of the section has become able to implement his or her obligations properly.

The achievement of Output-5 was evaluated based on the following three indicators:

- (1) Financial resources secured for solid waste management activities in Prizren Municipality will be spent properly.
- (2) Commissioned waste collection service in Prizren Municipality will function properly.
- (3) Amount of collected tax will exceed 40% of the annual commissioning expense of collection services.

The evaluation of the accomplishment for each indicator is as follows:

Indicator-1: For the year 2015, 1,000,000 euro was appropriated for SWM of Prizren Municipality. As the budget is not sufficient for the entire year, MOP has prepared a proposed budget and appropriation request for an additional 200,000 euro which is expected to be appropriated in September this year. Although the revenue of waste tax will be centralized to the Kosovo Consolidated Fund, the amount will be appropriated to Prizren Municipality based on its proposed budget and appropriations request since the waste tax is a dedicated and own-source revenue of the municipality. The waste tax revenue will be identified from other sources of revenues with its financial code and will be spent only for the activities indicated in the Regulation on Waste Management in Prizren Municipality, according to the Law on Public Financial Management and Accountability of Kosovo.

Indicator-2: Based on the Municipal Regulation on Waste Management, waste collection services are being monitored by an Advisory Committee formed by residents' representatives. The Waste Management Section of MOP organizes a committee meeting every month in order to evaluate the collection services conducted by service providers in the previous month. Based on the results of this meeting, the section organizes monthly meetings of service providers, announces the evaluation of the Advisory Committee and requests the service providers to improve their services if there is a necessity. If the performance by a service provider does not meet the requirement, MOP is authorized by the municipal regulation to reduce the contract payment for that provider. Monitoring of collection services has been implemented in this way since January 2015 following the introduction of the new SWM system. Therefore, Indicator-2 was considered as accomplished.

Indicator-3: The waste tax collected up until 30 Jun 2015 occupies 15.9% of the annual commissioning expenses of waste collection services and the indicator has not reached the 40% set in the PDM. However, the number of households who paid waste tax by the date has already reached 11,391 and accounted for 34.3% of the total households (34,733 households) identified during the population census in 2011. Although the share of the collected tax in the annual commissioning expense is not sufficient, it can be evaluated positively when considering the late distribution of tax bills (distribution was commenced in March 2015) resulting from disorders of residents' information and the amount was collected for only four months.

Based on the above, it can be considered that Output-5 has mostly been achieved. Therefore, it is concluded that all the expected outputs of the project were accomplished. As for securement of financial sources that are necessary for the realization of proper waste management, the MOP



has already introduced the waste tax system and has been working on improving the tax collection rate. In addition, the capabilities of the MOP have reached a level where it implements awareness raising activities, environmental education and supervision of waste collection service on its own. Furthermore, the MOP has reached a level where it disseminates knowledge and experience, as a SWM model city, to other municipalities. Therefore, it was concluded that the project purpose “The capacity of SWM in Prizren Municipality will be strengthened” is completed.

Through implementation of this Project, the roles of residents, business entities and the local government in Prizren municipality became clear and each of them started fulfilling their roles. As a result, the waste on streets and in riverbeds has decreased dramatically and the urban environment in the city has improved considerably in comparison with that at the project commencement (please refer to the photo collection at the end of the report).

## 6.2 Recommendations

### (1) Approval of Solid Waste Management Master Plan (2014-2023)

The Municipality of Prizren has been implementing the first Five Year Plan for SWM. Under this project, the SWM Master Plan (2014-2023), which covers the second Five Years Plan of SWM, was prepared. In this plan, the first five year plan was considered as **Establishment of a Sustainable Solid Waste Management System** while the second five year plan as **Challenge to a 3R-based Sound Material-cycle Society**.

The reformation of SWM in Prizren Municipality has just commenced. In order to develop the sector sustainably based on middle and long term visions, the Municipality of Prizren should approve the above mentioned SWM Master Plan (2014-2023) and amend the municipal regulation for implementation of the plan.

### (2) Enhancement of SWM Capacity in Prizren Municipality

As mentioned above, the technical and institutional capacity of Prizren Municipality for implementation of the SWM Master Plan has been arranged through establishment and capacity development of the Waste Management Section in the Public Service Department under this project. However, the section staff had to spend a lot of their work hours for waste tax collection and relevant data maintenance. Therefore, the time spent for the key functions such as improvement of service quality, future planning and raising public awareness has been limited considerably. This resulted from the circumstance that the organizational capacity has not been strengthened to the level planned in the SWM Master Plan.

Therefore, it is recommended that the Municipality of Prizren integrate waste tax collection and relevant activities to the tax administration of the municipality in order to allow the Waste Management Section to concentrate on implementation of the SWM plans and activities.

### (3) Increase of Waste Tax Collection Rate

The annual commissioning expense of waste collection service is 1,250,000 euro. As mentioned above, the collection rate of waste tax for the first half of the year has been 16%. Therefore, inequality between taxpayers who paid and those who did not pay the waste tax would arise if the rate remains as it is. If residents feel it is unfair, they will stop thinking about the necessity

of tax payment and this could result in a decline of the tax collection rate. If this occurs, the municipality will be forced to depend on the central government for financing the collection service and thus the plan will fail.

In addition to the above, the prerequisite of the waste tax system is to finance activities related to public education, take measures for industrial and medical waste and implement the 3Rs for waste reduction from the revenue of the waste tax since all these activities are SWM activities.

Based on the requirement, the municipality should continue awareness raising activities in such ways as promoting tax payments through mass media in order to increase the collection rate of the waste tax.

#### **(4) Proper Budget Implementation**

The municipality secured 1,000,000 euro for the SWM budget for the year 2015 and has been preparing an appropriations request for an additional 200,000 euro for the second half of the year.

On the other hand, procurement and distribution of home composters were not implemented in the first half due to a delay in the budget allocation. Although 200 already households ordered home composters, the municipality has not been able to accommodate this demand. If the municipality continues requesting residents to implement their obligations such as paying taxes and continues suspending services on the other side, the residents will not be satisfied with the activities of the municipality.

In order to implement the plan in due time, the municipality should ensure a mechanism that allows timely implementation of budget allocation.

#### **(5) Establishment of Higjiena Prizren Municipal Company**

Existence of a capable waste collection company is equal in importance to strengthening the Waste Management Section and establishing a proper budget implementation mechanism for accomplishment of the objectives of the SWM Master Plan.

The Municipality of Prizren commissioned waste collection services to the Prizren Unit of Ekoregjioni Public Company and two private service providers.

As for the Ekoregjioni Public Company, it provides five municipalities of the Prizren Region with waste collection services and holds an enormous amount of debt accumulated over years. SWM systems in the municipalities other than Prizren have not been reformed and service expenses are financed from the waste fee revenues collected by the company from the businesses and residents. As fee collection rates are low, the fee revenues are not sufficient for implementation of services to the municipalities. Therefore, Ekoregjioni has been financing the collection services of other municipalities from the revenues collected in the Prizren Municipality.

At the same time, the Law on Public Procurement of Kosovo prohibits commissioning public services to companies with enormous debts. Therefore, existence of a financially capable public company is indispensable.

Based on the circumstances, the Municipality of Prizren submitted its request for approval on

establishment of the Higjiena Prizren Municipal Company on the base of the Prizren Unit by separating the unit from the Ekoregjioni Public Company to the Ministry of Economy and Finance. The request by the municipality has been under examination by the central government.

Although various activities were implemented during this project to strengthen the capacity of Higjiena Prizren, it is essential to provide the company with financial and organizational independence in order to achieve further improvement.

Therefore, it is recommended that the Municipality of Prizren continue making efforts to obtain approval from the central government for establishment of the Higjiena Prizren Municipal Company.

## **7 Lessons learnt**

### **(1) Synergistic Effect of Combination the Project and the preceding Grant Aid Project**

It is considered that the combined implementation of this technical cooperation project (the Project) following up on the provision of waste collection vehicles in a (October 2012) Japanese Grant Aid project has had a synergistic effect. The donation of the collection vehicles—sufficient to cover the entire area of Prizren municipality—has enabled the Project to concentrate on the establishment of a waste management system utilizing the donated equipment.

Another important synergistic impact is also considered to be a result of the foundation laid by the Grant Aid donation of collection vehicles, which meant that the Mayor of Prizren, councilors (members of the Municipal Assembly) and top municipal officials were all anticipating the implementation of the technical assistance (the Project). This—combined with the high awareness of residents that Japan was actively improving municipal waste management through the provision of waste collection service in the entire municipality (using the donated collection trucks)—resulted in the Project being able to gain cooperation from both the local government and the residents of Prizren.

Another important synergistic impact is the level of cooperation the Project gained from both the local government and the residents of Prizren. This is considered attributable to the Mayor of Prizren, members of the Municipal Assembly and top municipal officials all anticipating the implementation of the technical assistance (the Project) to follow up the donation of equipment, and that the Prizren citizens were aware of the Japanese support of municipal waste management through receiving waste collection services (using the donated collection vehicles) in the entire municipality.

### **(2) Ownership of the Project Formed among the C/P of the MOP**

There were numerous instances whereby the actions of the counterparts showed an increasing sense of ownership towards the Project; as outlined below.

From the commencement of the project, the JET implemented surveys to identify the current conditions of the waste management and activities to obtain cooperation of local residents in

target areas of the pilot project together with the municipal staffs appointed by the director of the Department of Public Services (the project manager) as C/P members. Through the joint activities, the C/P members recognized waste related issues and noticed that the municipality had not taken any measures against those issues and there had not even been any publicized contact details for residents to deliver their complaints.

During the project implementation period, the Law on Waste was amended and the C/P members showed a renewed awareness of their municipality's responsibility for treating the waste generated within their jurisdiction. As a result, the C/P members were spontaneously involved in relevant activities after preparation of the Five-year Plan which was based on the SWM Master (the first draft) Plan. To avoid the plan never coming to fruition, the C/P members of the MOP acted together for the implementation of the plan by making great efforts to gain approval of the plan and preparation of regulations. As a result, the municipality managed to commence the new waste management system in January 2015, one and a half years after the approval of the Five-year Plan.

Although the Waste Management Section has been receiving complaints about waste tax, illegal dumping and insufficient collection service since the transition to the new system, the C/P members are responding to this circumstance as a matter of course.

A relationship of trust has been built between residents and municipal staffs through the provision of waste management services. It is hoped that such a relationship of trust can be built with regard to other public services provided by Prizren Municipality.

### **(3) Preparation of a Plan Reflecting Public Opinion**

During the preparatory stage of the public opinion survey and the pilot projects, it was understood that many residents were not able to pay the waste service fee due to high unemployment rate.

However, the JET, in cooperation with the C/P members, focused on identifying how the residents really felt by exchanging opinions with community leaders since there were many residents who possessed personal computers, smartphones and private cars.

As a result, it was confirmed that the residents were willing to accept appropriate amount of payment because:

- The residents were keen to resolve the waste-related problems;
- Many of the residents were receiving support from relatives living elsewhere in Europe; and
- The residents were aware of costs necessary for implementation of public services as they knew the situation of public services elsewhere in Europe.

Based on the above findings, it was concluded that the introduction of a waste tax was possible and the SWM Five-year Plan was prepared in cooperation with the C/P.

The SWM Five-year Plan was accepted by the residents during public hearings and approved by the Municipal Assembly on 4 July 2013 with the support by all political parties in the assembly.

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# 1 M/M and R/Ds of the Technical Cooperation Project

## 1.1 M/M of the Project


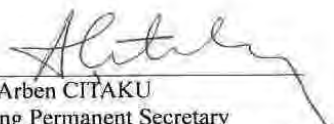
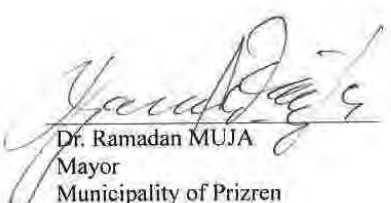

MINUTES OF MEETING  
BETWEEN  
AUTHORITIES CONCERNED OF  
THE GOVERNMENT OF REPUBLIC OF KOSOVO  
AND  
JAPANESE DETAILED PLANNING SURVEY TEAM  
OF  
JAPANESE TECHNICAL COOPERATION  
ON  
“THE PROJECT FOR ENHANCEMENT OF CAPACITY FOR WASTE MANAGEMENT  
TOWARD SOUND MATERIAL-CYCLE SOCIETY”

The Japanese Detailed Planning Survey Team (hereinafter referred to as “the Team”) organized by Japan International Cooperation Agency (hereinafter referred to as “JICA”) headed by Dr. Hiroshi Shirakawa, visited the Republic of Kosovo (hereinafter referred to as “Kosovo”) from December 7, 2010 to December 14, 2010 for the purpose of clarifying the framework of “the Project for Enhancement of Capacity for Waste Management toward Sound Material-cycle Society” (hereinafter referred to as “the Project”) in Kosovo.

During its stay in Kosovo, the Team exchanged views and had series of discussions with The Ministry of Environment and Spatial Planning (hereinafter referred to as “MESP”) and other authorities concerned of the Government of Kosovo.

As a result of discussions, Kosovar side and the Team agreed on the matters referred to in the documents attached hereto.

Pristina, December 14, 2010

 Dr. Hiroshi Shirakawa Team Leader of Detailed Planning Survey Team, Japan International Cooperation Agency	 Mr. Arben CITAKU Acting Permanent Secretary Ministry of Environment and Spatial Planning Republic of Kosovo
 Dr. Ramadan MUJA Mayor Municipality of Prizren Republic of Kosovo	 Mr. Edon CANA Acting Permanent Secretary Ministry of European Integration Republic of Kosovo

AC  
B.C  
JICA

## **THE ATTACHED DOCUMENT**

### **I. SCOPE OF PROJECT**

Both sides agree that the Project is a national project to be handled by MESP but the main activities of the Project is focused on enhancement of the capacity for Solid Waste Management toward sound material-cycle society in the Prizren Municipality.

### **II. PROJECT FRAMEWORK**

Both sides agree the framework of the Project as follows and explained detail in Annex I and 2. Duration of the Project will be three (3) years, starting from September 2011 tentatively.

#### **1. Overall Goal**

The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.

#### **2. Project Purpose**

The capacity of solid waste management in Prizren municipality will be strengthened.

#### **3. Outputs**

- (1) The current situation and problems on solid waste management in Prizren municipality is analyzed.
- (2) The draft solid waste management plan and pilot activities in Prizren municipality are prepared.
- (3) The feasibility of solid waste management plan is confirmed.
- (4) Public awareness in solid waste management is improved in Prizren.

### **III. ALLOCATING COUNTERPART PERSONNEL & LOGISTIC RESOURCES NEEDED FOR THE PROJECT**

Counterpart personnel and logistic resources needed for each stage of the Project will be defined by mutual consultation of both parties.

