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Developing Kosovo’s Intergovernmental System for Improving Regional Cooperation

Arta EFENDIJA

“Submitted as a Capstone Project Report in partial fulfillment of the requirements for the Master of Science Degree in Professional Studies at the RIT-Center for Multidisciplinary Studies”

February 2012
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ACKNOWLEDGEMENTS

It is my great pleasure to express my gratitude to the USAID and the Government of the Republic of Kosovo for the scholarship award to attend this master program at the American University in Kosovo (AUK) in partnership with the Rochester Institute of Technology (RIT) in Rochester - New York. I was honored to be part of this program.

First, I would like to thank and dedicate my success to my husband Behar and our wonderful daughter Olta for their support, understanding, and patience during the entire master program.

I am deeply thankful and I would like to express my gratitude to my capstone project advisor Dr. Brian H. Bowen, for his continuous support, encouragement, guidance to complete this thesis. He never accepted less than my best efforts.

My special thankfulness goes to my family for encouraging and supporting me in pursuing my career.

Moreover, I would like to express my gratitude to my capstone project consultants to Dr. Niccole Hyatt, Ms. Dhurata Sadiku-Hoxha, and Mr. Mentor Nimani, who have been continuously willing to help.

I could not conclude without thanking my friends and my colleagues for their support.

Sincerely,

Arta Efendija
“The situation in Southeastern Europe is very good. The RCC, which replaced the Stability Pact in 2008, is in place but I think the EU should give more push to the countries ... If the countries of the region are left alone, the decision-making is more difficult.”

Erhard BUSEK
Former Special Coordinator of the SP for SEE
ACRONYMS

OPM  OFFICE OF THE PRIME MINISTER
EU   EUROPEAN UNION
EC   EUROPEAN COMMISSION
RCC  REGIONAL COOPERATION COUNCIL
RCCO REGIONAL COOPERATION COUNCIL OFFICE
NRCC NATIONAL REGIONAL COOPERATION COUNCIL
SEECP SOUTH EAST COOPERATION PROCESS
SP-SEE STABILITY PACT FOR SOUTH EASTERN EUROPE
SAP  STABILIZATION ASSOCIATION PROCESS
IPA  INSTRUMENT FOR PRE-ACCESSION
MFA  MINISTRY OF FOREIGN AFFAIRS
MEI  MINISTRY OF EUROPEAN INTEGRATION
UNMIK UNITED NATIONS MISSION IN KOSOVO
UNDP UNITED NATIONS DEVELOPMENT PROGRAMME
USAID UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
NATO NORTH ATLANTIC TREATY ORGANIZATION
PfP  PARTNERSHIP FOR PEACE
CEFTA CENTRAL EUROPE FREE TRADE AGREEMENT
SEEIC SEE INVESTMENT COMMITTEE
BACSEE BUSINESS ADVISORY COUNCIL for SEE
SEEPPPN SEE PUBLIC PRIVATE PARTNERSHIP NETWORK
RNIPA REGIONAL NETWORK OF NATIONAL INVESTMENT PROMOTION AGENCIES IN THE SEE
RRDSWG REGIONAL RURAL DEVELOPMENT STANDING WORKING GROUP OF SEE
SEEEESP Networks SEE EMPLOYMENT AND SOCIAL POLICY NETWORK
CPESSC CENTRE FOR PUBLIC EMPLOYMENT SERVICES OF SEE COUNTRIES
SEETUF SEE TRADE UNION FORUM
AREC ADRIATIC REGION EMPLOYERS CENTRE
CeGD CENTRE FOR e-GOVERNANCE DEVELOPMENT
eSEE ELECTRONIC SOUTH EASTERN EUROPE INITIATIVE
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Name</th>
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<tr>
<td>bSEE</td>
<td>BROADBAND SOUTH EAST EUROPE TASK FORCE</td>
</tr>
<tr>
<td>ECS</td>
<td>ENERGY COMMUNITY SECRETARIAT</td>
</tr>
<tr>
<td>SEETO</td>
<td>SOUTH EAST EUROPE TRANSPORT OBSERVATORY</td>
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<td>ECAA</td>
<td>EUROPEAN COMMON AVIATION AREA AGREEMENT</td>
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<td>SEE FABA</td>
<td>SEE FUNCTIONAL AIRSPACE BLOCK APPROACH</td>
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<td>RENA</td>
<td>REGIONAL ENVIRONMENTAL NETWORK FOR ACCESSION</td>
</tr>
<tr>
<td>ISRBC</td>
<td>INTERNATIONAL SAVA RIVER BASIN COMMISSION</td>
</tr>
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<td>REC</td>
<td>REGIONAL ENVIRONMENTAL CENTER FOR CENTRAL AND EASTERN EUROPE</td>
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<td>NALAS</td>
<td>NETWORK OF ASSOCIATION OF LOCAL AUTHORITIES OF SEE</td>
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<td>MARRI</td>
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<td>SELEC</td>
<td>SOUTHEAST EUROPEAN LAW ENFORCEMENT CENTRE</td>
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<td>SEEPAG</td>
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<td>SEPCA</td>
<td>SOUTHEAST EUROPE POLICE CHIEFS ASSOCIATION</td>
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<td>WPON</td>
<td>WOMEN POLICE OFFICERS NETWORK</td>
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<td>PCC-SEE</td>
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<td>DPPI SEE</td>
<td>DISASTER PREPAREDNESS AND PREVENTION INITIATIVE</td>
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<td>SEESAC</td>
<td>SOUTH EASTERN AND EASTERN EUROPE CLEARINGHOUSE FOR THE CONTROL OF SMALL ARMS AND LIGHT WEAPONS</td>
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<td>SALW</td>
<td>SMALL ARMS AND LIGHT WEAPONS</td>
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<td>SEDM</td>
<td>SOUTH EAST EUROPE DEFENSE MINISTERIAL</td>
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<tr>
<td>MPFSEE</td>
<td>MULTINATIONAL PEACE FORCE OF THE SEE</td>
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<tr>
<td>SEE BRIG</td>
<td>SOUTHEASTERN EUROPE BRIGADE</td>
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<td>CHODs</td>
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<td>SEEC</td>
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<td>RACVIAC</td>
<td>REGIONAL ARMS CONTROL VERIFICATION AND ASSISTANCE CENTER</td>
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<tr>
<td>TF-FBHC</td>
<td>TASK FORCE FOSTERING AND BUILDING HUMAN CAPITAL</td>
</tr>
<tr>
<td>CoMoCoSEE</td>
<td>COUNCIL OF MINISTERS OF CULTURE OF SOUTH-EAST EUROPE</td>
</tr>
</tbody>
</table>
GTF  GENDER TASK FORCE
ERSEE  EDUCATION REFORM INITIATIVE OF SOUTH EASTERN EUROPE
ReSPA  REGIONAL SCHOOL FOR PUBLIC ADMINISTRATION
SEECEL  SOUTH EAST EUROPEAN CENTRE FOR ENTREPRENEURIAL LEARNING
RSCP SEE  REGIONAL SECRETARIAT FOR PARLIAMENTARY COOPERATION IN SEE
COSAP  CONFERENCE OF THE EUROPEAN INTEGRATION PARLIAMENTARY COMMITTEES OF STATES PARTICIPATING IN THE SPA.
EXECUTIVE SUMMARY

This capstone project addressed the important issues of regional cooperation amongst the countries of South East Europe. The main challenges are assessed for promoting the development of an intergovernmental system for effective coordination and greater cooperation between the regional countries.

