

Country Name	<b>The Project for Enhancement of the Capacity for Waste Management toward Sound Material-cycle Society</b>
Republic of Kosovo	

**I. Project Outline**

Background	After the independence in February 2008, the Republic of Kosovo put high priorities to reconstruct its economy and social development, while less emphasis to the environmental field. Consequently, waste collection service was not sufficient enough to cope with the increasing solid waste due to the population upsurge especially in the urban area. Those problems made the sanitary conditions of Prizren municipality severely worsened. Government of Kosovo (GOK) formulated the waste management strategies for the period of 10 years (2013-2022) as development policy for solid waste management (SWM). The strategies referred to the achievements of reduction of environmental pollution caused by waste, the improvement of waste collection service throughout the country and realization of a sound material-cycle society through 3R (reduce, reuse and recycling of waste).												
Objectives of the Project	Through the development of solid waste master plan based on the situation analysis of Prizren municipality and the implementation of SWM plan through pilot activities and awareness raising of citizens, the project aims to strengthen the SWM capacity of Municipality of Prizren (MOP), thereby contributing to the enhancement of the SWM capacity of other municipalities and to improve the conditions of SWM in Kosovo. 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.												
Activities of the Project	<ol style="list-style-type: none"> <li>Project site: Prizren municipality</li> <li>Main activities: (1) Situation analysis on SWM in Prizren municipality, (2) Development of SWM plan, (3) Implementation of pilot activities to confirm the feasibility, (4) Awareness raising for the people, (5) Implementation of SWM plan</li> <li>Inputs (to carry out above activities)</li> </ol> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Japanese Side</td> <td style="width: 50%;">Kosovo Side</td> </tr> <tr> <td>1) Experts: 7 persons (short-term)</td> <td>1) Staff allocated: 16 persons (4 persons from Ministry of Environment and Spatial Planning, 7 from MOP, 5 from Ekoregjioni Regional Waste Company)</td> </tr> <tr> <td>2) Trainees received: 28 persons</td> <td>2) Land and facilities: Office space</td> </tr> <tr> <td>3) Equipment: Office equipment, Audio Visual Aid</td> <td>3) Others: Manpower for sample collection, sorting processing; Equipment for removal of residue</td> </tr> <tr> <td>4) Local cost</td> <td></td> </tr> </table>			Japanese Side	Kosovo Side	1) Experts: 7 persons (short-term)	1) Staff allocated: 16 persons (4 persons from Ministry of Environment and Spatial Planning, 7 from MOP, 5 from Ekoregjioni Regional Waste Company)	2) Trainees received: 28 persons	2) Land and facilities: Office space	3) Equipment: Office equipment, Audio Visual Aid	3) Others: Manpower for sample collection, sorting processing; Equipment for removal of residue	4) Local cost	
Japanese Side	Kosovo Side												
1) Experts: 7 persons (short-term)	1) Staff allocated: 16 persons (4 persons from Ministry of Environment and Spatial Planning, 7 from MOP, 5 from Ekoregjioni Regional Waste Company)												
2) Trainees received: 28 persons	2) Land and facilities: Office space												
3) Equipment: Office equipment, Audio Visual Aid	3) Others: Manpower for sample collection, sorting processing; Equipment for removal of residue												
4) Local cost													
Project Period	September 2011 – September 2015 (extended period: September 2014 – September 2015)	Project Cost	(ex-ante) 290 million yen (actual) 328 million yen										
Implementing Agency	Ministry of Environment and Spatial Planning (MESP) * Reorganized as Ministry of Economy and Environment (MEE) in 2020. Municipality of Prizren (MOP), Ekoregjioni Regional Waste Company (RWC)												
Cooperation Agency in Japan	Kokusai Kogyo Co., Ltd.												

**II. Result of the Evaluation**

## &lt;Constraints on Evaluation&gt;

- Due to the state of emergency caused by COVID-19, all information was obtained through questionnaires and follow up phone calls/emails to MOP, Ekoregjioni RWC and MEE. No site visits were conducted.
- The outcome of the project studied under this ex-post evaluation is the combined effects with the preceding JICA Grant Aid Project, namely, “The Project for Improvement of Solid Waste Management (2011-2012)” which provided the collection vehicles and the equipment for vehicle maintenance for MOP.<Special Perspectives Considered in the Ex-Post Evaluation>

## [Evaluating Achievement Status of Overall Goal]

- In order to examine the achievement level of 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”, the only one indicator, “Local governments that develop SWM plans increase” is originally set. Since this indicator alone does not suffice to examine the project effects on the improvement of waste management issue in Kosovo, “Waste collection rate achieved by the project is maintained in Prizren municipality after the project completion” and “Waste collection rate improves in other municipalities after the project completion” are used as Supplementary Information 1 and 2.