To allocate counterpart personnel and logistic resources, as described in Annex IV of the Annex 1 draft Record of Discussions (hereinafter referred to as "R/D"), needed for implementation of the Project is an essential responsibility of the Government of Kosovo.

### **IV. FORMATION OF JOINT COORDINATING COMMITTEE OF THE PROJECT**

Both sides agree to hold Joint Coordinating Committee on regular basis for the Project planning and evaluation. The function, chairperson and members of the Joint Coordinating Committee are shown in Annex VI of R/D.

### **V. RECORD OF DISCUSSIONS**

R/D will be signed before the beginning of the Project. R/D is the official document to define the contents of the Project and the draft of R/D is attached as Annex 1.

## VIII. OTHER REMARKS

### 1. Privatization of public companies

Both sides confirmed that the public companies of solid waste management, currently owned by national Government, may not be fully privatized but somehow keep its ownership by the Government.

### 2. Measures to be taken by Kosovar side

In order for smooth implementation of the Project, MESP will be responsible for the necessary measures including both privileges and exemption as is listed in Annex III of attached draft R/D, with a coordination of Ministry of European Integration and other stakeholders.

### 3. Travel Expences of the Japanese Experts

For the clarification of both sides, Japanese and Kosovar side agreed that the travel allowance of Japanese experts, referred to chapter III-6-(4) of the draft R/D, is executed only if the Kosovar side request Japanese experts for additional task. This will happen only as a special case, not the regular base.

### 4. Comments on the Annex documents

Both sides will review the contents of Annex documents in the Minutes of Meeting and submit the comments each other by January 7, 2011.

END

Annex1: Record of Discussions (draft)

Annex2: Proposed Project Design Matrix (PDM)

Annex3: Proposed Plan of Operation (PO)

**Annex 1: Record of Discussions (draft)**

(DRAFT)

RECORD OF DISCUSSIONS BETWEEN JAPANESE  
IMPLEMENTATION STUDY TEAM AND  
AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
REPUBLIC OF KOSOVO  
ON JAPANESE TECHNICAL COOPERATION  
FOR THE PROJECT FOR ENHANCEMENT OF THE CAPACITY FOR WASTE  
MANAGEMENT TOWARD SOUND MATERIAL-CYCLE SOCIETY

Based on the Minutes of Meetings signed on December 14, 2010 between Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Kosovar authorities concerned, Chief Representative of JICA Balkan Office and the Kosovar authorities concerned had a series of discussions on desirable measures to be taken by JICA and by the Government of Kosovo (hereinafter referred to as "Kosovo") for the successful implementation of the "Project for enhancement of the capacity for waste management toward sound material-cycle society" (hereinafter referred to as "the Project").

As a result of the discussions, JICA and the Kosovar authorities concerned agreed on the matters referred in the document attached hereto.

Pristina January \_\_, 2011

\_\_\_\_\_  
Mr. Satoru KUROSAWA  
Chief Representative  
JICA Balkan Office  
Japan International Cooperation Agency

\_\_\_\_\_  
Mr. Arben CITAKU  
Acting Permanent Secretary  
Ministry of Environment and Spatial  
Planning  
Republic of Kosovo

\_\_\_\_\_  
Dr. Ramadan MUJA  
Mayor  
Municipality of Prizren  
Republic of Kosovo

\_\_\_\_\_  
Mr. Edon CANA  
Acting Permanent Secretary  
Ministry of European Integration  
Republic of Kosovo

X  
A.C.  
B.C.  
F.11

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND KOSOVAR GOVERNMENT

1. The Government of Kosovo will implement the Project for enhancement of the capacity for waste management toward sound material-cycle society (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Technical Cooperation Scheme of Japan.

1. Dispatch of Japanese Experts  
JICA will provide the services of the Japanese experts as listed in Annex II.
2. Provision of Machinery and Equipment  
JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project if necessary and approved by JICA headquarter. The Equipment will become the property of the Government of Kosovo upon being delivered C.I.F. (cost, insurance and freight) to the Kosovar authorities concerned at the ports and/or airports of disembarkation.
3. Training of Kosovar personnel in Japan  
JICA will receive the Kosovar personnel connected with the Project for technical training in Japan.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF KOSOVO

1. The Government of Kosovo will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of Kosovo will ensure that the technologies and knowledge acquired by the Kosovar nationals as a result of Japanese technical cooperation will contribute to the economic and social development of Kosovo.

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3. The Government of Kosovo will grant in Kosovar privileges, exemptions and benefits as listed in Annex III and will grant privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions to the Japanese experts referred to in II-1 above and their families.
4. The Government of Kosovo will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.
5. The Government of Kosovo will take necessary measures to ensure that the knowledge and experience acquired by the Kosovo personnel from technical training in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in Kosovo, the Government of Kosovo will take necessary measures to provide at its own expense:
  - (1) Services of the Kosovar counterpart personnel and administrative personnel as listed in Annex IV;
  - (2) Land, buildings and facilities as listed in Annex V;
  - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above ;
  - (4) Means of transport and travel allowances for the Japanese experts for official travel within Kosovo; and
7. In accordance with the laws and regulations in force in Kosovo, the Government of Kosovo will take necessary measures to meet:
  - (1) Expenses necessary for transportation within Kosovo of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
  - (2) Customs duties, internal taxes and any other charges, imposed in Kosovo on the Equipment referred to in II-2 above ; and
  - (3) Running expenses necessary for the implementation of the Project.

#### IV. ADMINISTRATION OF THE PROJECT

1. Acting permanent secretary, Ministry of Environment and Spatial Planning, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.

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2. Mayor or the Municipality of Prizren, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese Team Leader will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to the Kosovar counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex VI.

#### V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Kosovar authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

#### VI. CLAIMS AGAINST JAPANESE EXPERTS

The Government of Kosovo undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in Kosovo except for those arising from the willful misconduct or gross negligence of the Japanese experts.

#### VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and Kosovo Government on any major issues arising from, or in connection with this Attached Document.

For the purpose of promoting support for the Project among the people of Kosovo, the Government of Kosovo will take appropriate measures to make the Project widely known to the people of Kosovo.

#### IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be three years from September 1, 2011.

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ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX III	PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS
ANNEX IV	LIST OF KOSOVAR COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX V	LIST OF LOGISTICS RESOURCES
ANNEX VI	JOINT COORDINATING COMMITTEE

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## ANNEX I MASTER PLAN

### 1. Overall Goal

The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.

### 2. Project Purpose

The capacity of solid waste management in Prizren municipality will be strengthened.

### 3. Outputs

- (1) The current situation and problems on solid waste management in Prizren municipality is analyzed
- (2) The draft solid waste management plan and pilot activities in Prizren municipality are prepared
- (3) The feasibility of solid waste management plan is confirmed
- (4) Public awareness in solid waste management is improved in Prizren

## **ANNEX II LIST OF JAPANESE EXPERTS**

The experts in the following fields will be dispatched:

- (1) leader/planning of Waste Management
- (2) analysis of quantity and quality of waste
- (3) collection and transportation planning
- (4) management of landfill site
- (5) residents enlightening and environmental education

**\* The list of experts are subject to be changed**

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### ANNEX III PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JICA EXPERTS

In case JICA dispatches experts, the Government of Kosovo shall:

- (1)(a) exempt the experts from taxes including income tax, and fiscal charges imposed on or in connection with salaries and any allowances remitted to them from abroad;
- (b) exempt the experts and their families from consular fees, taxes including customs duties and fiscal charges as well as from the requirements of obtaining import license and certificate of foreign exchange coverage, in respect of the importation of:
  - (i) luggage;
  - (ii) personal effects, household effects and consumer goods; and
  - (iii) one motor vehicle per expert, and per family of the expert assigned to stay in Kosovo;
- (c) exempt the experts and their families who do not import any motor vehicle into Kosovo from taxes including value added tax and fiscal charges in respect of the local purchase of one motor vehicle per expert, and per family of the expert; and
- (d) exempt the experts and their families from the registration fee of the motor vehicles mentioned in (b) (iii) and (c).
- (2)(a) provide at its own expense suitable office and other facilities including telephone and facsimile services necessary for the performance of the duties of the experts as well as to bear the expenses for their operation and maintenance;
- (b) bear expenses of the experts for:
  - (i) daily transportation to and from their place of work; and
  - (ii) their official correspondence; and
- (c) provide the convenience for receiving medical care and facilities for the experts and their families.
- (3)(a) permit the experts and their families to enter, leave and sojourn in Kosovo for the duration of their assignment therein, offer them the convenience for procedures of alien registration requirements, and exempt them from consular fees;
- (b) issue identification cards to the experts to secure the cooperation of all governmental organizations necessary for the performance of their duties;
- (c) offer the experts and their families the convenience for acquisition of car driving license; and
- (d) carry out other measures necessary for the performance of the duties of the experts.

#### **ANNEX IV LIST OF COUNTERPARTS AND ADMINISTRATIVE PERSONNEL**

##### **1. Project Director**

General Secretary of Ministry of Environment and Spatial Planning

##### **2. Project Manager**

Director of Services Public, Municipality of Prizren

##### **3. Technical Counterparts**

Environment Coordinator, Division of Service Public, Municipality of Prizren

Technical Staff, Division of Service Public, Municipality of Prizren

Regulatory Operation Manager, EcoRegijoni

Manager of Prizren Unit, EcoRegijoni

\*In case of necessary, Municipality of Prizren and staff of public companies can be assigned to be additional technical counterparts.

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## ANNEX V LIST OF LOGISTIC RESOURCES

The logistic resources necessary for the implementation of the Project, including work space, Internet connection, electricity, water supply, air conditioning facilities and others will be supplied by the Kosovar side. The principal logistic resources required are as follows:

- Counterpart Personnel necessary for the Project
- Facilities and equipments necessary for the implementation of the Project
- Meeting rooms as required
- Office space and necessary facilities for the Japanese experts and related members
- Necessary resources for the analysis of environmental samples
- Other necessary land, facilities and materials for the implementation of the Project

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## **ANNEX VI FUNCTION CHAIRPERSON AND MEMBERS OF JOINT COORDINATING COMMITTEE**

### **(1) Functions**

The Joint Coordinating Committee shall convene at least once a year and whenever necessity arises in order to fulfill the following functions.

- To formulate the annual operational work plan of the Project according to the Project Design Matrix (PDM) and the Plan of Operation (PO)
- To review the results of the annual operational work plan and progress of the Project
- To evaluate the progress and achievement of the Project

### **(2) Chairperson**

Acting permanent secretary of the Minister for Environment and Spatial Planning will chair the committee. The chairperson can invite the following members and can add appropriate members in accordance with the issue to be discussed at the committee.

### **(3) Members**

Kosovar side:

Head of chemicals and waste division, MESP

Head of environmental protection division, MESP

Director of Services Public, Municipality of Prizren

Environment Coordinator, Division of Service Public, Municipality of Prizren

Technical Staff, Division of Service Public, Municipality of Prizren

Representative of pilot project town/villages, Municipality of Prizren

Japanese side:

Chief Representative, JICA Balkan Office

JICA Experts

\* Official(s) of the Embassy of Japan may attend the Committee sessions as observer(s).

Note:

Chairperson can request and admit attendance of other relevant personnel as observers.

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## Annex 1-15

Annex 2 Project Design Matrix

Project Name: The Project for Enhancement of the Capacity for Solid Waste Management toward Sound Material-Cycle Society  
 Duration of the Project: 3 years (tentatively 2011.Sep-2014.Aug)  
 Target Group: Ministry of Environment and Spatial Planning (MESP), Municipality of the Prizren

Target Area: Prizren Municipality

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Overall Goal</b> The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.	The regional solid waste management plan is drafted half of the municipalities of Kosovo.	draft of regional solid waste management plan	
<b>Project Purpose</b> The capacity of solid waste management in Prizren municipality will be strengthened.	The municipal solid waste management plan is drafted by municipality officials of Prizren, which to be approved.	draft of municipal solid waste management plan in Prizren	The political trend of decentralization in Kosovo won't change.
<b>Outputs</b> 1.The current situation and problems on solid waste management in Prizren municipality is analyzed 2.The draft solid waste management plan and pilot activities in Prizren municipality are prepared 3.The feasibility of solid waste management plan is confirmed 4. Public awareness in solid waste management is improved in Prizren	The report that summarize the current situation and problems on solid waste management in Prizren Municipality is shared among stakeholders. The management plan and pilot activity plans in Prizren Municipality is drafted. The feasibility of solid waste management plan and recommendation for national level plan are prepared in a document. The number of residents who understand the waste management will increase.	report that summarize the current situation and problems on solid waste management in Prizren Municipality the draft solid waste management plan in Prizren Municipality and pilot activity plans for each activity the report prepared by the project questionnaire at the beginning and the end of the Project	

Activities	Input	External conditions
1-1 To review the current administrative framework for solid waste management in national and municipality level 1-2 To conduct a baseline survey on entire solid waste management system 1-3 To analyze the collected data and information to draw possible improvement plan 2-1 To select area(s) for pilot project 2-2 To draft a solid waste management plan for the pilot area(s) based on the data analyzed 3-1 To implement the above draft solid waste management plan in the selected pilot area. 3-2 To revise the above implemented draft solid waste management plan through the pilot project activities 3-3 To hold series of seminars and workshops to share the lessons learned through the pilot project activities, as a preparation for drafting national solid waste management plan 4-1 To carry out awareness raising event at local community level 4-2 To carry out awareness raising event at municipality level 4-3 To plan awareness raising event for national level	1. Japanese side (1) Dispatch of the Experts on the following expertise -Solid Waste Management/ leader -analysis of quantity and quality of waste -planning of collection and transportation -planning of landfill site -environmental education/enlightening for residents (2)local consultants(including translator) (3)expenses of the related activities for the Project (4)C/P training in Japan (5)equipments for the related activities for the Project 2.Kosovo side (1) assign of counterpart personels (C/Ps), identifying the name and position of the Project manager (2) office space and facilities necessary for Japanese experts (3) the expenses for the activities 1) Salaries and other allowance for government officials 2) Expenses for utility such as electricity, water supply, and gas fuel 3) Operational expenses for customs clearance, storage and domestic transportation for the equipment provided by the Japanese side	The waste management service currently provided by state-owned company or municipality will not be privatized during the project is in operation.
		<b>Pre-conditions</b> The public company of waste management in Prizren will agree to take part in the project.