*Figure 1: Three difficulties of participation in the regional initiatives*

The project highlights the main difficulties of participation of the Kosovo representatives at the regional meetings. Most of the project survey work report the top three problems are related to political, visa and financial issues (Figure 1). These are the assessments from 30 senior governmental officials across several government ministerial departments.

The project survey work indicates that more commitment is needed from the Kosovo Government. 57.1 % of survey respondents thought the level of intergovernmental coordination to be not satisfactory (Figure 2). A further 25 % of respondents believe current intergovernmental level to be weak.
The results from the project suggest that three very important requirements should be met (Figure 3). These are: a) the creation of National Council for Regional Cooperation, b) strengthening the role of the Office of Regional Cooperation Council within the Prime Minister’s Office, and c) improvement of the performance of existing intergovernmental structure for regional cooperation.
CHAPTER 1 - REGIONAL COOPERATION COUNCIL – RCC

1.1 Introduction

The positive developments in South Eastern Europe (SEE) in the past decade and the need to safeguard the significant achievements of the Stability Pact for South Eastern Europe necessitate the development of a more regionally owned and led co-operation framework with continued support of the international community\(^1\). Based on decisions taken by the Stability Pact Regional Table in Belgrade (May 2006) and Bucharest (November 2006) the Summit of the South East European Co-operation Process\(^2\) (SEECP) and the Regional Table in Zagreb (May 2007) thus jointly have decided to transform the Stability Pact for SEE into a Regional Co-operation Council (RCC). The Regional Cooperation Council (RCC) was officially launched at the meeting of the Ministers of Foreign Affairs of the South-East European Cooperation Process (SEECP) in Sofia, on February 27, 2008, as the successor of the Stability Pact for Eastern Europe. Figure 1.1 shows the premises of the RCC Secretariat in Sarajevo, Bosnia and Herzegovina.

Figure 1.1 Premises of the Regional Cooperation Council Secretariat in Sarajevo

Source Regional Cooperation Council

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\(^1\) Statute of the Regional Co-operation Council (RCC) available at: [http://www.rcc.int/docs_archive](http://www.rcc.int/docs_archive)

\(^2\) South East Cooperation Council Process (SEECP) is a forum for diplomatic and political dialogue reaffirming the political will and readiness of the countries from SEE to work together and to follow a common agenda thus meeting the region’s needs of stability, security, democratization and economic prosperity. For more information: [http://rspcsee.org/en/pages/read/the-south-east-european-cooperation-process](http://rspcsee.org/en/pages/read/the-south-east-european-cooperation-process)
1.2 Stability Pact for South East Europe

The Stability Pact for South Eastern Europe (SP for SEE) was launched in 1999 as the first comprehensive conflict prevention strategy of the international community, aimed at strengthening the efforts of the countries of South Eastern Europe in fostering peace, democracy, respect for human rights and economic prosperity. On June 10, 1999, at the EU’s initiative, the SP for SEE was adopted in Cologne.

In the founding document, more than 40 partner countries and organizations undertook to strengthen the countries of South Eastern Europe “in their efforts to foster peace, democracy, respect for human rights and economic prosperity in order to achieve stability in the whole region.” Euro-Atlantic integration was promised to all countries in the region. At a Summit Meeting in Sarajevo on July 30, 1999, the Pact was reaffirmed.

The Stability Pact has aimed at strengthening countries in South Eastern Europe in their efforts to foster peace, democracy, respect for human rights and economic prosperity, in order to achieve stability in the whole region. The South Eastern Europe Regional Table have reviewed progress under the Stability Pact, and have provided guidance for advancing its objectives.

The South Eastern Europe Regional Table has ensured coordination of activities and among the following Working Tables, which were build upon existing expertise. Institutions and initiatives and were divided into sub-tables:

---

4 Cologne Document available at: [http://www.stabilitypact.org/about/constituent.asp](http://www.stabilitypact.org/about/constituent.asp)
The Working Tables have established work plans in conformity with the objectives of the Stability Pact. Within the range of their competence, they could have established side tables or call meetings and conferences on matters of a specific or sub-regional nature. Figure 1.2 provides a picture of organizational structure of the Stability Pact Secretariat in Brussels.

Figure 1.2 Organizational Structure of the Stability Pact Secretariat in Brussels

In addition, the Figure 1.3 provides picture of the Task Forces of the three Working Tables of the Sp for SEE. We will not describe in more details each of these Task Forces, as you will see below all the regional initiatives and task forces of the RCC\(^8\), which are inherited from SP.

---

\(^8\) See chapter 2 and 3 - General introduction of regional initiatives and task forces of the RCC
Figure 1.3 Task Forces of the SP within the South East Europe Regional Table & Three Working Tables

Working Table I
Democracy
- Education & Youth
- Fostering & Building HR
- Gender Issues
- Human Rights
- Media
- Local Democracy & Cross-Border Cooperation
- Parliamentary Cooperation

Working Table II
Economy
- Energy Community Treaty
- Environment Issues
- IFI Advisory Group
- Regional Infrastructure
- Business Advisory Council
- Electronic SEE
- Investment Compact
- Private Sector Development
- CEFTA
- Enterprise Development & Employment
- Initiative Social Cohesion
- Housing & Urban management

Working Table III
Security
- Defense Conversion
- Disaster Preparedness & Prevention
- Small Arms & Light weapons
- Regional Arms Control Verification
- Anti Corruption RAI
- Migration, Asylum, Refugees MARRI
- Mine Action
- Organized Crime - SPOC
- Police Cooperation
- Border Security & Management
- Security Sector Reform Initiative

Source Stability Pact for SEE
1.3 Task of the RCC

The tasks of the RCC are defined as follows:\(^9\):

- to sustain focused regional co-operation in SEE through a regionally-owned and led framework;
- to provide political guidance to and receive substantive input from relevant task forces and initiatives active in specific thematic areas of regional co-operation;
- to promote European and Euro-Atlantic integration; and
- to provide guidance to the Secretariat of the RCC and its Secretary General

The RCC provides the SEECP with operational capacities through its Secretariat and task forces as well as act as a forum for the continued involvement of those members of the international donor community engaged in SEE. The RCC act as a focal point for regional cooperation in SEE and its key role is to generate and coordinate developmental projects of a wider, regional character, to the benefit of each individual member, and create an appropriate political climate susceptible to their implementation.