- In regard to the Indicator 1 “Local governments that develop SWM plans increase”, the judgmental standard is not clearly defined. Considering that the Overall Goal is targeted for the areas of Kosovo as a whole but that the data collection was limited under the COVID-19, this ex-post evaluation study made an evaluation judgement based on the status of four neighboring municipalities whose data was obtainable for the given time period and who all have received the waste collection services from the same RWC, as well.

## [Evaluating the sustainability]

- Considering that the Overall Goal is targeted for the areas of Kosovo as a whole but that the data collection was limited under the COVID-19, this ex-post evaluation study made an evaluation judgement based on the status of four neighboring municipalities for the same reasons on the above.

1 Relevance		
<p>&lt;Consistency with the Development Policy of Kosovo at the Time of Ex-Ante Evaluation&gt;  At the time of ex-ante evaluation, this project was consistent with “Strategy of the Republic of Kosovo on Waste Management 2013-2022” which emphasized the establishment of a sound material-cycle society through reduction of environmental pollution caused by waste, the improvement of the waste collection service nation-wide and waste minimization through 3Rs (reduce, reuse and recycle).</p> <p>&lt;Consistency with the Development Needs of Kosovo at the Time of Ex-Ante Evaluation&gt;  At the time of ex-ante evaluation, this project was consistent with Kosovo’s development needs to enhance the capacity of waste management as described in “Background” above.</p> <p>&lt;Consistency with Japan’s ODA Policy at the Time of Ex-Ante Evaluation&gt;  The project was consistent with the basic policy of Japan’s assistance to Kosovo in 2011 and beyond which was to implement bilateral economic cooperation in the areas of economic and social stabilization, including human resource development, and the environment<sup>1</sup>.&lt;Evaluation Result&gt;  In light of the above, the relevance of the project is high.</p>		
2 Effectiveness/Impact		
<p>&lt;Status of Achievement of the Project Purpose at the time of Project Completion&gt;  By the time of project completion, the project achieved its purpose, “The capacity of solid waste management in Prizren municipality will be strengthened”. MOP could acquire the related knowledge and skills through pilot activities of the project in which the waste collection system was improved by the optimized allocation of collection vehicles, the introduction of a bell collection, on-time notification of collection service to residents and the coverage expansion of waste collection service, etc. Furthermore, MOP could manage to introduce the environmental education to the pupils at schools and the community-based public education and awareness raising as well. 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. MOP has reached a level where it disseminates knowledge and experience, as a SWM model city, to other municipalities. As a result, MOP became able to secure funding to sustainably implement the five-year SWM Plan through introducing the waste tax system (Indicator 1). Before the end of the project, MOP organized the seminars several times and shared their knowledge and experiences obtained through the project by inviting most of municipalities in Kosovo, so that they were guided to receive instructions from MOP on how to start with the new form of SWM. It was judged that the capacity of MOP in terms of SWM was enhanced and thus MOP was fully prepared to disseminate the acquired knowledge and experiences to other local governments (Indicator 2).</p> <p>&lt;Continuation Status of Project Effects at the time of Ex-post Evaluation&gt;  After the project completion, the project effects have continued. MOP has continued to secure funding for SWM. The amount secured for SWM increased from Euro 1,000,000 which represents 2.63% of MOP’s annual budget for 2015 to Euro 1,300,000, 3.25% of the same for 2020. MOP has also continued providing the support to other local governments in the form of administrative advice in which staff of the other municipalities has visited MOP (WMS Section) to learn on the system which is being implemented in Prizren municipality. Frequency and the participants for administrative advice varied depending on the needs of each municipality. In 2016, all of four neighboring municipalities received the administrative advice. Since then, Dragash municipality received it every year up to 2019. Malisheve did it again in 2017. In case of Rahovec and Suhareke, they took interval and received it for the second time in 2019. In 2020, partly due to the effect of COVID-19, no activities on dissemination have been done. Furthermore, according to MOP, the Association of Kosovo Municipalities has a Collegium for Waste Management whose member are consisted of all SWM officers from all Kosovo Municipalities. They organize meetings six times a year and discuss about all relevant topics in waste management field. Through this Collegium, knowledge and experiences learned from JICA projects has been shared as well.</p> <p>&lt;Status of Achievement for Overall Goal at the time of Ex-post Evaluation&gt;  It is observed that the Overall Goal, i.e. “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” has been achieved. With administrative advice from MOP, two out of the four neighboring municipalities successfully developed their own SWM plans. One of them, the Municipality of Rahovec, has already started the implementation of their SWM Plan from 2016. The other, the Municipality of Suhareke, will start its implementation in 2021. In addition, another neighboring municipality, the Municipality of Dragash, developed the draft plan and it is expected that they will complete the plan by the first half of 2021 with the support of external donors (Indicator 1). The improved status of SWM for Prizren municipality and four neighboring municipalities was confirmed by the increasing amount of collected waste as well as the improving waste collection rate of each municipality. As shown in the table blow, the amount of collected waste for Prizren as well as 4 neighboring municipalities have shown the increasing trends. Likewise, waste collection rate for Prizren municipality alone improved from 76.8% (2015) to 85.3% (2019) (Supplementary Information 1). A positive trend is also observed for the waste collection rate for these four municipalities, which in average improved from 47.5% (2015) to 71.7% (2019) (Supplementary Information 2).</p> <p>&lt;Other Impacts at the time of Ex-post Evaluation&gt;  No specific ripple effect other than the above was observed during the study.</p> <p>&lt;Evaluation Result&gt;  Therefore, the effectiveness/impact of the project is high.</p>		
Achievement of Project Purpose and Overall Goal		
Aim	Indicators	Results