### Annex 3 Plan of Operation

Activities	2011								2012								2013								2014											
	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
1. Expert (leader/planning of Waste Management)																																				
2. Expert (analysis of quantity and quality of waste)																																				
3. Expert (planning of collection and transportation)																																				
4. Expert (planning of landfill site)																																				
5. Expert (environmental education/enlightening for residents)																																				

Activities	the first year												the second year												the third year											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1.The current situation and problems on solid waste management in Prizren municipality is analyzed																																				
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4. Public awareness in solid waste management is improved in Prizren																																				
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4-2 To carry out awareness raising event at municipality level																																				
4-3 To plan awareness raising event for national level																																				

## 1.2 R/D of the Project

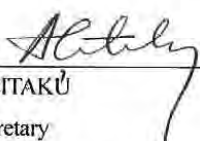
RECORD OF DISCUSSIONS BETWEEN JAPANESE  
IMPLEMENTATION STUDY TEAM AND  
AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
REPUBLIC OF KOSOVO  
ON JAPANESE TECHNICAL COOPERATION  
FOR THE PROJECT FOR ENHANCEMENT OF THE CAPACITY FOR WASTE  
MANAGEMENT TOWARD SOUND MATERIAL-CYCLE SOCIETY

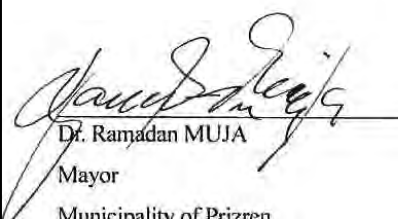
Based on the Minutes of Meetings signed on December 14, 2010 between Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Kosovar authorities concerned, Chief Representative of JICA Balkan Office and the Kosovar authorities concerned had a series of discussions on desirable measures to be taken by JICA and by the Government of Kosovo (hereinafter referred to as "Kosovo") for the successful implementation of the "Project for enhancement of the capacity for waste management toward sound material-cycle society" (hereinafter referred to as "the Project").

As a result of the discussions, JICA and the Kosovar authorities concerned agreed on the matters referred in the document attached hereto.

Pristina January 26, 2011

  
Mr. Satoru KUROSAWA  
Chief Representative  
JICA Balkan Office  
Japan International Cooperation Agency

  
Mr. Arben CITAKU  
General Secretary  
Ministry of Environment and Spatial  
Planning  
Republic of Kosovo

  
Dr. Ramadan MUJA  
Mayor  
Municipality of Prizren  
Republic of Kosovo

  
Mr. Edon CANA  
General Secretary  
Ministry of European Integration  
Republic of Kosovo

A.C.

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND KOSOVAR GOVERNMENT

1. The Government of Kosovo will implement the Project for enhancement of the capacity for waste management toward sound material-cycle society (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

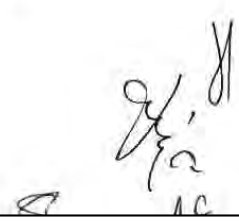
II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Technical Cooperation Scheme of Japan:

1. Dispatch of Japanese Experts  
JICA will provide the services of the Japanese experts as listed in Annex II.
2. Provision of Machinery and Equipment  
JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project if necessary and approved by the JICA headquarters. The Equipment will become the property of the Government of Kosovo upon being delivered C.I.F. (cost, insurance and freight) to the Kosovar authorities concerned at the ports and/or airports of disembarkation.
3. Training of Kosovar personnel in Japan  
JICA will receive the Kosovar personnel connected with the Project for technical training in Japan.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF KOSOVO

1. The Government of Kosovo will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of Kosovo will ensure that the technologies and knowledge acquired by the Kosovar nationals as a result of Japanese technical cooperation will contribute to the economic and social development of Kosovo.





3. The Government of Kosovo will grant in Kosovar privileges, exemptions and benefits as listed in Annex III and will grant privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions to the Japanese experts referred to in II-1 above and their families.
4. The Government of Kosovo will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.
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6. In accordance with the laws and regulations in force in Kosovo, the Government of Kosovo will take necessary measures to provide at its own expense:
  - (1) Services of the Kosovar counterpart personnel and administrative personnel as listed in Annex IV;
  - (2) Land, buildings and facilities as listed in Annex V;
  - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above ; and
  - (4) Means of transport and travel allowances for the Japanese experts for official travel within Kosovo.
7. In accordance with the laws and regulations in force in Kosovo, the Government of Kosovo will take necessary measures to meet:
  - (1) Expenses necessary for transportation within Kosovo of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
  - (2) Customs duties, internal taxes and any other charges, imposed in Kosovo on the Equipment referred to in II-2 above ; and
  - (3) Running expenses necessary for the implementation of the Project.

#### IV. ADMINISTRATION OF THE PROJECT

1. General Secretary, Ministry of Environment and Spatial Planning, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.

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2. Mayor or the Municipality of Prizren, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese Team Leader will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to the Kosovar counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex VI.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Kosovar authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

The Government of Kosovo undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in Kosovo except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and Kosovo Government on any major issues arising from, or in connection with this Attached Document.

For the purpose of promoting support for the Project among the people of Kosovo, the Government of Kosovo will take appropriate measures to make the Project widely known to the people of Kosovo.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be three years from September 1, 2011.

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ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
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ANNEX IV	LIST OF KOSOVAR COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX V	LIST OF LOGISTICS RESOURCES
ANNEX VI	JOINT COORDINATING COMMITTEE

  
  
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## ANNEX I MASTER PLAN

### 1. Overall Goal

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### 2. Project Purpose

The capacity of solid waste management in Prizren municipality will be strengthened.

### 3. Outputs

- (1) The current situation and problems on solid waste management in Prizren municipality is analyzed
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- (3) The feasibility of solid waste management plan is confirmed
- (4) Public awareness in solid waste management is improved in Prizren

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## **ANNEX II LIST OF JAPANESE EXPERTS**

The experts in the following fields will be dispatched:

- (1) leader/planning of Waste Management
- (2) analysis of quantity and quality of waste
- (3) collection and transportation planning
- (4) management of landfill site
- (5) residents enlightening and environmental education

**\* The list of experts is subject to be changed**

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### ANNEX III PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JICA EXPERTS

In case JICA dispatches experts, the Government of Kosovo shall:

- (1)(a) exempt the experts from taxes including income tax, and fiscal charges imposed on or in connection with salaries and any allowances remitted to them from abroad;
- (b) exempt the experts and their families from consular fees, taxes including customs duties and fiscal charges as well as from the requirements of obtaining import license and certificate of foreign exchange coverage, in respect of the importation of:
  - (i) luggage;
  - (ii) personal effects, household effects and consumer goods; and
  - (iii) one motor vehicle per expert and per family of the expert assigned to stay in Kosovo;
- (c) exempt the experts and their families who do not import any motor vehicle into Kosovo from taxes including value added tax and fiscal charges in respect of the local purchase of one motor vehicle per expert, and per family of the expert; and
- (d) exempt the experts and their families from the registration fee of the motor vehicles mentioned in (b) (iii) and (c).
- (2)(a) provide at its own expense suitable office and other facilities including telephone and facsimile services necessary for the performance of the duties of the experts as well as to bear the expenses for their operation and maintenance;
- (b) bear expenses of the experts for:
  - (i) daily transportation to and from their place of work; and
  - (ii) their official correspondence; and
- (c) provide the convenience for receiving medical care and facilities for the experts and their families.
- (3)(a) permit the experts and their families to enter, leave and sojourn in Kosovo for the duration of their assignment therein, offer them the convenience for procedures of alien registration requirements, and exempt them from consular fees;
- (b) issue identification cards to the experts to secure the cooperation of all governmental organizations necessary for the performance of their duties;
- (c) offer the experts and their families the convenience for acquisition of car driving license; and
- (d) carry out other measures necessary for the performance of the duties of the experts.





#### **ANNEX IV LIST OF COUNTERPARTS AND ADMINISTRATIVE PERSONNEL**

##### **1. Project Director**

Director of Environment Department, Ministry of Environment and Spatial Planning

##### **2. Project Manager**

Director of Services Public, Municipality of Prizren

##### **3. Technical Counterparts**

Environment Coordinator, Division of Service Public, Municipality of Prizren

Technical Staff, Division of Service Public, Municipality of Prizren

Regulatory Operation Manager, EcoRegijoni

Manager of Prizren Unit, EcoRegijoni

\*In case of necessity, Municipality of Prizren and staff of public companies can be assigned to be additional technical counterparts.



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## **ANNEX V LIST OF LOGISTIC RESOURCES**

The logistic resources necessary for the implementation of the Project, including work space, Internet connection, electricity, water supply, air conditioning facilities and others will be supplied by the Kosovar side. The principal logistic resources required are as follows:

- (1) Counterpart Personnel necessary for the Project
- (2) Facilities and equipments necessary for the implementation of the Project
- (3) Meeting rooms as required
- (4) Office space and necessary facilities for the Japanese experts and related members
- (5) Necessary resources for the analysis of environmental samples
- (6) Other necessary land, facilities and materials for the implementation of the Project

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## **ANNEX VI FUNCTION CHAIRPERSON AND MEMBERS OF JOINT COORDINATING COMMITTEE**

### **(1) Functions**

The Joint Coordinating Committee shall convene at least once a year and whenever necessity arises in order to fulfill the following functions.

- To formulate the annual operational work plan of the Project according to the Project Design Matrix (PDM) and the Plan of Operation (PO)
- To review the results of the annual operational work plan and progress of the Project
- To evaluate the progress and achievement of the Project

### **(2) Chairperson**

General Secretary of the Minister for Environment and Spatial Planning will chair the committee. The chairperson can invite the following members and can add appropriate members in accordance with the issue to be discussed at the committee.

### **(3) Members**

#### **Kosovar side:**

Head of chemicals and waste division, MESP

Head of environmental protection division, MESP

Director of Services Public, Municipality of Prizren

Environment Coordinator, Division of Service Public, Municipality of Prizren

Technical Staff, Division of Service Public, Municipality of Prizren

Representative of pilot project town/villages, Municipality of Prizren

Senior Officer, Directorate of Human and Physical Development,

Ministry of European Integration

#### **Japanese side:**

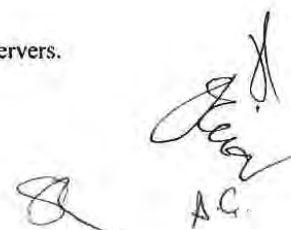
Chief Representative, JICA Balkan Office

JICA Experts

\* Official(s) of the Embassy of Japan may attend the Committee sessions as observer(s).

#### **Note:**


Chairperson can request and admit attendance of other relevant personnel as observers.

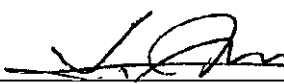
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1.3 M/M for Extension of the Project

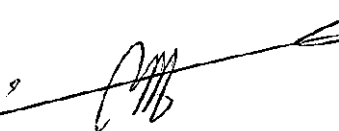
**MINUTES OF MEETING  
FOR  
THE SEVENTH JOINT COORDINATING COMMITTEE  
ON  
THE PROJECT FOR ENHANCEMENT OF CAPACITY  
FOR  
WASTE MANAGEMENT  
TOWARD  
SOUND MATERIAL-CYCLE SOCIETY**

Prizren, 24 July 2014


  
Mr. Arben CİTAKU  
General Secretary  
Ministry of Environment and Spatial  
Planning

  
Mr. Junji ANAI  
Chief Advisor,  
JICA Expert Team,  
Kokusai Kogyo Co., Ltd.

  
Mr. Muhamet MALSIU  
Project Director  
Director of Environment Department,  
Ministry of Environment and Spatial Planning

  
Mr. Hasan HASANI  
Project Manager  
Director of Public Services,  
Municipality of Prizren

*Witnessed by:*

  
for Mr. Toshiya ABE  
Resident Representative,  
Japan International Cooperation Agency  
(JICA)  
Balkan Office

**Seventh Joint Coordinating Committee on the Project**  
24 July 2014, Conference room of Municipality of Prizren

1. Meeting started at 10:00 a.m.
2. Attendants list of the meeting are given in Appendix 1

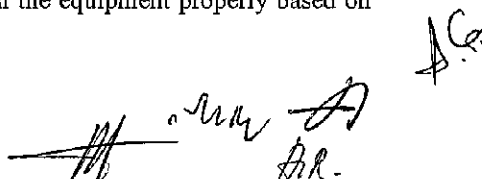
Mr. Arben ÇITAKU, General Secretary of the Ministry of Environment and Spatial Planning (hereinafter, MESP), opened the seventh Joint Coordinating Committee (hereinafter, JCC) meeting by welcoming all of the participants and made an opening speech.

3. Agreement and confirmation

The Chief Advisor, Mr. Junji ANAI, JICA Expert Team (hereinafter, JET), briefed the progress of the Project. Thereafter, Mr. Muhamet BAJRAMI, who is the chief of the Waste Management Section of MOP, explained the work progress of the municipality of Prizren and Mr. Besnik KRASINIQI, who is the chief of operation unit of Ekoregjioni RWC, summarized the progress of Ekoregjioni's activities. All the attendees acknowledged and confirmed the following items:

(1) Progress in the second half of the 3<sup>rd</sup> year of the Project

- Expected outputs were almost achieved but the followings issues would be completed by reflecting the lessons to be obtained through commencement of the new waste management system.
  - Second SWM plan (2014 – 2023) will be completed by the end of February 2015.
  - Institutional arrangement of MOP will be completed through implementation of the new SWM system.
  - Dissemination plan of experience and knowledge obtained through the Project, which will be prepared by MESP, will be prepared by the end of February 2015.
  - The plan of awareness raising event will be presented in the seminar on SWM for the municipalities of the whole country.
- Staff of MOP will continue to monitor the water quality in the area surrounding of the disposal site and the landfill volume.
- Ekoregjioni RWC became able to maintain the equipment properly based on

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the training and know-how obtained through the Project.

(2) Extension of the Project

- Mr. CITAKU informed the attendees that JICA and Kosovar side would have a meeting for extension of the Project period shortly.
- In succession, Mr. ANAI explained the plan of operation (PO) for the third year phase two of the Project. Mr. ANAI also advised that the PO might be modified according to the results of discussions held between JICA and Kosovar side shortly.
- All attendees acknowledged that the PO presented was tentative.

4. Conclusion

Chairperson, Mr. CITAKU concluded the sixth JCC meeting as follows:


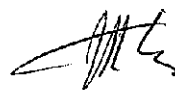
- JCC approved the sixth Progress Report attached.
- JCC approved tentatively the plan of operation proposed for the third year phase two of the Project by JET.

5. Closing of the meeting

Mr. Hasan HASANI, project manager of the Project, expressed his gratefulness to JICA for extension of the Project period. He expressed his commitment to working hard to ensure the success of this project because it is the first challenge for Kosovo to comply with the Waste Law.

Appendix 1: List of Attendants

Appendix 2: Progress Report 6

  
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 M.M.