1.4 Structure of the RCC

The Regional Cooperation Council (RCC) membership consists of 46 countries (see Appendix A), organizations, and international financial institutions. It comprises of those RCC members contributing to the budget of the RCC Secretariat as well as the EU, represented by a representative of the High Representative of the Union for Foreign Affairs and Security Policy and a representative of the European Commission. The RCC has a Secretariat based in Sarajevo, Bosnia and Herzegovina, headed by the Secretary General. Those RCC members contributing to the budget of the Secretariat form the RCC Board, currently comprising 27 members (see Appendix A).

1.5 Meeting Format of the RCC

The RCC meeting format consists of the Annual Meeting and meetings of the RCC Board (figure 1.4) held three times a year. The Annual Meeting of the RCC is held back to back with the SEECP Summit. The Annual Meeting of the RCC meets at a high political level. It ensures strategic

\(^9\) Statute of the Regional Co-operation Council available at: [http://www.rcc.int/docs_archive](http://www.rcc.int/docs_archive)
coordination and development of regional cooperation processes, reviews and endorses the Secretary General’s Annual Report on regional cooperation in SEE as well as the organization’s Strategy and Work Programme. The RCC Board provides operational guidance and supervision of the organization in between the Annual Meetings.

Figure 1.4-The RCC Board meeting in Sarajevo, Bosnia and Herzegovina, on May 12, 2011

The Board accepts the Annual Report of the Secretary General and adopts the Strategy and Work Programme, reviews progress in the course of the year and provides proposals and initiatives with the view of further development of regional cooperation. The Board consists of those RCC members contributing to the budget of the RCC Secretariat as well as the European Union, represented by a representative of the High Representative of the Union for Foreign Affairs and Security Policy and a representative of the European Commission. Decisions of the RCC are taken by consensus.

1.6 Budget of the RCC

The annual budget of the RCC Secretariat is slightly under 3 million euro, 40% being the contribution by the region of South East Europe, 30% by the European Commission, and the remaining 30% by other RCC members\(^\text{10}\). A Financial Sub-Committee to the RCC Board composed of financial experts from each RCC Board member will review all financial issues relating to the RCC and issue recommendations as necessary to the Board\(^\text{11}\). The Secretary General will submit the draft Financial Report for the past calendar year to the RCC Financial

\(^{10}\text{See more at: http://www.rcc.int/pages/7/14/structure}\)

\(^{11}\text{Article 14.1, Page 3, Financial management and reporting, - Rules of Procedures of the RCC Board}\)
Sub-Committee for review on an annual basis\textsuperscript{12}. Based on the recommendation of the Financial Sub-Committee the RCC Board will approve the financial report presented by the Secretary General\textsuperscript{13}. The decision of the Financial Working Group, which has been endorsed by the Stability Pact Regional National Coordinators in their Vienna meeting on October 27 2006, is herewith formally endorsed by the participants of the Regional Table at its meeting in Bucharest on November 16 2006. The table 1.1 below provides details on the composition of the groups and on respective annual agreed contributions per country and per group. The Republic of Kosovo is part of a group of 4\% of the total amount of Eastern European countries.

\textbf{Table 1.1 Agreed Regional Annual Contribution to the Regional Cooperation Council Secretariat (2008-2012)}

<table>
<thead>
<tr>
<th>Group</th>
<th>GDP at PPP, Billion $</th>
<th>Countries</th>
<th>Country % (Group %) of costs</th>
<th>Share € per country</th>
<th>Share € per group</th>
</tr>
</thead>
</table>
| I     | <10.0                 | Moldova  
Montenegro  
Kosovo         | 4\% (12\%)  | 40,000.00€                  | 120,000.00€        |
| II    | <50.0                 | Albania  
Bosnia and Herzegovina  
The former Yugoslav Republic of Macedonia  
Serbia | 6\% (24\%)  | 60,000.00€                  | 240,000.00€        |
| III   | >50.0                 | Croatia  | 8\% (8\%)                  | 80,000.00€          | 80,000.00€          |
| IV    | >70.0                 | Bulgaria  
Greece  
Romania  
Turkey | 14\% (56\%)  | 140,000.00€                  | 560,000.00€        |
| Total |                       |           |                             | 1,000,000.00€      |                  |

For more on the total amount of contributing Eastern European countries, Donor countries and the European Community countries (Table. 1.2)

\textsuperscript{12} Ibid Article 14.3, Page 3, Financial management and reporting, - Rules of Procedures of the RCC Board
\textsuperscript{13} Ibid Article 14.4, Page 3, Financial management and reporting, - Rules of Procedures of the RCC Board
<table>
<thead>
<tr>
<th>Contribution</th>
<th>Contributions</th>
<th>Bank Charges</th>
<th>Contributions net of bank charges</th>
<th>Date Received</th>
</tr>
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* The Former Yugoslav Republic of Macedonia
1.7 Priority Area of the RCC

The work of the RCC focuses on the five priority areas:

1. Economic and Social Development
2. Energy and Infrastructure
3. Justice and Home Affairs
4. Security Cooperation
5. Building Human Capital & Parliamentary Cooperation

The organization develops and maintains close working relationships with all relevant actors and stakeholders in these areas, such as governments, international organizations, international financial institutions, regional organizations, civil society, and the private sector. The main operational document guiding the RCC work is the Strategy and Work Programme 2011-2013, endorsed by the SEECP Summit held in June 2010 in Istanbul. Figure 1.5 illustrates the five priority areas of Regional Cooperation Council.

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**Figure 1.5: Priority Areas of Regional Cooperation Council**

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CHAPTER 2 – REGIONAL INITIATIVES BY PRIORITY AREAS OF THE RCC

ECONOMY, SOCIAL DEVELOPMENT, ENERGY AND INFRASTRUCTURE

2.1 Economy and Social Development

The consolidation of prosperous market economies underpinned by adequate social systems represents a cornerstone of development and wellbeing in South East Europe (SEE). The RCC plays an active role in coordinating, facilitating, and providing political support to regional economic initiatives. In the Economic and Social Development priority area, the RCC is collaborating with 15 regional initiatives – eight promoting business and investment climate in SEE; five contributing to social cohesion; and two connected to the promotion of the information/knowledge-based society.

Figure 2.1 RCC recognizes the importance of air transport for the economic and social development of South East Europe.