<sup>1</sup> Source: Ministry of Foreign Affairs, “ODA Country Data Book in 2011”

(Project Purpose) The capacity of solid waste management in Prizren municipality will be strengthened.	Indicator 1: Municipality of Prizren becomes able to secure funding to sustainably implement the five-year Solid Waste Management Plan.	<p>Status of the Achievement: achieved (continued) (Project Completion)</p> <ul style="list-style-type: none"> <li>The Assembly of Prizren approved the financial plan from 2014 to 2016 in September 2013 and the budget for SWM depending on the five-year SWM Plan. In order to secure the financial sources that were necessary for the realization of proper waste management, MOP introduced the waste tax system to improve the tax collection rate.</li> </ul> <p>(Ex-post Evaluation)</p> <ul style="list-style-type: none"> <li>MOP has continued to secure funding to sustainably implement the five-year SWM Plan after project completion.</li> </ul> <p>(Currency unit: Euro)</p> <table border="1"> <thead> <tr> <th></th> <th>Project Completion 2015</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Amount of budget secured for SWM</td> <td>1,000,000</td> <td>1,200,000</td> <td>1,200,000</td> <td>1,300,000</td> <td>1,300,000</td> <td>1,300,000</td> </tr> <tr> <td>Percentage of SWM budget out of total budget of Prizren municipality for the year</td> <td>2.63%</td> <td>3.12%</td> <td>3.00%</td> <td>3.25%</td> <td>3.25%</td> <td>3.25%</td> </tr> </tbody> </table>		Project Completion 2015	2016	2017	2018	2019	2020	Amount of budget secured for SWM	1,000,000	1,200,000	1,200,000	1,300,000	1,300,000	1,300,000	Percentage of SWM budget out of total budget of Prizren municipality for the year	2.63%	3.12%	3.00%	3.25%	3.25%	3.25%								
		Project Completion 2015	2016	2017	2018	2019	2020																								
Amount of budget secured for SWM	1,000,000	1,200,000	1,200,000	1,300,000	1,300,000	1,300,000																									
Percentage of SWM budget out of total budget of Prizren municipality for the year	2.63%	3.12%	3.00%	3.25%	3.25%	3.25%																									
Indicator 2: Dissemination of experience and knowledge obtained in the project to other local governments is ready.	<p>Status of the Achievement: achieved (continued) (Project Completion)</p> <ul style="list-style-type: none"> <li>MOP was fully prepared to disseminate the experience and knowledge obtained through the project and to actually implement the awareness raising activities, environmental education and to supervise the waste collection service on its own.</li> <li>Before the end of project, MOP organized the seminars in July 2014 with 22 participants, in March 2015 with 59 participants and in July 2015 with 53 participants from 35 municipalities, where the presentation of the entire waste management reform was made and the experience and knowledge obtained through the project were disseminated. These seminars served to increase the interests among local governments whose representatives visited MOP to get the necessary instructions on how to start with the new form of SWM.</li> </ul> <p>(Ex-post Evaluation)</p> <ul style="list-style-type: none"> <li>The experience and knowledge obtained in the project has been disseminated from MOP to other local governments after project completion in the form of administrative advice.</li> <li>Through the Collegium for Waste Management whose member are consisted of all SWM officers from all Kosovo Municipalities, knowledge and experiences learned from JICA projects has been shared as well.</li> </ul>																														