## Appendix 1: List of Attendants

### Ministry of Environment and Spatial Planning

Mr. Arben CITAKU	Secretary General,
Mr. Muhamet MALSIU	Director,
	Environment Department, MESP
Mrs. Nezakete HAKAJ	Head of Environmental Protection
	Division, MESP
Mr. Enver TAHIRI	Head of Division for chemical and
	Waste Administration

### Municipality of Prizren

Mr. Hasan HASANI	Director, Public Services
Mr. Muhamet BAJRAMI	Chief of Waste Management Section
Mr. Nezir REXHEPI	Waste Management Section
Mrs. Laura SUKA	Waste Management Section
Mr. Ramadan TAFALLARI	Chief of Environmental Protection
	Section

### Ekoregjioni Public Company

Mr. Nehat BASHA	Managing Director
Mr. Besnik KRASINIQI	Chief of Operation unit
Mr. Rizan PONIK	Staff of Operation unit

### JICA Expert Team (JET)

Mr. Junji ANAI	Chief Advisor
Mr. Hiroshi FUJITA	Deputy Chief Advisor
Mr. Nehat BOJAXHIU	Chief Local Assistant of JET
Mrs. Nilifer CAPARI	Local Assistant (Translator)

### JICA Balkan Office

Mrs. Arberore RIZA	Technical coordinator, JICA Kosovo
	Office

Appendix 2: Progress Report (6)

Japan International Cooperation Agency (JICA)  
The Republic of Kosovo

The Project for enhancement of capacity  
for Waste Management toward sound  
Material-Cycle Society  
IN  
THE REPUBLIC OF KOSOVO

PROGRESS REPORT

No. 6

(Main Report)

July 2014

JICA Expert team  
(Kokusai Kogyo Co., Ltd.)

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P.R.  
A.C.  
M.M.  
H.H.

Projekti për Ngritjen e Kapaciteteve në Menagjimin e Mbeturinave drejtë një Shoqërie të Shëndoshë

Project for Enhancement of capacities for Waste Management toward a material cycle Society

TAKIMI I 7 I KOMITETIT TË PËRBASHKËT KOORDINUES

7th Joint Coordinating Committee

Lista e pjesëmarrësve/List of participants

24.07.2014

Emri & Mbiemri/Name	Organizata/Organization
BESNIK FRASHI	EKO REGION
RIZAW POWIK	EKO REGION
Nehat Bozha	G. Region
NEZIR REXHEPI	SEK. MBE-SHA
MUHAMET BAJRAMI	D.SHP
RAMADAN TAPAKU	—
Nedzhele Hekaj	MMPH/DMM
ARDEN QITAKU	MMPH/S.P.
Muhamet Malin	MMPH/DMM
ALBION RIZA	JICA
Hirosi FUJITA	JET
LAURA SULA	Ke P
ENVEL TAPAKU	MFSP
HASAN HASANI	D. H. Publike
Junji ANAI	JET
Nehat Bozha	JET
Elifan Gaxori	JET

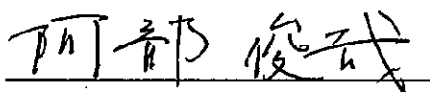
#### 1.4 R/D for Extension of the Project

RECORD OF DISCUSSIONS BETWEEN JAPAN INTERNATIONAL COOPERATION  
AGENCY AND  
THE GOVERNMENT OF  
REPUBLIC OF KOSOVO  
ON JAPANESE TECHNICAL COOPERATION  
FOR THE PROJECT FOR ENHANCEMENT OF THE CAPACITY FOR WASTE  
MANAGEMENT TOWARD SOUND MATERIAL-CYCLE SOCIETY

Japan International Cooperation Agency (hereinafter referred to as "JICA") exchanged views and had a series of discussions with the Kosovar authorities concerned with respect to the amendment of the framework of the Technical Cooperation Project for enhancement of the capacity for waste management toward sound material-cycle society" (hereinafter referred to as "the Project").

As a result of the discussions, JICA and Kosovar authorities agreed on the matters referred to in the document attached hereto.

Pristina, August 11, 2014



Mr. Toshiya ABE

Resident Representative

JICA Balkan Office

Japan International Cooperation Agency



Mr. Arben CITAKU

General Secretary

Ministry of Environment and Spatial

Planning

Republic of Kosovo

Based on the result of Terminal Evaluation which was conducted by the Terminal Evaluation Team organized by JICA from February 4 to 20, 2014, Kosovar authorities requested extension of the project period, in order to strengthen the sustainability of the project, and Municipality of Prizren (hereinafter referred to as "MOP") proposed the plan of activities during the extension period (Appendix I).

JICA and Kosovar authorities had a series of discussions on validity of the activities during the extension project period, and JICA agreed on the importance of the activities to secure the sustainability of the project especially relating to the capacity building of MOP.

As a result of the series of discussions between JICA and Kosovar authorities, both side agreed that the Project will be extended for one year until August 31, 2015.

The details of the Project framework during extension period are described in the Appendix II.

All other terms within the Record of Discussion signed on January 26, 2011 between JICA and Kosovar authorities (Appendix III) remain unchanged.

List of Appendix:

- |              |  |
|--------------|--|
| Appendix I   | Minute of Meetings on the Terminal Evaluation  |
| Appendix II  | Project framework during extension period  |
| Appendix III | Record of Discussion signed on January 26, 2011 between JICA and Kosovar authorities |

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**MINUTES OF MEETING  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE REPUBLIC OF  
KOSOVO FOR THE  
TERMINAL EVALUATION  
OF  
JAPANESE TECHNICAL COOPERATION ON  
THE PROJECT FOR ENHANCEMENT OF THE CAPACITY FOR WASTE  
MANAGEMENT TOWARD SOUND MATERIAL-CYCLE SOCIETY**

The Terminal Evaluation Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") visited Kosovo from February 4<sup>th</sup> to 20<sup>th</sup>, 2014, for the purpose of the terminal evaluation of "the project for Enhancement of the Capacity for Waste Management toward Sound Material-cycle Society" (hereinafter referred to as "the Project").

During its stay in Kosovo, the Team exchanged views and had a series of discussions with the authorities concerned of Kosovo (hereinafter referred to as "the Kosovar side").

As a result of the discussions on the terminal evaluation, both the Team and the Kosovar side (hereinafter referred to as "both sides") agreed to the matters in the document attached hereto.

Prishtina, February 20<sup>th</sup>, 2014



Mr. Ichiro Adachi

Director,

Environmental Management Division 2,

Global Environment Department,

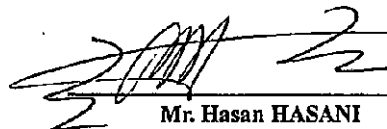
Japan International Cooperation Agency



Mr. Arben ÇITAKU

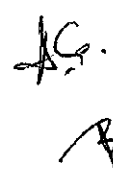
General Secretary

Ministry of Environment and Spatial  
Planning



Mr. Hasan HASANI

Acting Director of Public Services,  
Municipality of Prizren





### THE ATTACHED DOCUMENT

#### 1) Contents of the Terminal Evaluation

Both sides confirmed the contents of the Joint Terminal Evaluation. Details were written in the Terminal Evaluation Report (see APPENDIX I).

The Joint Terminal Evaluation Team organized by both sides evaluated that the Project has been successfully implemented. The project purpose is expected to be achieved.

However, the achievement of the Project Purpose depends on whether the MOP securely implements the residual work, such as completing the transformation of the financial resource of its Solid Waste Management (hereinafter referred to as the "SWM") from collected fees to the newly developed Waste Tax, etc.

MOP should start its activities on SWM during the transition period<sup>1</sup>, as listed below:

- (1) To raise the rate of collection of Waste Tax;
- (2) To discuss the coordination between outsourcing waste collection and related laws and regulations;
- (3) To prepare the procedure to outsource waste collection;
- (4) To monitor the collection of Waste Tax and financial processes concerning SWM;
- (5) To report the budget and result in SWM;
- (6) To clarify the details of demand of budget in SWM; and
- (7) To implement activities to make habitants aware of paying Waste Tax.

#### 2) Role of MESP for further integration

To secure achievement of the project purpose and overall goal, both sides confirmed the importance of following issues.

- (a) It is important for MESP to grasp the current situation in the implementation of the Project in Prizren. This is because of the necessity not only to contribute to the implementation of the Project but also to disseminate the experiences of MOP that is the very first one in Kosovo to other municipalities. The great effort of MOP up to the present should be emphasized. Regularly attending meetings is one of the most efficient ways to collect such information.
- (b) It is important to issue administrative instructions to municipalities to establish organizations in charge of SWM and to assign personnel well trained in such matters. It is also admired that MESP itself has such a department within it.
- (c) It is necessary to prepare financial plans for municipalities to introduce equipment and human resources necessary for their SWM and action plan under the National Strategy of SWM.
- (d) Depending on close and mutual communication with MOP, MESP should concretize the experience of SWM in Prizren, in order to feed such knowledge to other municipalities. Effort of dissemination to municipalities is also requested in forms like seminars and administrative advice etc.

<sup>1</sup> Period for transferring the financial resources of SWM of MOP from waste collection fees to tax system and planning to compensate the cost of SWM with Waste Tax

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3) Strengthen the sustainability of the Project

To strengthen the sustainability of the Project, the Kosovar side requested extension of the project period to the Team, and MOP proposed the draft of the plan of activities during the extension period (see APPENDIX II).

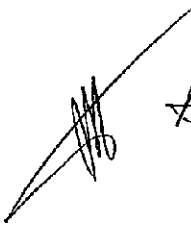
The Team recognized the importance of the activities to secure the sustainability of the project especially relating to the capacity building of MOP.

The contents of the future activities during the extension period will be modified by each side and confirmed at the next JCC. (It will be held in July 2014)

APPENDIX I Report of the Terminal Evaluation Report

APPENDIX II Draft of the new PDM

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## APPENDIX II: Proposed PDM<sub>4</sub>

### Proposed Project Design Matrix (PDM<sub>4</sub>)

**Project Name:** The Project for Enhancement of the Capacity for Solid Waste Management toward sound Material-Cycle Society

**Duration of the Project:** 4 years (tentatively Sep. 2011 – Aug. 2015)

**Target group:** Ministry of Environment and Spatial Planning (MESP), Municipality of the Prizren

**Target Area:** Prizren Municipality

**Version 4:** 20 February 2014

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Overall Goal</b>			
The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.	• Local governments that develop SWM plans increases.	• SWM plans of other municipalities • Action plan prepared by MESP	•
<b>Project Purpose</b>			
The capacity of solid waste management in Prizren municipality will be strengthened.	• Municipality of Prizren becomes able to secure funding to sustainably implement the five-year Solid Waste Management Plan by the end of the Project. • Dissemination of experience and knowledge obtained in the project to other local governments is ready by the end of the project.	• Budgetary plan of municipality of Prizren  • Dissemination plan of experience and knowledge obtained through the Project	The political trend of decentralization in Kosovo won't change.
<b>Outputs</b>			
1. The current situation and problems on solid waste management in Prizren municipality is analyzed.	• The current situation and problems on solid waste management is summarized in the report.	• Progress report (1), (2) • Draft master plan on Solid Waste Management for Municipality of Prizren	
2. The draft solid waste management plan and pilot activities in Prizren municipality are prepared	• Draft master plan on solid waste management for Municipality of Prizren is developed in accordance with the waste law. • Draft five-year solid waste management plan for municipality of Prizren is submitted to the municipal assembly. • Draft municipal regulation on solid waste management is submitted to the municipal assembly. • Plan of pilot projects is prepared.	• Draft master plan on SWM  • Draft Five-year SWM plan/ Public notice on municipal assembly meeting concerned with Five-year SEM plan • Draft municipal regulation on solid waste management/ Public notice on municipal regulation on waste management (incl. establishment of waste management section, introduction of waste tax) • Plan of pilot projects	

3. The feasibility of solid waste management plan is confirmed.	<ul style="list-style-type: none"> <li>• Municipality of Prizren prioritizes establishment and strengthening of organization based on the draft municipal regulations and the five-year solid waste management plan.</li> <li>• Municipality of Prizren performs solid waste management properly.</li> <li>• Operation capacity (collection &amp; transportation, equipment maintenance) for solid waste treatment of Ekoregjioni Regional Waste Company is strengthened.</li> <li>• The possibility of achieving a 100% (of population) waste collection rate in 2014 will be confirmed through implementation of pilot projects.</li> <li>• Municipality of Prizren takes budget measures necessary for waste management activities in 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress report</li> <li>• Record of monitoring (collection &amp; transportation, environment of disposal site)</li> <li>• Report of grant aid project, Progress report</li> <li>• Progress report (report on activities in the pilot projects)</li> <li>• Budgetary report for 2014 of Municipality of Prizren</li> </ul>	
4. Public awareness in solid waste management is improved in Prizren	<ul style="list-style-type: none"> <li>• Waste discharge rules are disseminated.</li> <li>• Home composters are disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>• Record of dissemination activities</li> <li>• Record of installation of composters</li> </ul>	
5. SWM Five-year Plan of Prizren Municipality is implemented.	<ul style="list-style-type: none"> <li>• Financial resources that have been reserved for solid waste management of Prizren municipality are used properly</li> <li>• Commissioned waste collection system in Prizren municipality is functioning properly.</li> <li>• Waste tax collection rate becomes more than XX% by the end of Project.</li> </ul>		
Activities		Inputs	External conditions
1-1 To gain understanding of baseline data 1-1-1 To observe the current waste management administration 1-1-2 To implement baseline surveys 1-2 To clarify waste flow 1-3 To identify issues through waste flow 2-1 To develop framework of draft SWM plan 2-2 To develop the draft SWM plan 2-3 To plan the pilot projects 2-4 To select the pilot project sites 2-5 To prepare the pilot project plans		<b>I. Japanese side</b> (1) Dispatch of the Expert on the following expertises <ul style="list-style-type: none"> <li>- Solid waste management / Institutional management / leader</li> <li>- Planning of waste collection and transportation / Deputy leader</li> <li>- analysis of quantity and quality of waste</li> <li>- planning of landfill site</li> <li>- Awareness raising / environmental education/enlightening for residents</li> <li>- Equipment maintenance and operation</li> </ul>	The waste management service currently provided by state-owned company or municipality will not be privatized during the project is in operation.