Interaction of the RCC with these structures is twofold – activities aimed at providing institutional support (such as political support, legal advice, best practice dissemination, fundraising facilitation, etc.) and RCC expertise (helping set the agenda, defining priority areas and objectives, streamlining with other stakeholders, etc.). The degree of RCC involvement with regional partners varies according to the level of development of the initiative and its scope of work.
SEEIC\textsuperscript{17} was launched in 2007 after signing the ministerial declaration on the regional framework for investment in SEE, in Vienna, on 27 June 2006. SEEIC is a high-level coordination body that supports the implementation of policies promoting foreign and domestic investment. It aims to develop guidelines for implementation of policy reforms along the priority areas identified in the Investment Reform Index (IRI) and monitor implementation of the OECD Regional Framework for Investment.

Central European Free Trade Agreement 2006 (CEFTA) – BRUSSELS

The Central European Free Trade – CEFTA 2006 was signed by Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia (under its constitutional name), Moldova, Montenegro, Serbia, and Kosovo*.

The main objectives of the agreement are to expand trade in goods and services and foster investment by means of fair, stable, and predictable rules, eliminate barriers to trade between the members, provide appropriate protection of intellectual property rights in accordance with international standards and harmonize provisions on modern trade policy issues, such as competition rules and state aid.

CEFTA Forum of Chambers of Commerce

The forum\textsuperscript{18} has been created to promote CEFTA to its members and allow for better dialogue with governments and CEFTA structures. The Chambers have established working groups that mirror the CEFTA structures – Working Group on Agriculture, Working Group on Customs and Working Group on Non-Tariff Barriers.

Business Advisory Council for SEE (BACSEE or BAC) – THESALONIKI

The Declaration on Establishment of BAC\textsuperscript{19} for SEE was adopted in Skopje on December 11, 2002. BAC serves as the private sector arm of RCC. BAC aims to articulate and reflect the

\textsuperscript{17} Members of the SEEIC are Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Rumania, and Serbia. See more at: \url{http://www.rcc.int/pages/0/16/economic-and-social-development}

\textsuperscript{18} Members include Chambers of commerce from Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Serbia and Kosovo*.

\textsuperscript{19} Members include businessmen from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Serbia, Turkey and Kosovo*.
concerns and proposals of the private sector regarding the reconstruction and development process of the Balkans. BAC membership includes international investors and business representatives from more than 20 countries.

- **SEE Public Private Partnership Network (SEEPPPN) – ZAGREB**

A ministerial declaration on Public-Private Partnerships established SEEPPPN\(^20\) for Infrastructure Development in South East Europe signed in Sarajevo, on 25 September 2009 and the temporary Secretariat of the Network is located at the PPP Agency of the Republic of Croatia. The role of SEEPPPN is to coordinate regional exchange of knowledge and expertise on PPPs, support assessment and propose measures for further development and harmonization of South East Europe’s PPP environment, and identify viable regional infrastructure development projects.

- **Regional Network of National Investment Promotion Agencies in the SEE Region (RNIPA)**

The MoU on the establishment of RNIPA\(^21\) was signed in Vienna on 8 June 2009. RNIPA aims to promote investment potential and encourage activities relating to economic cooperation among SEE countries. The agencies will share their experience and information about foreign investment promotion and partner on investment promotion efforts. RCC envisions close cooperation with RNIPA in promoting SEE as a single market for foreign investment.

- **SEE Regional Network of Policy Makers – Belgrade (IFC)**

Based on an initiative of the International Finance Corporation, the SEE Regional Network of Policy Makers\(^22\) was established in 2007, at the Regional Conference on Business Environment Reform in South East Europe, held in Zagreb. Its aim is to support business environment reform in the region by facilitating exchange of experiences among policymakers, and to strengthen the competitiveness of local and national economies.

\(^{20}\) Albania, Bosnia and Herzegovina, Croatia, Greece, The Former Yugoslav Republic of Macedonia, Montenegro, Romania, Serbia, Turkey, and Kosovo* are part of the Network.

\(^{21}\) Agencies from Albania, Montenegro, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia, and Serbia are part of the Network.

\(^{22}\) Members include Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia, Montenegro and Serbia
- **SEE Woman Entrepreneurs Network**

Network of Women Entrepreneurs in SEE\(^{23}\) as part of an effort to support women entrepreneurship in SEE was established on April 2012. The network will help advocate, exchange experiences and provide political support in building an environment conducive to women in business throughout SEE. The programmes’ objective is to promote best policy practices in women entrepreneurship in line with the Small Business Act for Europe and capacity building of national and regional women entrepreneur's networks and associations.

- **The Regional Rural Development Standing Working Group of SEE (RRDSWG) – SKOPJE**

RRDSWG was founded based on the conclusions of Leipzig Agricultural Policy Forum in 2004 and Agricultural Policy Forum in 2005. RRDSWG\(^{24}\) is an intergovernmental organization for regional rural development in SEE, which serves as a platform for regional cooperation in the field of agriculture, food, rural economic development, and trade with agro and food products. The RCC and the RRDSWG signed a MoU on Cooperation in the Area of Agriculture, Rural and Economic Development, Environmental Protection and Food Safety in 2009.

- **Association of Balkan Chambers**

The Association of Balkan Chambers of Commerce\(^{25}\) was established in 1994 with the aim of assisting business activities in the Balkans. The two main priorities of ABC are development of cooperation among the business communities in the Balkan region, and encouragement and support of activities aimed at structural changes in the economies of Balkan countries with the goal for EU accession. The ABC also initiates and implements global interest projects for the Balkan region; representing, through the Association, interests of the member Chambers in front of international bodies; joint participation in EU programmes and other programmes.

\(^{23}\) Members include Albania, Bosnia & Herzegovina, Croatia, Kosovo*, Moldova, Montenegro, Serbia, the Former Yugoslav Republic of Macedonia, and Turkey.

\(^{24}\) Members include Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Macedonia, Montenegro, Romania, Serbia, Kosovo*.

\(^{25}\) Members include Chambers of Commerce and Industry of Albania, Bulgaria, Greece, The Former Yugoslav Republic of Macedonia, Montenegro, Romania, Turkey and Serbia.
- **SEE Employment and Social Policy Network (SEEESPN)**

Based on the Bucharest Declaration of 2003, a permanent high-level committee has periodically met to review national employment policies and quality of service delivery in employment services and improvement of programmes specifically designed for vulnerable groups. Currently, the committee has evolved into the Employment and Social Policy Network for SEE. The Network will act as a permanent regional working-level cooperation mechanism for sharing, disseminating, and managing knowledge and good practices in the realm of employment and social policy.