(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.	Indicator 1: Local governments that develop SWM plans increase.	<p>Status of the Achievement: partially achieved (Ex-post Evaluation)</p> <ul style="list-style-type: none"> <li>Two out of the following four local governments developed the SWM plans.</li> </ul> <table border="1"> <thead> <tr> <th>Municipality</th> <th>Development of SWM plans</th> <th>Implementation of SWM plans</th> <th>Issues to be resolved</th> </tr> </thead> <tbody> <tr> <td>Malisheve</td> <td>Draft commission was formed.</td> <td>-</td> <td>Lack of human resources/budget</td> </tr> <tr> <td>Rahovec</td> <td><b>Developed SWM plan</b></td> <td>Implemented from 2016</td> <td>-</td> </tr> <tr> <td>Dragash</td> <td>Prepared the draft To be developed by 1<sup>st</sup> half of 2021</td> <td>-</td> <td>Lack of human resources Support from donors</td> </tr> <tr> <td>Suhareke</td> <td><b>Developed SWM plan</b></td> <td>To be implemented in 2021</td> <td>Lack of human resources</td> </tr> </tbody> </table>	Municipality	Development of SWM plans	Implementation of SWM plans	Issues to be resolved	Malisheve	Draft commission was formed.	-	Lack of human resources/budget	Rahovec	<b>Developed SWM plan</b>	Implemented from 2016	-	Dragash	Prepared the draft To be developed by 1 <sup>st</sup> half of 2021	-	Lack of human resources Support from donors	Suhareke	<b>Developed SWM plan</b>	To be implemented in 2021	Lack of human resources									
	Municipality	Development of SWM plans	Implementation of SWM plans	Issues to be resolved																											
Malisheve	Draft commission was formed.	-	Lack of human resources/budget																												
Rahovec	<b>Developed SWM plan</b>	Implemented from 2016	-																												
Dragash	Prepared the draft To be developed by 1 <sup>st</sup> half of 2021	-	Lack of human resources Support from donors																												
Suhareke	<b>Developed SWM plan</b>	To be implemented in 2021	Lack of human resources																												
Supplementary Information 1: Waste collection rate achieved by the project is maintained in Prizren municipality after the project completion.	<p>Status of the Achievement: achieved (Ex-post Evaluation)</p> <table border="1"> <thead> <tr> <th>Municipality</th> <th>Waste amount (ton)</th> <th>Project Completion 2015</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020 as of July</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Prizren</td> <td>Generated waste <sup>(1)</sup></td> <td>52,521</td> <td>52,521</td> <td>52,521</td> <td>52,521</td> <td>52,521</td> <td>26,260</td> </tr> <tr> <td>Collected waste</td> <td>40,361</td> <td>42,175</td> <td>44,775</td> <td>45,746</td> <td>44,775</td> <td>24,767</td> </tr> <tr> <td>Waste collection rate (%) <sup>(2)</sup></td> <td>76.8%</td> <td>80.3%</td> <td>85.3%</td> <td>87.1%</td> <td>85.3%</td> <td>94.3%</td> </tr> </tbody> </table> <p>Note: (1) Amount of generated waste in ton is estimated as: 0.8337 kg (average amount of generated waste per person) x 365 days x 172,594 (population of Prizren from census in 2011 / 1000) (2) Waste collection rate (%) = Collected waste (ton/year)/Generated waste(ton/year) x 100</p>	Municipality	Waste amount (ton)	Project Completion 2015	2016	2017	2018	2019	2020 as of July	Prizren	Generated waste <sup>(1)</sup>	52,521	52,521	52,521	52,521	52,521	26,260	Collected waste	40,361	42,175	44,775	45,746	44,775	24,767	Waste collection rate (%) <sup>(2)</sup>	76.8%	80.3%	85.3%	87.1%	85.3%	94.3%
Municipality	Waste amount (ton)	Project Completion 2015	2016	2017	2018	2019	2020 as of July																								
Prizren	Generated waste <sup>(1)</sup>	52,521	52,521	52,521	52,521	52,521	26,260																								
	Collected waste	40,361	42,175	44,775	45,746	44,775	24,767																								
	Waste collection rate (%) <sup>(2)</sup>	76.8%	80.3%	85.3%	87.1%	85.3%	94.3%																								