<p>3-1 To implement pilot projects and do monitoring of their progress</p> <p>3-1-1 To improve the current waste collection system</p> <p>3-1-2 To introduce a bell collection system</p> <p>3-1-3 To expand waste collection services (together with introduction of home composters)</p> <p>3-1-4 To improve community awareness</p> <p>3-1-5 To give school students environmental education</p> <p>3-1-6 To introduce bulky waste collection</p> <p>3-1-7 To conduct experimental separate collection of recyclables</p> <p>3-2 To develop a final draft SWM plan based on the results of pilot projects</p> <p>3-3 To hold series of seminars to share the lessons learned through development of SWM plan with the other municipalities.</p> <p>3-4 To support the Municipality of Prizren in undertaking institutional and policy reforms</p> <p>3-5 To give guidance for operational improvement of waste collection for Ekoregjioni RC</p> <p>3-6 To support MESP to prepare dissemination plan of experience and knowledge obtained through the Project</p>	<p>- Waste collection plan 2</p> <p>- Institutional management 2</p> <p>(2) local consultants (including translator)</p> <p>(3) expenses of the related activities for the Project</p> <p>(4) counterpart training in Japan</p> <p>(5) equipment for the related activities for the Project</p> <p>Kosovo Side</p> <p>(1) assignment of counterparts personnel (C/Ps) identifying the name and position of the Project manager</p> <p>(2) office space and facilities necessary for Japanese experts</p> <p>(3) the expenses for the activities</p> <p>1) Salaries and other allowances for government officials</p> <p>2) Expenses for utility such as electricity, water supply, and gas fuel.</p>	
<p>4-1 To prepare activity plan for raising community awareness on environment</p> <p>4-2 To prepare community awareness program</p> <p>4-3 To improve community awareness using home composters as a tool</p> <p>4-4 To give school students environmental education</p> <p>4-5 To plan awareness raising event for national level</p> <p>4-6 To support dissemination of waste discharge rule in the whole municipal area</p>		<p>Pre-conditions</p> <p>The public company of waste management in Prizren will agree to take part in the project.</p>
<p>5-1 Support for institutional and regulatory reform</p> <p>(1) To raise the rate of collection of waste tax</p> <p>(2) To discuss the coordination between outsourcing waste collection and related laws and regulations</p> <p>(3) To prepare the procedures to outsource waste collection</p> <p>(4) To monitor the collection of waste taxes and financial processes concerning SWM</p> <p>(5) To report the budget and results in SWM</p> <p>(6) To clarify the details of demand of budget in SWM</p> <p>5-2 Public awareness raising</p> <p>(1) To implement activities to make the public aware of paying waste tax</p>		
<p>6-1 To carry out monitoring of landfill volume and water quality</p> <p>6-2 To improve equipment management and maintenance</p>		

Appendix II

I. PROJECT FRAMEWORK DURING EXTENSION PERIOD

1. The Project will be implemented in accordance with the revised Project Design Matrix (PDM) and the revised Plan of Operation (PO) which are given in Annex I and Annex II.
2. JICA will dispatch the Japanese experts as listed in Annex III.
3. The duration of the Project is from September 1, 2011 until August 31, 2015.

List of Annex

Annex I Revised Project Design Matrix

Annex II Revised Plan of Operation

Annex III List of Japanese Experts

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### Project Design Matrix (PDM)

Project Name: The Project for Enhancement of the Capacity for Solid Waste Management toward sound Material-Cycle Society  
Duration of the Project: 4 years (tentatively Sep. 2011 – Aug. 2015)  
Target group: Ministry of Environment and Spatial Planning (MESP), Municipality of the Prizren  
Target Area: Prizren Municipality  
Version 4: 11 August 2014

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Overall Goal</b>			
The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.	• Local governments that develop SWM plans increases.	• SWM plans of other municipalities • Action plan prepared by MESP	•
<b>Project Purpose</b>			
The capacity of solid waste management in Prizren municipality will be strengthened.	• Municipality of Prizren becomes able to secure funding to sustainably implement the five-year Solid Waste Management Plan by the end of the Project. • Dissemination of experience and knowledge obtained in the project to other local governments is ready by the end of the project.	• Budgetary plan of municipality of Prizren  • Dissemination plan of experience and knowledge obtained through the Project	The political trend of decentralization in Kosovo won't change.
<b>Outputs</b>			
1. The current situation and problems on solid waste management in Prizren municipality is analyzed.	• The current situation and problems on solid waste management is summarized in the report.	• Progress report (1), (2) • Draft master plan on Solid Waste Management for Municipality of Prizren	
2. The draft solid waste management plan and pilot activities in Prizren municipality are prepared	• Draft master plan on solid waste management for Municipality of Prizren is developed in accordance with the waste law. • Draft five-year solid waste management plan for municipality of Prizren is submitted to the municipal assembly. • Draft municipal regulation on solid waste management is submitted to the municipal assembly. • Plan of pilot projects is prepared.	• Draft master plan on SWM  • Draft Five-year SWM plan/ Public notice on municipal assembly meeting concerned with Five-year SEM plan • Draft municipal regulation on solid waste management/ Public notice on municipal regulation on waste management (incl. establishment of waste management section, introduction of waste tax) • Plan of pilot projects	



3. The feasibility of solid waste management plan is confirmed.	<ul style="list-style-type: none"> <li>• Municipality of Prizren prioritizes establishment and strengthening of organization based on the draft municipal regulations and the five-year solid waste management plan.</li> <li>• Municipality of Prizren performs solid waste management properly.</li> <li>• Operation capacity (collection &amp; transportation, equipment maintenance) for solid waste treatment of Ekoregjioni Regional Waste Company is strengthened.</li> <li>• The possibility of achieving a 100% (of population) waste collection rate in 2014 will be confirmed through implementation of pilot projects.</li> <li>• Municipality of Prizren takes budget measures necessary for waste management activities in 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress report</li> <li>• Record of monitoring (collection &amp; transportation, environment of disposal site)</li> <li>• Report of grant aid project, Progress report</li> <li>• Progress report (report on activities in the pilot projects)</li> <li>• Budgetary report for 2014 of Municipality of Prizren</li> </ul>	
4. Public awareness in solid waste management is improved in Prizren	<ul style="list-style-type: none"> <li>• Waste discharge rules are disseminated.</li> <li>• Home composters are disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>• Record of dissemination activities</li> <li>• Record of installation of composters</li> </ul>	
5. Solid Waste Management Five-year Plan of Prizren Municipality is implemented.	<ul style="list-style-type: none"> <li>• Financial resources that have been reserved for solid waste management of Prizren municipality is used properly</li> <li>• Commissioned waste collection system in Prizren municipality is functioned properly.</li> <li>• Waste tax collection rate become more than 60% by the end of Project.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
Activities		Inputs	External conditions
1-1 To gain understanding of baseline data 1-1-1 To observe the current waste management administration 1-1-2 To implement baseline surveys 1-2 To clarify waste flow 1-3 To identify issues through waste flow		<b>1. Japanese side</b> (1) Dispatch of the Expert on the following expertises <ul style="list-style-type: none"> <li>- Solid waste management / Institutional management / leader</li> <li>- Planning of waste collection and transportation / Deputy leader</li> <li>- analysis of quantity and quality of waste</li> <li>- planning of landfill site</li> <li>- Awareness raising / environmental education/enlightening for residents</li> <li>- Equipment maintenance and operation</li> <li>- Waste collection plan 2 / Institutional management 2</li> </ul> (2) local consultants (including translator)	The waste management service currently provided by state-owned company or municipality will not be privatized during the project is in operation.
2-1 To develop framework of draft SWM plan 2-2 To develop the draft SWM plan 2-3 To plan the pilot projects 2-4 To select the pilot project sites 2-5 To prepare the pilot project plans			

<p>3-1 To implement pilot projects and do monitoring of their progress</p> <p>3-1-1 To improve the current waste collection system</p> <p>3-1-2 To introduce a bell collection system</p> <p>3-1-3 To expand waste collection services (together with introduction of home composters)</p> <p>3-1-4 To improve community awareness</p> <p>3-1-5 To give school students environmental education</p> <p>3-1-6 To introduce bulky waste collection</p> <p>3-1-7 To conduct experimental separate collection of recyclables</p> <p>3-2 To develop a final draft SWM plan based on the results of pilot projects</p> <p>3-3 To hold series of seminars to share the lessons learned through development of SWM plan with the other municipalities.</p> <p>3-4 To support the Municipality of Prizren in undertaking institutional and policy reforms</p> <p>3-5 To give guidance for operational improvement of waste collection for Ekoregjioni RC</p> <p>3-6 To support MESP to prepare dissemination plan of experience and knowledge obtained through the Project</p>	<p>(3) expenses of the related activities for the Project</p> <p>(4) counterpart training in Japan</p> <p>(5) equipment for the related activities for the Project</p> <p><b>Kosovo Side</b></p> <p>(1) assignment of counterparts personnel (C/Ps) identifying the name and position of the Project manager</p> <p>(2) office space and facilities necessary for Japanese experts</p> <p>(3) the expenses for the activities</p> <p>1) Salaries and other allowances for government officials</p> <p>2) Expenses for utility such as electricity, water supply, and gas fuel.</p>	
<p>4-1 To prepare activity plan for raising community awareness on environment</p> <p>4-2 To prepare community awareness program</p> <p>4-3 To improve community awareness using home composters as a tool</p> <p>4-4 To give school students environmental education</p> <p>4-5 To plan awareness raising event for national level</p> <p>4-6 To support dissemination of waste discharge rule in the whole municipal area</p> <p>5-1 Support to reform institutional and regulation</p> <p>(1) To raise the rate of collection of waste tax</p> <p>(2) To discuss the coordination between outsourcing waste collection and related laws and regulations</p> <p>(3) To prepare the procedure to outsource waste collection</p> <p>(4) To monitor the collection of waste tax and financial process concerning SWM</p> <p>(5) To report the budget and result in SWM</p> <p>(6) To clarify the details of demand of budget in SWM</p> <p>5-2 Public awareness raising</p> <p>(1) To implement activities to make aware of paying waste tax</p>		<p><b>Pre-conditions</b></p> <p>The public company of waste management in Prizren will agree to take part in the project.</p>
<p>6-1 To carry out monitoring of landfill volume and water quality</p> <p>6-2 To improve equipment management and maintenance</p>		

Activities	2011				2012				2013				2014				2015								
	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
1. Expert (Leader / Solid waste management / Institutional management)																									
2. Expert (Planning of waste collection and transportation)																									
3. Expert (Analysis of quantity and quality of waste)																									
4. Expert (Planning of landfill site)																									
5. Expert (Awareness raising / environmental education / enlightening for residents)																									
6. Expert (Equipment maintenance and operation)																									
7. Expert (Waste collection plan 2 / Institutional management 2)																									

Activities	2011				2012				2013				2014				2015								
	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
1. The current situation and problems on solid waste management in Prizren municipality is analyzed.																									
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4.5 To plan awareness raising event for national level																									
4.6 To support dissemination of waste discharge rule in the whole municipal area																									
5. Solid Waste Management Five-year Plan of Prizren Municipality is implemented.																									
5.1 Support to reform institutional and regulation																									
5.2 Public awareness raising																									
6. Other activities																									
6.1 To carry out monitoring of landfill volume and water quality																									
6.2 To improve equipment management and maintenance																									

### **Annex III LIST OF JAPANESE EXPARTS**

The experts in the following field will be dispatched:

- (1) Leader / Solid waste management / **Institutional management**
- (2) Planning of waste collection and transportation
- (3) Analysis of quantity and quality of waste
- (4) Planning of landfill site
- (5) **Awareness raising** / environmental education / enlightening for residents
- (6) Equipment maintenance and operation
- (7) Waste collection plan 2 / **Institutional management 2**

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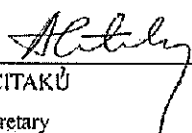
RECORD OF DISCUSSIONS BETWEEN JAPANESE  
IMPLEMENTATION STUDY TEAM AND  
AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
REPUBLIC OF KOSOVO  
ON JAPANESE TECHNICAL COOPERATION  
FOR THE PROJECT FOR ENHANCEMENT OF THE CAPACITY FOR WASTE  
MANAGEMENT TOWARD SOUND MATERIAL-CYCLE SOCIETY

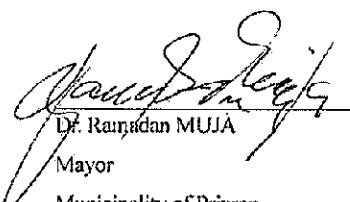
Based on the Minutes of Meetings signed on December 14, 2010 between Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Kosovar authorities concerned, Chief Representative of JICA Balkan Office and the Kosovar authorities concerned had a series of discussions on desirable measures to be taken by JICA and by the Government of Kosovo (hereinafter referred to as "Kosovo") for the successful implementation of the "Project for enhancement of the capacity for waste management toward sound material-cycle society" (hereinafter referred to as "the Project").

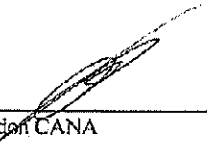
As a result of the discussions, JICA and the Kosovar authorities concerned agreed on the matters referred in the document attached hereto.

Pristina January 26, 2011

  
Mr. Satoru KUROSAWA  
Chief Representative  
JICA Balkan Office  
Japan International Cooperation Agency

  
Mr. Arben CITAKU  
General Secretary  
Ministry of Environment and Spatial  
Planning  
Republic of Kosovo

  
Dr. Ramazan MUJA  
Mayor  
Municipality of Prizren  
Republic of Kosovo

  
Mr. Edon CANA  
General Secretary  
Ministry of European Integration  
Republic of Kosovo

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#### THE ATTACHED DOCUMENT

##### I. COOPERATION BETWEEN JICA AND KOSOVAR GOVERNMENT

1. The Government of Kosovo will implement the Project for enhancement of the capacity for waste management toward sound material-cycle society (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

##### II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Technical Cooperation Scheme of Japan:

1. Dispatch of Japanese Experts  
JICA will provide the services of the Japanese experts as listed in Annex II.
2. Provision of Machinery and Equipment  
JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project if necessary and approved by the JICA headquarters. The Equipment will become the property of the Government of Kosovo upon being delivered C.I.F. (cost, insurance and freight) to the Kosovar authorities concerned at the ports and/or airports of disembarkation.
3. Training of Kosovar personnel in Japan  
JICA will receive the Kosovar personnel connected with the Project for technical training in Japan.

##### III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF KOSOVO

1. The Government of Kosovo will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of Kosovo will ensure that the technologies and knowledge acquired by the Kosovar nationals as a result of Japanese technical cooperation will contribute to the economic and social development of Kosovo.

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3. The Government of Kosovo will grant in Kosovar privileges, exemptions and benefits as listed in Annex III and will grant privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions to the Japanese experts referred to in II-1 above and their families.
4. The Government of Kosovo will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.
5. The Government of Kosovo will take necessary measures to ensure that the knowledge and experience acquired by the Kosovo personnel from technical training in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in Kosovo, the Government of Kosovo will take necessary measures to provide at its own expense:
  - (1) Services of the Kosovar counterpart personnel and administrative personnel as listed in Annex IV;
  - (2) Land, buildings and facilities as listed in Annex V;
  - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above ; and
  - (4) Means of transport and travel allowances for the Japanese experts for official travel within Kosovo.
7. In accordance with the laws and regulations in force in Kosovo, the Government of Kosovo will take necessary measures to meet:
  - (1) Expenses necessary for transportation within Kosovo of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
  - (2) Customs duties, internal taxes and any other charges, imposed in Kosovo on the Equipment referred to in II-2 above ; and
  - (3) Running expenses necessary for the implementation of the Project.

#### IV. ADMINISTRATION OF THE PROJECT

1. General Secretary, Ministry of Environment and Spatial Planning, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.

*[Handwritten signatures and initials]*



2. Mayor or the Municipality of Prizren, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese Team Leader will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to the Kosovar counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex VI.