- **Centre for Public Employment Services of SEE Countries (CPESSC)**

The CPESSC was established by a partnership protocol signed in 2006 in Sofia. CPESSC is a regional non-profit organization that unites national public institutions or government departments responsible for the implementation of labor market policies or for workforce management. The RCC supports the activities of the Centre and is interested in ensuring its closer links with the SEE Employment and Social Policy Network.

- **SEE trade Union Forum (SEETUF) – ZAGREB/SARAJEVO**

SEETUF was established in 1999, bringing together the heads of national trade unions of SEE countries. Its purpose is to promote the social dimension of ongoing economic reforms in the region.

- **Adriatic Region Employers Centre (AREC) – ZAGREB**

AREC was established in 2008 to formalize the structure of regional cooperation among organizations of employers in SEE. The statute of the Adriatic Region Employers’ Centre (AREC) was adopted on 27 March 2008. The purpose of the Centre is to promote projects, cooperation, and exchange of views and knowledge between partners in the region. It also promotes a

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26 Members include Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Moldova, Montenegro, Romania, Serbia, The Former Yugoslav Republic of Macedonia, and Kosovo.*

27 Members include Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Macedonia, Montenegro, Romania, Serbia, Slovenia, and Turkey

28 Members include Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Macedonia, Montenegro, Romania, Serbia, Kosovo*.

29 Members include Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia, Montenegro, and Serbia.
business-friendly environment favorable to local and foreign investments as well as representing regional business association’s vis-à-vis major international partners.

- **SEE Health Network - SKOPJE**

Founded in 2001 based on the Dubrovnik Pledge, the SEE Health Network is a political forum set up to coordinate, implement, and evaluates the commitments of Dubrovnik Pledge and its regional projects for developing health policy and services. The main purpose of the Network is to provide leadership and sustain project ownership by the countries in the region.

- **Centre for e-Governance Development (CeGD) – LJUBLJANA**

CeGD was established in January 2008 as a PPP effort in order to address training, educational consulting and research issues related to eGovernance throughout the region. CeGD is a decentralized regional network of programmes and training support, with an administrative focal point situated in Ljubljana, Slovenia, providing an overall coordination to regional activities.

- **eSEE Initiative (Sarajevo) and bSEE Task Force**

- The Electronic South Eastern Europe (eSEE) Initiative was launched in Istanbul in October 2000 and is supported by the eSEE Secretariat hosted in Sarajevo by UNDP Bosnia and Herzegovina Country Office since 2002. The aim of the eSEE Initiative is to better integrate SEE countries into the global knowledge-based economy by regionally supporting the development of Information Society.

- The Broadband South East Europe (bSEE) Task Force was formed following the signature of a Memorandum of Understanding on Development of Unified Market of Broadband Networks at the Ministerial Conference in Thessaloniki (2005).

\[30\] Members include Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, and Serbia.

\[31\] Members include Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Serbia, and Kosovo*. 
2.2 Energy and Infrastructure

As the entity responsible for promoting, coordinating, and monitoring regional cooperation processes in South East Europe, the RCC particularly focuses on energy and infrastructure, as the most important prerequisites for the overall economic, social, and environmental development, stability, and prosperity of the region. The RCC Secretariat monitors Energy Community development and provides political support in overcoming bottlenecks in its implementation. It also promotes sustainable energy development in the region.

Regional cooperation in the field of energy and infrastructure is characterized by the involvement of a variety of regional and international organizations, initiatives, task forces, programmes, projects, cooperation frameworks, and networks, etc. The EC plays a prominent role in their establishment and operation. Particular EC support relates to the Energy Community and the future Transport Community, as functional integration with the EU Acquis in energy and transport is progressing much faster than in most other areas.

- Energy Community Secretariat (ECS) – VIENNA

The ECS is set up by the 2005 Treaty Establishing the Energy Community. Its main role is to promote creation of regional electricity and gas markets and their integration into a wider single EU energy market. The Energy Community is the major framework for regional energy cooperation as well as cooperation between the Contracting Parties. 94.9% of the finances of the ECS budget are covered by the EU and the balance is covered by the Contracting Parties. The RCC Secretariat’s communication and cooperation with the ECS is well established and is expected to increase in the future.

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32 Acquis communautaire is a French term referring to the cumulative body of European Community laws, comprising the EC’s objectives, substantive rules, policies and, in particular, the primary and secondary legislation and case law. See more at: [http://www.eurofound.europa.eu](http://www.eurofound.europa.eu)

33 See more at: [http://www.rcc.int/pages/15/6/infrastructure-and-energy](http://www.rcc.int/pages/15/6/infrastructure-and-energy)

34 The Contracting Parties are Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, Serbia, Kosovo*, Moldova and Ukraine and the EU.
South East Europe Transport Observatory (SEETO) – BELGRADE/Transport Community

The SEETO is a regional initiative established to promote cooperation in the development of regional transport. The Core Regional Transport Network has been defined in the Memorandum of Understanding (MoU) on development of the South East European Core Regional Transport Network, signed in June 2004. The SEETO Steering Committee (SC) was established to implement the MoU with the support of the SEETO Permanent Secretariat, which has been operational since 2005. Each South East European (SEE) participant provides contributions to the SEETO operational budget.

The negotiations on the Transport Community Treaty (TCT) with the SEE Parties as regards the substance of transport issues were concluded at the end of 2010. Still, the whole process has been slowed down due to the outstanding issues of political nature. Therefore, all involved Parties should make further efforts in overcoming these challenges given the results achieved so far along the two years of preparation, harmonization, and negotiation of the Treaty.

European Common Aviation Area (ECAA) Agreement

The partners from South East Europe have undertaken an important step towards integration of SEE into the Internal EU Aviation Market by signing an agreement on establishment of European Common Aviation Area (ECAA) in June 2006. The agreement is based on gradual market opening, freedom of establishment and non-discrimination, equal conditions of competition, and common rules in all areas of civil aviation (economic regulation, safety, security, air traffic management environmental and social protection, competition, state aid, etc.). It commits the SEE partners to implement the EU acquis in air traffic.

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35 The SEE participants are Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia, Montenegro, Serbia, and Kosovo *

36 Contracting Parties to the ECAA Agreement are the EU and its Member States, Iceland, Norway and the South-East European partners (Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia, Serbia, Montenegro and the Kosovo *)
- **ISIS Programme Secretariat – BRUSSELS**

Directors-General of Civil Aviation signed the ISIS Programme on the 22 April 2008 in Stockholm\(^ {37}\). The ISIS Programme has been launched with immediate effect. The re-orientation of the SEE Functional Airspace Block Approach (SEE FABA) towards the ISIS programme aims to support the extension of Single European Sky to SEE and enhance interconnection of the air navigation network infrastructures and services. ISIS also provide a common integrated approach for all ATM-related projects in the region with the ambition to better address the needs of various stakeholders and provide them with coherent and pragmatic support while rationalizing the financial and human resources and ensuring that allocated budgets are adequately used. To make this possible, it is necessary to establish a Steering Committee consisting of representatives from transport/aviation sector, EC, RCC, SEETO and IFIs

- **Regional Environmental Network for Accession (RENA)**

The RENA programme, is addressing major regional environmental challenges particularly focusing on the issues that can be better addressed by having a regional rather than national approach. Under this framework, the focus is put on strategic planning and investments, including progress monitoring and compliance check; climate change; cross-border cooperation and multilateral environmental agreements; and Environmental Compliance and Enforcement Network for Accession (ECENA).