Supplementary Information 2: Waste collection rate improves in other municipalities after the project completion.	Status of the Achievement: achieved (Ex-post Evaluation)							
	Municipality	Waste amount (ton)	Project Completion 2015	2016	2017	2018	2019	2020 as of June
	Malisheve	Generated waste <sup>(1)</sup>	14,609	14,609	14,609	14,609	14,609	na
		Collected waste	6,842	7,493	8,475	9,001	9,368	4,186
		Waste collection rate (%) <sup>(2)</sup>	46.8%	51.3%	58.0%	61.6%	64.1%	na
	Rahovec	Generated waste	15,020	15,020	15,020	15,020	15,020	na
		Collected waste	5,027	7,599	8,471	8,279	8,853	3,863
		Waste collection rate (%)	33.5%	50.6%	56.4%	55.1%	58.9%	na
	Dragash	Generated waste	8,985	8,985	8,985	8,985	8,985	na
		Collected waste	4,557	5,205	5,531	5,797	6,067	2,560
		Waste collection rate (%)	50.7%	57.9%	61.6%	64.5%	67.5%	na
	Suhareke	Generated waste	15,995	15,995	15,995	15,995	15,995	na
		Collected waste	9,449	10,771	11,647	12,751	15,384	na
		Waste collection rate (%)	59.1%	67.3%	72.8%	79.7%	96.2%	na
<i>Average Waste collection rate for 4 municipalities</i>		47.5%	56.8%	62.2%	65.2%	71.7%	na	
Note:								
(1) Amount of generated waste in ton is estimated as: 0.75 kg (average amount of generated waste per person for smaller municipalities) x 365 days x population of each municipality from census in 2011 / 1,000								
(2) Waste collection rate (%) = Collected waste (ton/year)/Generated waste (ton/year) x 100								

Source: JICA documents, Project Completion Report, Questionnaires and Interviews with MEE, MOP and Ekoregjioni RWC

### 3 Efficiency

Both of the project period and project cost exceeded the plan (ratio against plan: 136% and 113%, respectively). The project period was extended for the purpose to complete the transformation of the financial resource of its SWM from collected fees to the waste tax newly introduced under the five-year SWM Plan, which was intended to sustain the project effects. The excess cost was to cover the operation of extended period. The Outputs of the project were produced as planned.

Therefore, the efficiency of the project is fair.

### 4 Sustainability

#### <Policy Aspect>

GOK has adopted “Strategy of the Republic of Kosovo on Waste Management 2013-2022”, whose main objective is to create measures for the Republic of Kosovo in order to reduce the amount of waste and to establish a sustainable system of waste management. Furthermore, “Kosovo Integrated Waste Management Strategy (2021-2030)” and “Action Plan (2021-2023)” are under development, addressing the current shortfalls and constraints in the waste management sector by setting and delivering four strategic objectives: to develop a new generation of integrated waste management services and infrastructure, to professionalize the waste management and recycling sector, to strengthen regulation and control in the waste management sector by filling gaps and clarifying implementation mechanisms and to promote the values and practices of a Circular Economy.

#### <Institutional/Organizational Aspect>

In the central level, MEE is responsible for environmental policy and supervises activities related to the environmental protection and spatial planning. The Division for Waste Management and Chemicals, in charge of SWM, has six staff and three of them are well-trained in SWM. According to MEE, the number of staff for SWM is insufficient considering the large volume of workload they need to cope with.

In the municipality level, MOP newly created the Waste Management Section (WMS) under the Directorate of Public Service in 2017. WMS is in charge of commissioning, monitoring, reporting and tax collection from citizens. With five staff and one inspector, WMS also supervises the Ekoregjioni RWC which provides daily waste collection services to Prizren municipality. According to MOP, the current staff number is less than what was projected under the SWM plan and is not sufficient for the smooth operation. Therefore, two more staff would be necessary, especially to reinforce the monitoring activities. Ekoregjioni RWC was transformed from a government-run company

to the regional company in 2003 and has become a shareholding company funded by five municipalities since 2007. Ekoregjioni RWC is consisted of the Board Directors and those representing five municipalities as members, with total number of 448 employees, including 244 for Prizren, 51 for Suhareka, 56 for Malisheva, 44 for Rahovec, 33 for Dragash and 20 for Board Directors and other administrative staff in Head Office of Ekoregjioni. According to Ekoregjioni RWC, the number of staff is sufficient to provide the waste collection services.<sup>2</sup> As for the four neighboring municipalities, Malisheve municipality and Dragash municipality have not yet developed the SWM plan yet. It is reported that these two municipalities have not had sufficient human resources to work for it.