#### V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Kosovar authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

#### VI. CLAIMS AGAINST JAPANESE EXPERTS

The Government of Kosovo undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in Kosovo except for those arising from the willful misconduct or gross negligence of the Japanese experts.

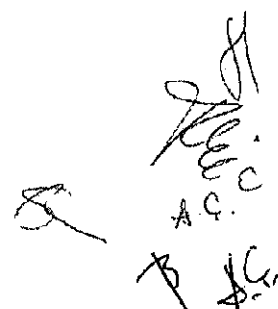
#### VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and Kosovo Government on any major issues arising from, or in connection with this Attached Document.



For the purpose of promoting support for the Project among the people of Kosovo, the Government of Kosovo will take appropriate measures to make the Project widely known to the people of Kosovo.

#### IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be three years from September 1, 2011.

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ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX III	PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS
ANNEX IV	LIST OF KOSOVAR COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX V	LIST OF LOGISTICS RESOURCES
ANNEX VI	JOINT COORDINATING COMMITTEE

   
AC.  
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## ANNEX I MASTER PLAN

### 1. Overall Goal

The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste-management issue in Kosovo will be improved.

### 2. Project Purpose

The capacity of solid waste management in Prizren municipality will be strengthened.

### 3. Outputs

- (1) The current situation and problems on solid waste management in Prizren municipality is analyzed
- (2) The draft solid waste management plan and pilot activities in Prizren municipality are prepared
- (3) The feasibility of solid waste management plan is confirmed
- (4) Public awareness in solid waste management is improved in Prizren

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## ANNEX I MASTER PLAN

### 1. Overall Goal

The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste-management issue in Kosovo will be improved.

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### 3. Outputs

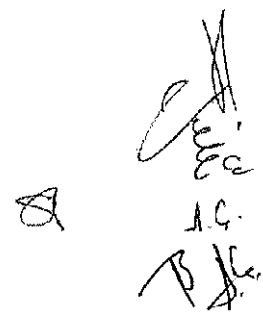
- (1) The current situation and problems on solid waste management in Prizren municipality is analyzed
- (2) The draft solid waste management plan and pilot activities in Prizren municipality are prepared
- (3) The feasibility of solid waste management plan is confirmed
- (4) Public awareness in solid waste management is improved in Prizren

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JICA  
A.C.  
B.A.

### ANNEX III PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JICA EXPERTS

In case JICA dispatches experts, the Government of Kosovo shall:

- (1)(a) exempt the experts from taxes including income tax, and fiscal charges imposed on or in connection with salaries and any allowances remitted to them from abroad;
- (b) exempt the experts and their families from consular fees, taxes including customs duties and fiscal charges as well as from the requirements of obtaining import license and certificate of foreign exchange coverage, in respect of the importation of:
  - (i) luggage;
  - (ii) personal effects, household effects and consumer goods; and
  - (iii) one motor vehicle per expert and per family of the expert assigned to stay in Kosovo;
- (c) exempt the experts and their families who do not import any motor vehicle into Kosovo from taxes including value added tax and fiscal charges in respect of the local purchase of one motor vehicle per expert, and per family of the expert; and
- (d) exempt the experts and their families from the registration fee of the motor vehicles mentioned in (b) (iii) and (c),
- (2)(a) provide at its own expense suitable office and other facilities including telephone and facsimile services necessary for the performance of the duties of the experts as well as to bear the expenses for their operation and maintenance;
- (b) bear expenses of the experts for:
  - (i) daily transportation to and from their place of work; and
  - (ii) their official correspondence; and
- (c) provide the convenience for receiving medical care and facilities for the experts and their families.
- (3)(a) permit the experts and their families to enter, leave and sojourn in Kosovo for the duration of their assignment therein, offer them the convenience for procedures of alien registration requirements, and exempt them from consular fees;
- (b) issue identification cards to the experts to secure the cooperation of all governmental organizations necessary for the performance of their duties;
- (c) offer the experts and their families the convenience for acquisition of car driving license; and
- (d) carry out other measures necessary for the performance of the duties of the experts.

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#### ANNEX IV LIST OF COUNTERPARTS AND ADMINISTRATIVE PERSONNEL

##### 1. Project Director

Director of Environment Department, Ministry of Environment and Spatial Planning

##### 2. Project Manager

Director of Services Public, Municipality of Prizren

##### 3. Technical Counterparts

Environment Coordinator, Division of Service Public, Municipality of Prizren

Technical Staff, Division of Service Public, Municipality of Prizren

Regulatory Operation Manager, EcoRegijoni

Manager of Prizren Unit, EcoRegijoni

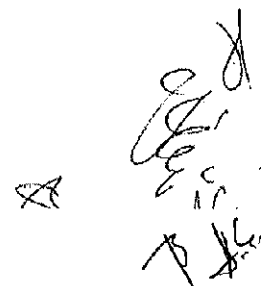
\*In case of necessity, Municipality of Prizren and staff of public companies can be assigned to be additional technical counterparts.

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#### ANNEX V LIST OF LOGISTIC RESOURCES

The logistic resources necessary for the implementation of the Project, including work space, Internet connection, electricity, water supply, air conditioning facilities and others will be supplied by the Kosovar side. The principal logistic resources required are as follows:

- (1) Counterpart Personnel necessary for the Project
- (2) Facilities and equipments necessary for the implementation of the Project
- (3) Meeting rooms as required
- (4) Office space and necessary facilities for the Japanese experts and related members
- (5) Necessary resources for the analysis of environmental samples
- (6) Other necessary land, facilities and materials for the implementation of the Project

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## ANNEX VI FUNCTION CHAIRPERSON AND MEMBERS OF JOINT COORDINATING COMMITTEE

### (1) Functions

The Joint Coordinating Committee shall convene at least once a year and whenever necessity arises in order to fulfill the following functions.

- To formulate the annual operational work plan of the Project according to the Project Design Matrix (PDM) and the Plan of Operation (PO)
- To review the results of the annual operational work plan and progress of the Project
- To evaluate the progress and achievement of the Project

### (2) Chairperson

General Secretary of the Minister for Environment and Spatial Planning will chair the committee. The chairperson can invite the following members and can add appropriate members in accordance with the issue to be discussed at the committee.

### (3) Members

#### Kosovar side:

Head of chemicals and waste division, MESP

Head of environmental protection division, MESP

Director of Services Public, Municipality of Prizren

Environment Coordinator, Division of Service Public, Municipality of Prizren

Technical Staff, Division of Service Public, Municipality of Prizren

Representative of pilot project town/villages, Municipality of Prizren

Senior Officer, Directorate of Human and Physical Development,  
Ministry of European Integration

#### Japanese side:

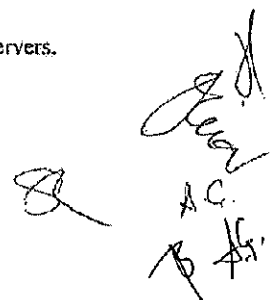
Chief Representative, JICA Balkan Office

JICA Experts

\* Official(s) of the Embassy of Japan may attend the Committee sessions as observer(s).

#### Note:

Chairperson can request and admit attendance of other relevant personnel as observers.

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## 2 Project Design Matrix (PDM)

### 2.1 PDM<sub>0</sub>

Project Name: The Project for Enhancement of the Capacity for Solid Waste Management toward sound Material-Cycle Society  
Duration of the Project: 3 years (tentatively 2011. Sep – 2014. Aug)  
Target group: Ministry of Environment and Spatial Planning (MESP), Municipality of the Prizren  
Target Area: Prizren Municipality  
Version 0: 14 December 2010

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Overall Goal</b>				
The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.		The regional solid waste management plan is drafted half of the municipalities of Kosovo.	Draft of regional solid waste management plan	
<b>Project Purpose</b>				
The capacity of solid waste management in Prizren municipality will be strengthened.		The municipal solid waste management plan is drafted by municipality officials of Prizren, which to be approved.	Draft of municipal solid waste management plan in Prizren	The political trend of decentralization in Kosovo won't change.
<b>Outputs</b>				
1.	The current situation and problems on solid waste management in Prizren municipality is analyzed.	The report that summarize the current situation and problems on solid waste management in Prizren Municipality is shared among stakeholders.	Report that summarize the current situation and problems on solid waste management in Prizren Municipality	
2.	The draft solid waste management plan and pilot activities in Prizren municipality are prepared	The management plan and pilot activity plans in Prizren Municipality is drafted.	The draft solid waste management plan in Prizren Municipality and pilot activity plans for each activity	
3.	The feasibility of solid waste management plan is confirmed.	The feasibility of solid waste management plan and recommendation for national level plan are prepared in a document.	The report prepared by the project	
4.	Public awareness in solid waste management is improved in Prizren	The number of residents who understand the waste management will increase.	Questionnaire at the beginning and the end of the Project	
<b>Activities</b>		<b>Inputs</b>		<b>External conditions</b>
1.1	To review the current administrative framework for solid waste management in national and municipality level	<b>1. Japanese side</b> (1) Dispatch of the Expert on the following expertises - Solid waste management / leader - analysis of quantity and quality of waste - planning of collection and transportation - planning of landfill site - environmental education/enlightening for residents  (2) local consultants (including translator) (3) expenses of the related activities for the Project (4) counterpart training in Japan (5) equipments for the related activities for the Project  <b>Kosovo Side</b> (1) assignment of counterparts personnel (C/Ps) identifying the name and position of the Project manager (2) office space and facilities necessary for Japanese experts (3) the expenses for the activities 1) Salaries and other allowances for government officials 2) Expenses for utility such as electricity, water supply, and gas fuel. 3) Operational expenses for customs clearance, storage and domestic transportation for the equipment provided by the Japanese side.		The waste management service currently provided by state-owned company or municipality will not be privatized during the project is in operation.
1.2	To conduct a baseline survey on entire solid waste management system			
1.3	To analyze the collected data and information to draw possible improvement plan			
2.1	To select area(s) for pilot project			
2.2	To draft a solid waste management plan for the pilot area(s) based on the data analyzed.			
3.1	To implement the above draft solid waste management plan in the selected pilot area.			
3.2	To revise the above implemented draft solid waste management plan through the pilot project activities.			
3.3	To hold series of seminars and workshops to share the lessons learned through the pilot project activities, as a preparation for drafting national solid waste management plan			
4.1	To carry out awareness raising event at local community			
4.2	To carry out awareness raising event at municipality level			
4.3	To plan awareness raising event for national level			
				<b>Pre-conditions</b>
				The public company of waste management in Prizren will agree to take part in the project.

## 2.2 PDM<sub>1</sub>

Project Name: The Project for Enhancement of the Capacity for Solid Waste Management toward sound Material-Cycle Society

Duration of the Project: 3 years (tentatively Sep. 2011 – Aug. 2014)

Target group: Ministry of Environment and Spatial Planning (MESP), Municipality of the Prizren

Target Area: Prizren Municipality

Version 0: 28 June 2012

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Overall Goal</b>				
The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.		<ul style="list-style-type: none"> <li>Local government develops SWM plan increases.</li> </ul>	<ul style="list-style-type: none"> <li>SWM plan of the other municipality</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Project Purpose</b>				
The capacity of solid waste management in Prizren municipality will be strengthened.		<ul style="list-style-type: none"> <li>Staff of waste management performs according to the SWM Plan.</li> <li>Complaints concerning with solid waste from the citizens decrease.</li> </ul>	<ul style="list-style-type: none"> <li>Project progress report</li> <li>Record of complaints brought from the citizens</li> </ul>	The political trend of decentralization in Kosovo won't change.
<b>Outputs</b>				
1.	The current situation and problems on solid waste management in Prizren municipality is analyzed.	<ul style="list-style-type: none"> <li>The current situation and problem on solid waste management is summarized in the report.</li> </ul>	<ul style="list-style-type: none"> <li>Report of baseline surveys</li> </ul>	
2.	The draft solid waste management plan and pilot activities in Prizren municipality are prepared	<ul style="list-style-type: none"> <li>Long and mid-term target on solid waste management for the municipality of Prizren is set.</li> <li>Strategy, implementation plan and financial plan to achieve the target are developed.</li> <li>Pilot activity plan is materialized.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Solid Waste Management Plan</li> <li>Pilot Project Plan</li> </ul>	
3.	The feasibility of solid waste management plan is confirmed.	<ul style="list-style-type: none"> <li>Feasibility of the waste collection system proposed in the solid waste management plan is verified technically.</li> <li>Feasibility of the waste collection system proposed in the solid waste management plan is verified financially.</li> </ul>	<ul style="list-style-type: none"> <li>Progress report                             <ul style="list-style-type: none"> <li>Technical evaluation of the pilot project</li> <li>Financial evaluation of the pilot project</li> </ul> </li> </ul>	
4.	Public awareness in solid waste management is improved in Prizren	<ul style="list-style-type: none"> <li>Waste amount taken away from the illegal dump reduces.</li> <li>Waste discharge rule is disseminated and waste collection activity is carried out efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>Record of waste amount of illegal dump removal carried out by Ekoregioni</li> <li>Report of Time and Motion survey</li> </ul>	
<b>Activities</b>		<b>Inputs</b>		<b>External conditions</b>
1-1	To Acquire baseline	<b>1. Japanese side</b> (1) Dispatch of the Expert on the following expertises - Solid waste management / leader - Planning of waste collection and transportation / Deputy leader - analysis of quantity and quality of waste - planning of landfill site - environmental education/enlightening for residents - Equipment maintenance and operation (2) local consultants (including translator) (3) expenses of the related activities for the Project (4) counterpart training in Japan (5) equipments for the related activities for the Project  <b>Kosovo Side</b> (1) assignment of counterparts personnel (C/Ps) identifying the name and position of the Project manager (2) office space and facilities necessary for Japanese experts (3) the expenses for the activities 1) Salaries and other allowances for government officials 2) Expenses for utility such as electricity, water supply, and gas fuel.		The waste management service currently provided by state-owned company or municipality will not be privatized during the project is in operation.
1-1-1	To observe the current waste management administration			
1-1-2	To implement baseline surveys			
1-2	To clarify waste flow			
1-3	To identify issues through waste flow			
2-1	To develop framework of draft SWM plan			
2-2	To develop the draft SWM plan			
2-3	To plan the pilot project			
2-4	To select the pilot project sites			
2-5	To prepare the pilot project plan			
3-1	To implement pilot projects and do monitoring of their progress			
3-2	To development final draft SWM plan based on the results of pilot projects			
3-3	To hold series of seminars to share the lessons learned through development of SWM plan with the other municipalities.			
4-1	To prepare activity plan for raising community awareness on environment			<b>Pre-conditions</b> The public company of waste management in Prizren will agree to take part in the project.
4-2	To prepare community awareness program,			
4-3	To implement improvement of community based awareness			
4-4	To implement environmental education for pupils			
4-5	To plan awareness raising event for national level			
5-1	To carry out monitoring of landfill volume and water quality			
5-2	To improve equipment management and maintenance			