- **International Sava River Basin Commission (ISRBC) – ZAGREB**

ISRBC has been established for the purpose of implementation of the Framework Agreement on the Sava River Basin (FASRB). Realization of mutually-agreed goals are establishment of an international navigation regime on the Sava River and its navigable tributaries; establishment of sustainable water management; and undertaking of measures to prevent or limit hazards, such as floods, ice hazards, droughts and accidents involving substances hazardous to water, as well as reducing or eliminating their adverse consequences. The ISRBC budget is financed by contributions of FASRB signatories\(^ {38}\).

\(^{37}\) Directors-General of Civil Aviation were from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro, Romania, Serbia and The Former Yugoslav Republic of Macedonia, Kosovo*, as well as European Commission, Stability Pact for South Eastern Europe and Regional Cooperation Council.

\(^{38}\) Croatia, Bosnia and Herzegovina, Slovenia, and Serbia are signatories.
- **Regional Environmental Center for Central and Eastern Europe (REC) – Szentendre**

The United States, European Commission, and Hungary established the REC in 1990. Today, REC is legally based on a charter signed by the governments of 29 countries and European Commission. It is a project-oriented organization receiving significant support from the donor community. The REC has its head office in Szentendre, Hungary, and country and field offices in 17 beneficiary countries. In addition, Austria, Denmark, Finland, Japan, Netherlands, Norway, Switzerland, Germany, Italy, and Malta also signed the charter. The REC also has a field office in Kosovo*. Jointly with the REC, the RCC launched a Framework Programme ‘Roadmap for Environmental Cooperation in SEE’ in 2008.

- **Network of Association of Local Authorities of SEE (NALAS) – Skopje**

NALAS was established in 2001 under the auspices of the Stability Pact for South Eastern Europe (Working Table 1) and the Council of Europe. NALAS brings together 15 associations from the Western Balkans, Bulgaria, Romania, Turkey, Slovenia, and Moldova, which represent roughly 4000 local authorities. NALAS Secretariat is responsible for the overall coordination and implementation of activities. NALAS promotes the process of decentralization in cooperation with central governments and international organizations, considering local self-government as a key issue in the current process of transition.

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39 Beneficiary countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, The Former Yugoslav Republic of Macedonia, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia and Turkey
CHAPTER 3 – REGIONAL INITIATIVES BY PRIORITY AREAS OF THE RCC
JUSTICE, HOME AFFAIRS, SECURITY, HUMAN RESOURCES, AND PARLIAMENTARY COOPERATION

3.1 Justice and Home Affairs

The role of the RCC Secretariat’s in justice and home affairs is to support, promote, coordinate and monitor activities of the existing regional initiatives and organizations, ensuring that their efforts are mutually reinforcing, not overlapping, and complementary to the region’s EU integration goal. Regional organizations have created effective operational mechanisms in fighting trans-border organized crime, common policies, and proceedings on police and law enforcement cooperation, implementation of projects on anticorruption and combating illegal migration.

As we will see below there are four regional initiatives and organizations established by the Stability Pact for South Eastern Europe (SPSEE) and fully supported by the RCC Secretariat. In addition, they are supported from the Southeast Europe Police Chiefs Association (SEPCA), established in 2002 by police directors. There are also two regional structures, which are not directly connected to the RCC.

- Migration, Asylum, and Refugee Regional Initiative (MARRI) - Skopje

MARRI is an intergovernmental organization established in 2004 by the Ministers of Foreign Affairs from six Western Balkans countries. The focus of the organization is migration management, integrated approach to illegal and legal migration, asylum, border management, visa policies and consular cooperation as well as refugee return. Members’ contributions and donors finance it. Relations with the RCC are based on 2009 MoU, entrusting RCC to provide political support, facilitate project design, and ensure regional coordination with other initiatives.

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40 See more at: [http://www.rcc.int/pages/16/7/justice-and-home-affairs](http://www.rcc.int/pages/16/7/justice-and-home-affairs)
41 Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, and Serbia have their representatives in MARRI Centre.
- Regional Anticorruption initiative (RAI) – SARAJEVO

RAI is an intergovernmental organization established in 2000 by Ministers of Justice and it currently counts nine members. RAI serves as a regional platform through which governments; civil society organizations, aid agencies and international organizations combine their efforts to curb corruption in SEE. Its members and the US State Department through RCC Secretariat finance its activities. RCC provides political support to RAI, as well as acting as facilitator of project implementation, advisor, and regional coordinator. In particular, RAI plays an advisory role as an associate in the framework of two EU-funded projects implemented by UNODC: Development of monitoring instruments for judicial and law enforcement institutions in the Western Balkans and Assessment of corruption and crime in the Western Balkans.

- South European Cooperative initiative-Regional Centre for combating Trans-border Crime (SECI) Centre–future Southeast European Law Enforcement Centre (SELEC), BUCHAREST

SECI Centre/SELEC is a law enforcement organization bringing together police and customs authorities. It is an intergovernmental organization established under the Agreement and Charter signed in 1999. In December 2009 in Bucharest, the Convention on Southeast European Law Enforcement Centre was signed and SECI will become SELEC after ratification of the Convention by the parliaments of nine of its members. Members and USA grants finance it. SECI/SELEC has thirteen member countries and twenty-three observers.

- Southeast European prosecutors Advisory Group (SEEPAG) – BUCHAREST

SEEPAG is a network of Prosecutorial Contact Points (PFP) functioning under the 2003 Declaration and 2005 General Guidelines signed by General Prosecutors from 12 countries, financed mainly by USA through SECI Centre. SEEPAG serves as a regional operational network that facilitates prosecutors’ cooperation and mutual legal assistance. RCC Secretariat supports

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42 Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania and Serbia and one observer – Kosovo*.
43 Members are Albania, Bosnia and Herzegovina, The Former Yugoslav Republic of Macedonia, Croatia, Montenegro, Serbia, Bulgaria, Greece, Hungary, Romania, Slovenia, Turkey and Moldova.
44 Observers are: Austria, Azerbaijan, Belgium, Canada, Czech Republic, EUBAM, France, Georgia, Germany, Israel, Kosovo*, Italia, Japan, the Netherlands, Poland, Portugal, Spain, Slovakia, Ukraine, UNDP Romania, the UK, and USA. Interpol and World Customs Organization are permanent (non-resident) advisors to the SECI Centre.
45 Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Serbia, Slovenia and Turkey.
the increase of SEEPAG competences, as a network of prosecutors able to provide real operational support, legal assistance, advice, and guidance to SECI Centre liaisons officers in the investigation of trans-border organized crime.