<Technical Aspect>

The staff of MOP and Ekoregjioni RWC have sustained necessary skills and knowledge to enhance the SWM system introduced by the project. The WMS of MOP has closely cooperated with Prizren Unit of Ekoregjioni in developing monitoring system through installment of GPS<sup>3</sup> on waste collection vehicles and proper reporting to the WMS. The manuals and guidelines on operational plans and on cost efficiency have been continuously utilized after the project completion. As for the staff of four neighboring municipalities, it is reported that they have not had necessary skills and knowledge to actively promote the SWM system introduced by the project.

<Financial Aspect>

MOP has a self-sustained mechanism to secure the budget through waste tax system based on their financial plan. Citizens of Prizren municipality should pay tax on waste disposal and the amount collected through this system is used for commissioning Ekoregjioni RWC. According to MOP, the waste tax system introduced by the project has contributed not only to promoting the SWM system but also improving the financial situation of SWM in MOP. As for the other four municipalities, they have not prepared the financial plan and they have some problems in financing the SWM. It is anticipated that financial situation in terms of the SWM of those four municipalities will be improved with proper guidance and experiences practiced by the project.

<Evaluation Result>

In light of the above, slight problems have been observed in terms of the institutional/organizational, technical and financial aspect. Therefore, the sustainability of the effects through the project is fair.

## 5 Summary of the Evaluation

The project achieved the Project Purpose of strengthening the capacity of solid waste management in Prizren municipality. The effects of the project have continued after the project completion, and the Overall Goal to enhance the capacity of SWM in municipality level and to improve the waste management issue in Kosovo has been achieved. As for the sustainability, there are no problems in the policy aspect, but slight problems have been observed in terms of the institutional/organizational, technical and financial aspect. As for the efficiency, both of project cost and project period exceeded the plan.

Considering all of the above points, this project is evaluated to be satisfactory.

### III. Recommendations & Lessons Learned

#### Recommendation to Implementing Agency:

To MEE:

- It is recommended that MEE should newly recruit the staff for the Division for Waste Management and Chemicals. It was identified by the study that the current number of staff for SWM is insufficient considering the large volume of workload they need to cope with.

To MOP:

- It is recommended that MOP should increase the number of staff of WMS by 2. The WMS was newly created under the Directorate of Public Service, in charge of commissioning, monitoring, reporting and tax collection from citizens. It was identified that for the smooth operation of SWM plan, two more staff is needed, especially to reinforce the monitoring system.

- It is recommended that MOP should continue their supports in terms of capacity development of SWM for neighboring municipalities, which would certainly contribute to the capacity improvement for solid waste management of municipality level in Kosovo as a whole.

#### Lessons Learned for JICA:

In order to sustain and expand the project effects, it is effective to create the built-in mechanism in which the capacity development is further promoted by the target population who directly received the technical assistance by the project.

MOP, the municipality which benefited from JICA Grant Aid Project, had further improved their capacity of SWM and accumulated the knowledge and skills of SWM with this technical cooperation project. Then, MOP has played a role of trainers to disseminate the knowledge and skills to other neighboring municipalities in the form of seminars. MOP continued their support in the form of administrative advices to other municipalities after the project completion. It should be well noted that knowledge sharing was not only the one of the strategies of this particular project, but also a constant requirement from MEE to MOP to have an open-door policy for other municipalities, so that MOP supported anyone who requested advice on SWM. It is reported that other neighboring municipalities who were not directly supported by the project, has gradually improved their capacities by the administrative advice from MOP.

#### Photos

<sup>2</sup> Municipalities in Kosovo have a legal obligation to manage waste in accordance with the Law on Waste No. 04 / L-060 and a by-law to establish the body or unit. In practice, the targeted municipalities have usually one or two officials in charge of waste management duties.

<sup>3</sup> GPS: Global Positioning System



Rubbish bins in Prizren



Workers engaged in performing the waste collection service in Prizren