## 2.3 PDM<sub>2</sub>

Project Name: The Project for Enhancement of the Capacity for Solid Waste Management toward sound Material-Cycle Society

Duration of the Project: 3 years (tentatively Sep. 2011 – Aug. 2014)

Target group: Ministry of Environment and Spatial Planning (MESP),

Target Area: Prizren Municipality

Version 2: 28 June 2013

Version 2: 28 June 2013

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal				
The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.	<ul style="list-style-type: none"><li>Local government develops SWM plan increases.</li></ul>	<ul style="list-style-type: none"><li>SWM plan of the other municipality</li></ul>	<ul style="list-style-type: none"><li></li></ul>	
Project Purpose				
The capacity of solid waste management in Prizren municipality will be strengthened.	<ul style="list-style-type: none"><li>Staff of waste management performs according to the SWM Plan.</li><li>Complaints concerning with solid waste from the citizens decrease.</li></ul>	<ul style="list-style-type: none"><li>Project progress report</li><li>Record of complaints brought from the citizens</li></ul>	The political trend of decentralization in Kosovo won't change.	
Outputs				
1. The current situation and problems on solid waste management in Prizren municipality is analysed.	<ul style="list-style-type: none"><li>The current situation and problem on solid waste management is summarized in the report.</li></ul>	<ul style="list-style-type: none"><li>Report of baseline surveys</li></ul>		
2. The draft solid waste management plan and pilot activities in Prizren municipality are prepared	<ul style="list-style-type: none"><li>Long and mid-term target on solid waste management for the municipality of Prizren is set.</li><li>Strategy, implementation plan and financial plan to achieve the target are developed.</li><li>Pilot activity plan is materialized.</li></ul>	<ul style="list-style-type: none"><li>Draft Solid Waste Management Plan</li><li>Pilot Project Plan</li></ul>		
3. The feasibility of solid waste management plan is confirmed.	<ul style="list-style-type: none"><li>Feasibility of the waste collection system proposed in the solid waste management plan is verified technically.</li><li>Feasibility of the waste collection system proposed in the solid waste management plan is verified financially.</li></ul>	<ul style="list-style-type: none"><li>Progress report<ul style="list-style-type: none"><li>➤ Technical evaluation of the pilot project</li><li>➤ Financial evaluation of the pilot project</li></ul></li></ul>		
4. Public awareness in solid waste management is improved in Prizren	<ul style="list-style-type: none"><li>Waste amount taken away from the illegal dump reduces.</li><li>Waste discharge rule is disseminated and waste collection activity is carried out efficiently.</li></ul>	<ul style="list-style-type: none"><li>Record of waste amount of illegal dump removal carried out by Ekoregjioni</li><li>Report of Time and Motion survey</li></ul>		
Activities		Inputs		External conditions
1-1 To Acquire baseline 1-1-1 To observe the current waste management administration 1-1-2 To implement baseline surveys 1-2 To clarify waste flow 1-3 To identify issues through waste flow		<b>1. Japanese side</b> (1) Dispatch of the Expert on the following expertise <ul style="list-style-type: none"><li>Solid waste management / leader</li><li>Planning of waste collection and transportation / Deputy leader</li><li>analysis of quantity and quality of waste</li><li>planning of landfill site</li><li>environmental education/enlightening for residents</li><li>Equipment maintenance and operation</li><li>Planning of waste collection 2</li></ul> (2) local consultants (including translator) (3) expenses of the related activities for the Project (4) counterpart training in Japan (5) equipment for the related activities for the Project		The waste management service currently provided by state-owned company or municipality will not be privatized during the project is in operation.
2-1 To develop framework of draft SWM plan 2-2 To develop the draft SWM plan 2-3 To plan the pilot project 2-4 To select the pilot project sites 2-5 To prepare the pilot project plan				
3-1 To implement pilot projects and do monitoring of their progress 3-2 To development final draft SWM plan based on the results of pilot projects 3-3 To hold series of seminars to share the lessons learned through development of SWM plan with the other municipalities.				
3-4 Support for institutional arrangement of MOP 3-5 Guidance for operational improvement of waste collection for Ekoregjioni PC				
4-1 To prepare activity plan for raising community awareness on environment 4-2 To prepare community awareness program, 4-3 To implement improvement of community based awareness 4-4 To implement environmental education for pupils 4-5 To plan awareness raising event for national level 4-6 Support for dissemination of discharge rule to the entire municipal area		<b>Kosovo Side</b> (1) assignment of counterparts personnel (C/Ps) identifying the name and position of the Project manager (2) office space and facilities necessary for Japanese experts (3) the expenses for the activities <ul style="list-style-type: none"><li>1) Salaries and other allowances for government officials</li><li>2) Expenses for utility such as electricity, water supply, and gas fuel.</li></ul>		<b>Pre-conditions</b>  The public company of waste management in Prizren will agree to take part in the project.
5-1 To carry out monitoring of landfill volume and water quality 5-2 To improve equipment management and maintenance				

## Annex 2-62

Project Name: The Project for Enhancement of the Capacity for Solid Waste Management toward sound Material-Cycle Society Target group: Ministry of Environment and Spatial Planning (MESP), Municipality of the Prizren		Duration of the Project: 3 years (tentatively Sep. 2011 – Aug. 2014) Target Area: Prizren Municipality (Version 3: 21 October 2013)	
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Overall Goal</b>			
The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.	<ul style="list-style-type: none"> <li>Local government develops SWM plan increases.</li> </ul>	<ul style="list-style-type: none"> <li>SWM plan of the other municipality</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Project Purpose</b>			
The capacity of solid waste management in Prizren municipality will be strengthened.	<ul style="list-style-type: none"> <li>Municipality of Prizren become to tackle securing fund for implementation of the five-year Solid Waste Management Plan in a sustainable way by the end of the Project.</li> <li>Dissemination of experience and knowledge obtained in the project to other local government is ready by the end of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Budgetary plan of municipality of Prizren</li> <li>Dissemination plan of experience and knowledge obtained through the Project</li> </ul>	The political trend of decentralization in Kosovo won't change.
<b>Outputs</b>			
1. The current situation and problems on solid waste management in Prizren municipality is analyzed.	<ul style="list-style-type: none"> <li>The current situation and problem on solid waste management is summarized in the report.</li> </ul>	<ul style="list-style-type: none"> <li>Progress report (1), (2)</li> <li>Draft master plan on Solid Waste Management for municipality of Prizren</li> </ul>	
2. The draft solid waste management plan and pilot activities in Prizren municipality are prepared	<ul style="list-style-type: none"> <li>Draft master plan on solid waste management for municipality of Prizren is developed in accordance with the waste law.</li> <li>Draft five-year solid waste management plan for municipality of Prizren is submitted to the municipal assembly.</li> <li>Draft municipal regulation on solid waste management is submitted to the municipal assembly.</li> <li>Plan of Pilot project is prepared.</li> </ul>	<ul style="list-style-type: none"> <li>Draft master plan on SWM</li> <li>Draft Five-year SWM plan/ Public notice on municipal assembly meeting concerned with Five year SEM plan</li> <li>Draft municipal regulation on solid waste management/ Public notice on municipal regulation on waste management (incl. establishment of waste management section, introduction of waste tax)</li> <li>Plan of pilot projects</li> </ul>	
3. The feasibility of solid waste management plan is confirmed.	<ul style="list-style-type: none"> <li>Municipality of Prizren prioritizes establishment and strengthening of organization based on the draft municipal regulation and the Five-year solid waste management plan.</li> <li>Municipality of Prizren performs solid waste management properly.</li> <li>Operation capacity (collection &amp; transportation, equipment maintenance) for solid waste treatment of Ekoregijoni Regional Waste Company is strengthened.</li> <li>A possibility of 100% of population based waste collection rate is achieved in 2014 will be confirmed through implementation of pilot project.</li> <li>Municipality of Prizren takes budget measures necessary for activities for the waste management in 2014.</li> </ul>	<ul style="list-style-type: none"> <li>Progress report</li> <li>Record of monitoring (collection &amp; transportation, environment of disposal site)</li> <li>Report of grant aid project, Progress report</li> <li>Progress report (report on activities in the pilot projects)</li> <li>Budgetary report for 2014 of Municipality of Prizren</li> </ul>	
4. Public awareness in solid waste management is improved in Prizren	<ul style="list-style-type: none"> <li>Waste discharge rules are disseminated.</li> <li>Home composters are disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>Record of dissemination activities</li> <li>Record of installation of composters</li> </ul>	
<b>Activities</b>		<b>Inputs</b>	<b>External conditions</b>
1-1 To Acquire baseline 1-1-1 To observe the current waste management administration 1-1-2 To implement baseline surveys 1-2 To clarify waste flow 1-3 To identify issues through waste flow 2-1 To develop framework of draft SWM plan 2-2 To develop the draft SWM plan 2-3 To plan the pilot project 2-4 To select the pilot project sites 2-5 To prepare the pilot project plan 3-1 To implement pilot projects and do monitoring of their progress 3-1-1 Improvement of current waste collection system 3-1-2 Introduction of bell collection system 3-1-3 Expansion of waste collection service (together with introduction of home composter) 3-1-4 Improvement of community based awareness 3-1-5 Environmental education for pupils 3-1-6 Introduction of bulky waste collection 3-1-7 Experiment of Recyclable separate collection 3-2 To development final draft SWM plan based on the results of pilot projects 3-3 To hold series of seminars to share the lessons learned through development of SWM plan with the other municipalities. 3-4 Support for institutional arrangement of municipality of Prizren 3-5 Guidance for operational improvement of waste collection for Ekoregijoni RC 3-6 Support MESP to prepare dissemination plan of experience and knowledge obtained through the Project 4-1 To prepare activity plan for raising community awareness on environment 4-2 To prepare community awareness program, 4-3 To implement improvement of community based awareness using home composter as a tool 4-4 To implement environmental education for pupils 4-5 To plan awareness raising event for national level 4-6 Support to disseminate waste discharge rule in whole municipal area 5-1 To carry out monitoring of landfill volume and water quality 5-2 To improve equipment management and maintenance		<b>1. Japanese side</b> (1) Dispatch of the Expert on the following expertises - Solid waste management / leader - Planning of waste collection and transportation / Deputy leader - analysis of quantity and quality of waste - planning of landfill site - environmental education/enlightening for residents - Equipment maintenance and operation - Planning of waste collection 2 (2) local consultants (including translator) (3) expenses of the related activities for the Project (4) counterpart training in Japan (5) equipments for the related activities for the Project  <b>Kosovo Side</b> (1) assignment of counterparts personnel (C/Ps) identifying the name and position of the Project manager (2) office space and facilities necessary for Japanese experts (3) the expenses for the activities 1) Salaries and other allowances for government officials 2) Expenses for utility such as electricity, water supply, and gas fuel.	The waste management service currently provided by state-owned company or municipality will not be privatized during the project is in operation.
			<b>Pre-conditions</b>
			The public company of waste management in Prizren will agree to take part in the project.

## 2.5 PDM<sub>4</sub>

Project Name: The Project for Enhancement of the Capacity for Solid Waste Management toward sound Material-Cycle Society  
Duration of the Project: 4 years (tentatively Sep. 2011 – Aug. 2015)  
Target group: Ministry of Environment and Spatial Planning (MESP), Municipality of the Prizren  
Target Area: Prizren Municipality  
Version 4: 20 February 2014

Version 4. 20 February 2014

Narrative Summary		Objectively Verifiable Indicators		Means of Verification		Important Assumptions	
Overall Goal							
The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.		• Local governments that develop SWM plans increases.		• SWM plans of other municipalities • Action plan prepared by MESP			
Project Purpose							
The capacity of solid waste management in Prizren municipality will be strengthened.		• Municipality of Prizren becomes able to secure funding to sustainably implement the five-year Solid Waste Management Plan by the end of the Project. • Dissemination of experience and knowledge obtained in the project to other local governments is ready by the end of the project.		• Budgetary plan of municipality of Prizren  • Dissemination plan of experience and knowledge obtained through the Project		The political trend of decentralization in Kosovo won't change.	
Outputs							
1. The current situation and problems on solid waste management in Prizren municipality is analyzed.		• The current situation and problems on solid waste management is summarized in the report.		• Progress report (1), (2) • Draft master plan on Solid Waste Management for Municipality of Prizren			
2. The draft solid waste management plan and pilot activities in Prizren municipality are prepared		• Draft master plan on solid waste management for Municipality of Prizren is developed in accordance with the waste law. • Draft five-year solid waste management plan for municipality of Prizren is submitted to the municipal assembly. • Draft municipal regulation on solid waste management is submitted to the municipal assembly. • Plan of pilot projects is prepared.		• Draft master plan on SWM • Draft Five-year SWM plan/ Public notice on municipal assembly meeting concerned with Five-year SEM plan • Draft municipal regulation on solid waste management/ Public notice on municipal regulation on waste management (incl. establishment of waste management section, introduction of waste tax) • Plan of pilot projects			
3. The feasibility of solid waste management plan is confirmed.		• Municipality of Prizren prioritizes establishment and strengthening of organization based on the draft municipal regulations and the five-year solid waste management plan. • Municipality of Prizren performs solid waste management properly. • Operation capacity (collection & transportation, equipment maintenance) for solid waste treatment of Ekoregjioni Regional Waste Company is strengthened. • The possibility of achieving a 100% (of population) waste collection rate in 2014 will be confirmed through implementation of pilot projects. • Municipality of Prizren takes budget measures necessary for waste management activities in 2014.		• Progress report • Record of monitoring (collection & transportation, environment of disposal site) • Report of grant aid project, Progress report • Progress report (report on activities in the pilot projects) • Budgetary report for 2014 of Municipality of Prizren			
4. Public awareness in solid waste management is improved in Prizren		• Waste discharge rules are disseminated. • Home composters are disseminated.		• Record of dissemination activities • Record of installation of composters			
5. SWM Five-year Plan of Prizren Municipality is implemented.		• Financial resources that have been reserved for solid waste management of Prizren municipality is used properly • Commissioned waste collection system in Prizren municipality is functioned properly. • Waste tax collection rate become more than XX% by the end of Project.					
Activities				Inputs		External conditions	
1-1 To gain understanding of baseline data 1-1-1 To observe the current waste management administration 1-1-2 To implement baseline surveys 1-2 To clarify waste flow 1-3 To identify issues through waste flow				1. Japanese side (1) Dispatch of the Expert on the following expertises - Solid waste management / Institutional management / leader - Planning of waste collection and transportation / Deputy leader - analysis of quantity and quality of waste - planning of landfill site - Awareness raising / environmental education/enlightening for residents - Equipment maintenance and operation - Waste collection plan 2 / Institutional management 2 (2) local consultants (including translator)		The waste management service currently provided by state-owned company or municipality will not be privatized during the project is in operation.	
2-1 To develop framework of draft SWM plan 2-2 To develop the draft SWM plan 2-3 To plan the pilot projects 2-4 To select the pilot project sites 2-5 To prepare the pilot project plans							