-Southeast Europe police Chiefs Association (SEPCA) – SOFIA
SEPCA is an organization of police directors, functioning on the Statute signed in 2007 by nine states\textsuperscript{46}. SEPCA’s main objective is to build public security through cooperation of police services, together with citizens and its partner organizations. Its budget is composed of members’ contributions and donations from SDC, DCAF, and Liechtenstein. Based on the MoU concluded in 2009, RCC coordinates SEPCA’s cooperation with other regional initiatives, organizes common activities (such as the Bled Conference on Stolen Vehicles), and promotes SEPCA as a driving force in the field of police reforms.

-Women Police officers network (WPON)
The Women Police Officers Network in South East Europe (WPON) has emerged from a SEPCA initiative as a network of women police officers from eight states - nine police services\textsuperscript{47}. They are working together on networking, career building, and gender equality, raising the awareness on the status of women in police services, and supporting gender mainstreaming of policing practice in SEE. UNDP/SEESAC is providing Secretariat functions to WPON through the project Support for Gender Mainstreaming in Policing Practice in South Eastern Europe, which is financially supported by the MFA Norway and UNDP Gender Thematic Trust Fund. The Swiss Development Cooperation also provides financial support through SEPCA.

-Secretariat of Police Cooperation Convention for Southeast Europe (PCC-SEE Secretariat) – LJUBLJANA
The PCC-SEE Secretariat is organizing and monitoring implementation of the treaty-based procedural mechanism on police cooperation in South East Europe adopted by eight

\textsuperscript{46} Members are Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, and Serbia.

\textsuperscript{47} Nine police services from eight countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, and Serbia.
The Secretariat prepares draft agreements and guidelines as well as lobbying for political decisions. It is operational since September 2008, hosted by DCAF Ljubljana, and financed by Austria, Slovenia, Liechtenstein, Switzerland, and DCAF. Through its work and presence in regional meetings of ministries of interior, the RCC identified and presented the links between procedural provisions of the Convention, SECI/SELEC Centre activities and set up of international law enforcement units in the framework of the EU-funded ILECU project.

- Western Balkans prosecutors Network

The Prosecutors’ Network of the Western Balkans is a professional network of public prosecutors from six countries established in 2005 upon conclusion of the MoU signed by Chief Prosecutors. The Network functions based on direct contacts between 6 National Contact Points which also serve as judicial contact points in the international law enforcement coordination units – ILECU. The EU and the Council of Europe support the network. It aims at cooperating closely in repressing, investigating, and prosecuting perpetrators of organized crime and all other forms of serious crime, criminal groups, and criminal associations.

3.2 Security Cooperation

Overall safety and political stability have greatly improved in South East Europe over the past decade. Seven countries are members of the North Atlantic Treaty Organization (NATO) and five participate in the Partnership for Peace (PfP) programme. Concerning disaster risk reduction, the fact that South East Europe is highly vulnerable to natural, and, in some cases, manmade disasters with cross-border impact enhances the rationale for strengthening cooperation in order to prevent disasters and/or deal with the effects. As capabilities of RCC members from South East Europe vary with regard to their capacity in terms of preparedness and prevention, it makes sense to cooperate in reducing the risk and effects of natural disasters.

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48 Members are Albania, Bosnia and Herzegovina, Bulgaria, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, and Serbia.

49 Members are Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, and Serbia.

50 See more at: [http://www.rcc.int/pages/17/8/security-cooperation](http://www.rcc.int/pages/17/8/security-cooperation)
disasters. There are six initiatives in the domain of Security Cooperation with which the RCC cooperates.

- **Disaster Preparedness and Prevention Initiative (DPPI SEE) - SARAJEVO**
  
  It is a regional initiative\(^{51}\) that seeks to provide a framework for SEE nations to develop programmes and projects leading to strengthened capabilities to prevent and respond to natural and man-made, i.e. technological disasters. The task of Disaster Preparedness and Prevention Initiative (DPPI SEE) is to contribute to the development of a cohesive regional strategy for disaster preparedness and prevention. The initiative brings together donor countries and national and international non-governmental and governmental organizations to coordinate ongoing and future activities and identify unmet needs in order to improve efficiency of national disaster management.

- **South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC)**
  
  SEESAC is a joint project between the RCC and the United Nations Development Programme (UNDP), assisting SEE governments with implementation of the 2001 Regional Plan for Combating the Proliferation and Impact of Small Arms and Light Weapons (SALW). Its mandate provides for the implementation of holistic SALW control programmes with an emphasis on Cross Border Control, Legislative and Regulatory Issues, Management Information, SALW Survey, SALW Awareness and Communications Strategy, SALW Collection Programmes, SALW Destruction Programmes, SALW Stockpile Management Issues. SEESAC has made substantial progress in working with governments in SEE on establishing national strategies on SALW.

- **South East Europe Defense ministerial (SEDM)**
  
  Initiated in 1996, the SEDM represents a process of cooperation among the Ministries of Defense of South East European countries\(^{52}\). The main objective of SEDM process is to

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\(^{51}\) Its members are Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Slovenia, Serbia and Turkey

\(^{52}\) Members are Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, Italy, Montenegro, The Former Yugoslav Republic of Macedonia, Romania, Serbia, Slovenia, Turkey, Ukraine, and USA, and Georgia and Moldova with the status of observers.
strengthen understanding and political-military cooperation in the region in order to enhance stability and security in SEE. Inter alia, objectives of SEDM are:
- promotion of mutual understanding, confidence, and cooperation among member countries;
- Contribution of SEDM and Multinational Peace Force of the SEE (MPFSEE) / South-Eastern Europe Brigade (SEEBRIG) to regional and worldwide security and stability;
- Enhancement of the SEEBRIG interoperability and capability to deploy in peace support missions;
- Facilitation of SEEBRIG employment in peace support operations; promotion of Euro - Atlantic integration processes of SEDM member nations.

- The UNITED STATES-Adriatic Charter
The initiative’s founding document was signed in 2003 in Washington under the aegis of the United States. The Charter\(^{53}\), as a diplomatic project, has two objectives: to secure an open-door NATO policy and provide a framework for cooperation and mutual support to NATO candidate countries. The “A5” rotates the chair in six-month period to every partner country except the United States. During these six months, the chair organizes various activities, which always include a Foreign Affairs Ministerial and Chiefs of Defense (CHODs) meeting and other events as set by the country chair. As a rule, the Defense Ministerial is held only once a year, usually in November.