3-1 To implement pilot projects and do monitoring of their progress 3-1-1 To improve the current waste collection system 3-1-2 To introduce a bell collection system 3-1-3 To expand waste collection services (together with introduction of home composters) 3-1-4 To improve community awareness 3-1-5 To give school students environmental education 3-1-6 To introduce bulky waste collection 3-1-7 To conduct experimental separate collection of recyclables 3-2 To develop a final draft SWM plan based on the results of pilot projects 3-3 To hold series of seminars to share the lessons learned through development of SWM plan with the other municipalities. 3-4 To support the Municipality of Prizren in undertaking institutional and policy reforms 3-5 To give guidance for operational improvement of waste collection for Ekoregjioni RC 3-6 To support MESP to prepare dissemination plan of experience and knowledge obtained through the Project	(3) expenses of the related activities for the Project (4) counterpart training in Japan (5) equipment for the related activities for the Project  <b>Kosovo Side</b> (1) assignment of counterparts personnel (C/Ps) identifying the name and position of the Project manager (2) office space and facilities necessary for Japanese experts (3) the expenses for the activities 1) Salaries and other allowances for government officials 2) Expenses for utility such as electricity, water supply, and gas fuel.	
4-1 To prepare activity plan for raising community awareness on environment 4-2 To prepare community awareness program 4-3 To improve community awareness using home composters as a tool 4-4 To give school students environmental education 4-5 To plan awareness raising event for national level 4-6 To support dissemination of waste discharge rule in the whole municipal area		<b>Pre-conditions</b>
5-1 Support to reform institutional and regulation (1) To raise the rate of collection of waste tax (2) To discuss the coordination between outsourcing waste collection and related laws and regulations (3) To prepare the procedure to outsource waste collection (4) To monitor the collection of waste tax and financial process concerning SWM (5) To report the budget and result in SWM (6) To clarify the details of demand of budget in SWM 5-2 Public awareness raising (1) To implement activities to make aware of paying waste tax		The public company of waste management in Prizren will agree to take part in the project.
6-1 To carry out monitoring of landfill volume and water quality 6-2 To improve equipment management and maintenance		

## 2.6

### PDM<sub>5</sub>

Project Name: The Project for Enhancement of the Capacity for Solid Waste Management toward sound Material-Cycle Society

Duration of the Project: 4 years (tentatively Sep. 2011 – Aug. 2015)

Target group: Ministry of Environment and Spatial Planning (MESP), Municipality of the Prizren

Target Area: Prizren Municipality

Version 5: 17 March 2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Overall Goal</b>			
The capacity for solid waste management of municipality level in Kosovo will be enhanced, and thus the waste management issue in Kosovo will be improved.	• Local governments that develop SWM plans increases.	• SWM plans of other municipalities • Action plan prepared by MESP	•
<b>Project Purpose</b>			
The capacity of solid waste management in Prizren municipality will be strengthened.	• Municipality of Prizren becomes able to secure funding to sustainably implement the five-year Solid Waste Management Plan by the end of the Project. • Dissemination of experience and knowledge obtained in the project to other local governments is ready by the end of the project.	• Budgetary plan of municipality of Prizren • Dissemination plan of experience and knowledge obtained through the Project	The political trend of decentralization in Kosovo won't change.
<b>Outputs</b>			
1. The current situation and problems on solid waste management in Prizren municipality is analyzed.	• The current situation and problems on solid waste management is summarized in the report.	• Progress report (1), (2) • Draft master plan on Solid Waste Management for Municipality of Prizren	
2. The draft solid waste management plan and pilot activities in Prizren municipality are prepared	• Draft master plan on solid waste management for Municipality of Prizren is developed in accordance with the waste law. • Draft five-year solid waste management plan for municipality of Prizren is submitted to the municipal assembly. • Draft municipal regulation on solid waste management is submitted to the municipal assembly. • Plan of pilot projects is prepared.	• Draft master plan on SWM • Draft Five-year SWM plan/ Public notice on municipal assembly meeting concerned with Five-year SEM plan • Draft municipal regulation on solid waste management/ Public notice on municipal regulation on waste management (incl. establishment of waste management section, introduction of waste tax) • Plan of pilot projects	



3. The feasibility of solid waste management plan is confirmed.	<ul style="list-style-type: none"> <li>• Municipality of Prizren prioritizes establishment and strengthening of organization based on the draft municipal regulations and the five-year solid waste management plan.</li> <li>• Municipality of Prizren performs solid waste management properly.</li> <li>• Operation capacity (collection &amp; transportation, equipment maintenance) for solid waste treatment of Ekoregjioni Regional Waste Company is strengthened.</li> <li>• The possibility of achieving a 100% (of population) waste collection rate in 2014 will be confirmed through implementation of pilot projects.</li> <li>• Municipality of Prizren takes budget measures necessary for waste management activities in 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress report</li> <li>• Record of monitoring (collection &amp; transportation, environment of disposal site)</li> <li>• Report of grant aid project, Progress report</li> <li>• Progress report (report on activities in the pilot projects)</li> <li>• Budgetary report for 2014 of Municipality of Prizren</li> </ul>	
4. Public awareness in solid waste management is improved in Prizren	<ul style="list-style-type: none"> <li>• Waste discharge rules are disseminated.</li> <li>• Home composters are disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>• Record of dissemination activities</li> <li>• Record of installation of composters</li> </ul>	
5. SWM Five-year Plan of Prizren Municipality is implemented.	<ul style="list-style-type: none"> <li>• Financial resources that have been reserved for solid waste management of Prizren municipality is used properly</li> <li>• Commissioned waste collection system in Prizren municipality is functioned properly.</li> <li>• Accumulated amount of waste tax collected until the end of the Project is more than 40% of total waste collection commissioning expenses in 2015.</li> </ul>	<ul style="list-style-type: none"> <li>• Accounting report of SWM</li> <li>• Minutes of Advisory committee meeting</li> <li>• Report of final disposal amount</li> <li>• Output data at the end of June of waste tax data management system</li> </ul>	
Activities		Inputs	External conditions
1-1 To gain understanding of baseline data 1-1-1 To observe the current waste management administration 1-1-2 To implement baseline surveys 1-2 To clarify waste flow 1-3 To identify issues through waste flow 2-1 To develop framework of draft SWM plan 2-2 To develop the draft SWM plan 2-3 To plan the pilot projects 2-4 To select the pilot project sites 2-5 To prepare the pilot project plans 3-1 To implement pilot projects and do monitoring of their progress 3-1-1 To improve the current waste collection system 3-1-2 To introduce a bell collection system 3-1-3 To expand waste collection services (together with introduction of home composters) 3-1-4 To improve community awareness 3-1-5 To give school students environmental education 3-1-6 To introduce bulky waste collection 3-1-7 To conduct experimental separate collection of recyclables 3-2 To develop a final draft SWM plan based on the results of pilot projects 3-3 To hold series of seminars to share the lessons learned through development of SWM plan with the other municipalities. 3-4 To support the Municipality of Prizren in undertaking institutional and policy reforms 3-5 To give guidance for operational improvement of waste collection for Ekoregjioni RC 3-6 To support MESP to prepare dissemination plan of experience and knowledge obtained through the Project 4-1 To prepare activity plan for raising community awareness on environment 4-2 To prepare community awareness program 4-3 To improve community awareness using home composters as a tool 4-4 To give school students environmental education 4-5 To plan awareness raising event for national level 4-6 To support dissemination of waste discharge rule in the whole municipal area 5-1 Support to reform institutional and regulation (7) To raise the rate of collection of waste tax (8) To discuss the coordination between outsourcing waste collection and related laws and regulations (9) To prepare the procedure to outsource waste collection (10) To monitor the collection of waste tax and financial process concerning SWM (11) To report the budget and result in SWM (12) To clarify the details of demand of budget in SWM 5-3 Public awareness raising (2) To implement activities to make aware of paying waste tax 6-1 To carry out monitoring of landfill volume and water quality 6-2 To improve equipment management and maintenance		<b>1. Japanese side</b> (1) Dispatch of the Expert on the following expertises - Solid waste management / Institutional management / leader - Planning of waste collection and transportation / Deputy leader - analysis of quantity and quality of waste - planning of landfill site - Awareness raising / environmental education/enlightening for residents - Equipment maintenance and operation - Waste collection plan 2 / Institutional management 2 (2) local consultants (including translator) (3) expenses of the related activities for the Project (4) counterpart training in Japan (5) equipment for the related activities for the Project  <b>Kosovo Side</b> (1) assignment of counterparts personnel (C/Ps) identifying the name and position of the Project manager (2) office space and facilities necessary for Japanese experts (3) the expenses for the activities 1) Salaries and other allowances for government officials 2) Expenses for utility such as electricity, water supply, and gas fuel.	The waste management service currently provided by state-owned company or municipality will not be privatized during the project is in operation.
			<b>Pre-conditions</b>  The public company of waste management in Prizren will agree to take part in the project.

### 3 Plan of Operation

#### 3.1 1<sup>st</sup> Year

Name of Project: The Project for Enhancement of Capacity for Waste Management toward Sound Material-Cycle Society	JFY	2011							2012							2013							2014				
	Year	1st Year [A]							2nd Year [B]							3rd Year [C]											
	Month	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
Terms of Cooperation: Three years and two months	Project term																										
Project Area: Prizren municipal jurisdiction	JCC	●					●					●							●					●		●	
Target Group: Ministry of Environment and Spatial Planning (MESP), Prizren municipality, and Ekoregione	Evaluation																		◎								
Output and Activities																											
Output 1: The current situation and problems on SWM in Prizren municipality is analyzed.																											
1-1	To review the current administrative framework for solid waste management in national and municipal level		■	■			■																				
1-2	To conduct a baseline survey on entire solid waste management system		■	■	■	■	■	■	■																		
1-3	To analyze the collected data and information to draw possible improvement plan							■	■	■	■																
Output 2: The draft SWM Plan and pilot project activities in Prizren are prepared.																											
2-1	To select area(s) for pilot project							■	■	■																	
2-2	To draft a solid waste management plan for the pilot area(s) based on the data							■	■	■																	
Output 3: The feasibility of SWM plan is confirmed.																											
3-1	To implement the above solid waste management plan in the selected pilot area												■	■	■	■	■	■									
3-2	To revise the above implemented draft solid waste management plan through the pilot project activities												■	■	■	■	■	■	■	■	■	■	■	■	■		
3-3	To hold series of seminars and workshops to share the lessons learnt through the pilot project activities, as a preparation for drafting national solid waste management plan																		■	■		■	■		■		
Output 4: Public awareness in SWM is improved in Prizren.																											
4-1	To carry out awareness raising event at local community level								■				■	■	■	■	■	■	■	■	■	■	■	■	■		
4-2	To carry out awareness raising event at municipal level												■	■	■	■	■	■	■	■	■	■	■	■	■		
4-3	To plan awareness raising event for national level																			■	■	■	■	■	■		

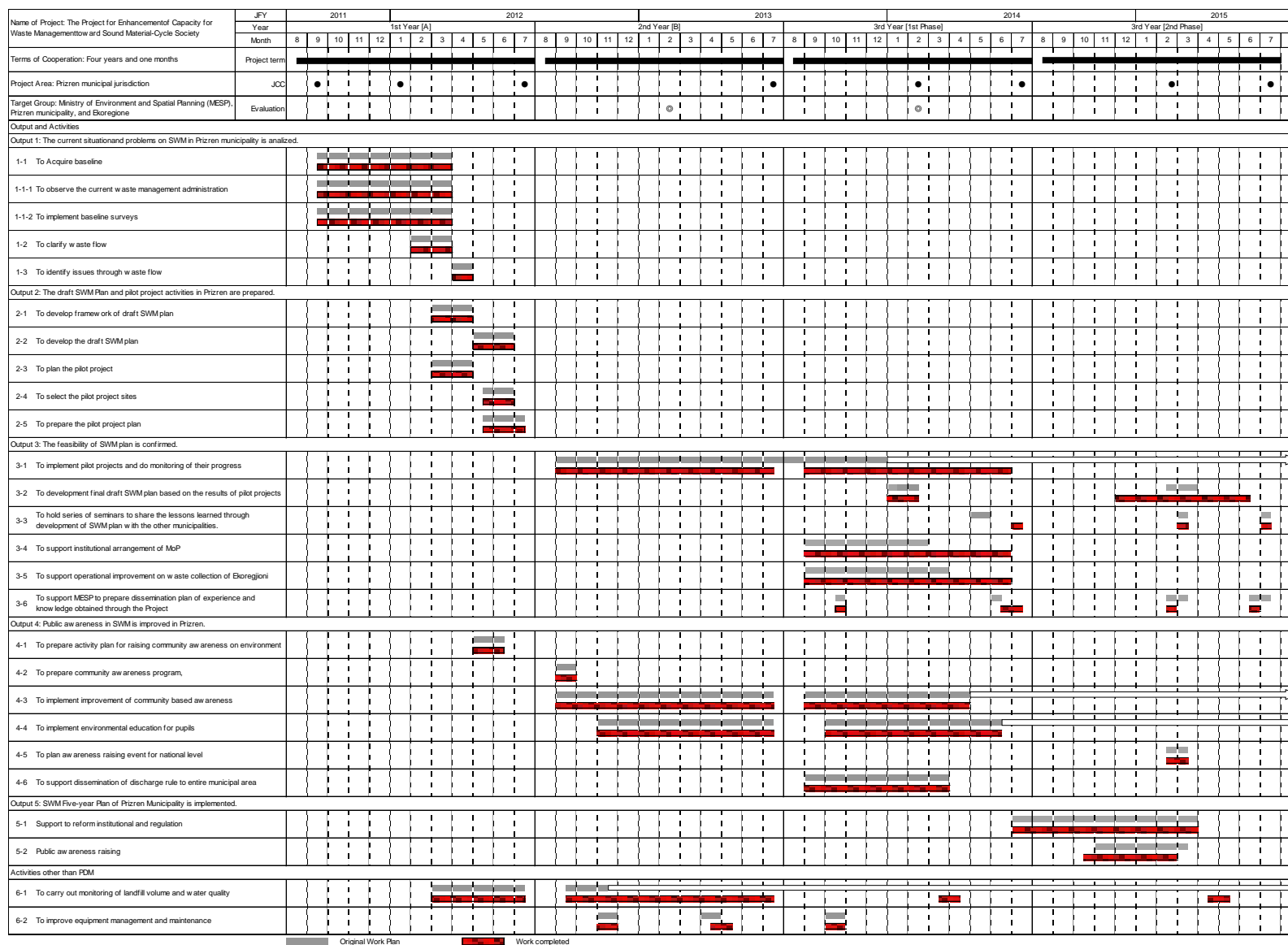
Work Plan

Work completed

Work Plan

Work completed

### 3.2 3<sup>rd</sup> Year (2<sup>nd</sup> phase)



4 Work Flow

Annex 4-68