- South Eastern Europe Clearinghouse (SEEC)
The aim of SEEC\(^{54}\) is to coordinate efforts of allied and friendly nations offering assistance to NATO candidates and PfP aspiring countries in the region thereby avoiding duplication, optimizing limited resources and synchronizing efforts, while achieving shared goals. SEEC provides a multinational defense forum for discussing and exchanging information on bilateral and multilateral security cooperation programmes with NATO and PfP aspirant nations. At the

\(^{53}\) Partners are Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia (under its constitutional name), Montenegro, and the United States. Although there is no formal mechanism to include official observers, other countries, such as Serbia and Slovenia, have attended Adriatic Charter events on occasion.

\(^{54}\) The Initiative was established by EUCOM, Slovenia, NATO aspirants, which at that moment were Republic of Albania, Republic of Croatia, The Former Yugoslav Republic of Macedonia, and PfP aspirants Bosnia and Herzegovina and Serbia and Montenegro on 1 December 2004.
last SEEC meeting in 2009, member countries agreed to establish three regional centers with the highest level of common interest to be developed and used by all countries in the region, i.e. - Peace Support Operations Training Centre - Sarajevo, Bosnia and Herzegovina, - Media Training Centre in Skopje - The Former Yugoslav Republic of Macedonia, and - Nuclear, Biological, Chemical Defense Centre - Kruševac, Republic of Serbia

- Centre for Security Cooperation (RACVIAC) – Rakitje (CROATIA)

RACVIAC is the legal successor of the Regional Arms Control Verification and Assistance Center. It is an international, independent, non-profit, regionally owned, academic organization, accountable to its political decision making body, the Multinational Advisory Group (MAG). RACVIAC’s goal is to become the premier platform for dialogue on security cooperation in South East Europe. The RCC is invited to MAG meetings as an observer. RACVIAC is financially supported by SEECP participating states represented in MAG, as well as Associate countries. The new Agreement on RACVIAC was signed on the 14-th of April 2010.

3.3 Building Human Capital and Parliamentary Cooperation

Building Human Capital

Building human capital is fundamental not only for strengthening administrative capacities but also for increasing long-term competitiveness of South East Europe. It is also crucial for successful European integration, taking into account the objectives of Lisbon Strategy and Europe 2020. Developing comprehensive regional strategies is the main challenge at the regional level for the coming period. Strengthening of the existing networks and connecting regional cooperation mechanisms is another objective.

The common background and similarities between the educational systems in the region provide an additional justification for regional cooperation. Regional university cooperation and The RCC will work to strengthen cooperation with the newly established Regional School for Public Administration (ReSPA), with a view to developing joint regional programmes for training

55 Members are Albania, Bosnia and Herzegovina, Croatia, Former Yugoslav Republic of Macedonia, Greece, Montenegro, Serbia, and Turkey.

56 See more at: http://www.rcc.int/pages/18/9/building-human-capital-and-parliamentary-cooperation
of public officials development of a comparable system for evaluation of education are good examples. By facilitating work of the experts from the region, the RCC contributes to development of the Regional Strategy for Research and Development for Innovation for the Western Balkans.\(^{57}\)

- **RCC Task Force Fostering and Building Human Capital (TF-FBHC) – VIENNA, ZAGREB, BUCHAREST**

TF FBHC\(^ {58} \), established in June 2008, was put in charge of facilitating dialogue and cooperation in this priority area and of promoting coherency and coordination between the relevant areas and stakeholders. The aim of the Task Force Fostering and Building Human Capital is to promote coherence and coordination between education, research, and science by creating a platform for dialogue and cooperation of actors involved in these sectors. The mandate of the Task Force includes in particular the following: raising awareness on the importance of education, higher education, and research; agenda setting in these policy areas and respective lobbying activities; promotion of regular dialogue, information exchange, and coordination of activities among the areas of education.

- **Council of Ministers of Culture of South-East Europe (CoMoCoSEE)**

CoMoCoSEE was created in 2005 contributing to regional cultural cooperation. It developed, inter alia, the Regional Programme for Culture and Cultural Heritage in South-East Europe, which included a joint action by the Council of Europe and the European Commission on the rehabilitation of cultural sites in SEE. The Programme has been developed through the implementation of several integrated projects managed by specific regional political and professional networks. In that context, the Integrated Rehabilitation Project Plans/Survey of

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\(^{57}\) A project co-financed by the European Commission, that will develop a comprehensive regional research strategy with emphasis on identifying existing research capacities and considering how networking and interconnections can be established and/or improved among Western Balkans institutes and researchers.

\(^{58}\) Membership of the Task Force comprises of Members of the RCC Board, Secretary General of the Regional Cooperation Council, Secretary General of the RCC, Signatories of the 2007 Istanbul Memorandum of Understanding, Members of Education Reform Initiative of South Eastern Europe, and Members of the Steering Platform on Research for the Western Balkan countries.

For more information please see: [http://www.rcc.int/pages/0/36](http://www.rcc.int/pages/0/36)
Architectural and Archaeological Heritage – IRPP/SAAH made a significant impact in the region. The EU is a major contributor to this process, mainly using IPA funds.

**- RCC Gender Task Force (GTF)**

The Gender Task Force (GTF) is a South East European regional initiative taken by the RCC from the Stability Pact for SEE. In all countries in transition, women’s political participation is noticeably low. Equal and active role of women in political, social and public life is of significant importance for the region’s stabilization and democratization processes. Years of systematic work of GTF on the political empowerment of women in SEE countries have brought important new experiences: women cooperating across party lines, and across ethnic and state borders; cooperation among NGO's, parliaments and governments; women monitoring elections from a gender perspective; consensus-building, advocacy & social dialogue.

**- Education Reform Initiative of South Eastern Europe (ERISEE) – ZAGREB**

ERI SEE is based on a Memorandum of Understanding signed by the Ministers of Education, Science, and Research of South Eastern Europe. Its institutional structure consists of a Governing Board, Consultative Body, and Secretariat (Agency). Thematic areas of ERI SEE’s work currently focus on areas of relevance for the increased role of education and training in the development of SEE countries. Objectives of the Work Programme ‘Education and Training 2010’ and education objectives of the Millennium Development Goals, such as lifelong learning; European Qualification Framework and national qualification frameworks in SEE; Quality Education and Equity in Education.

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59 The Instrument for Pre-Accession Assistance (IPA) offers assistance to countries engaged in the accession process to the European Union (EU) for the period 2007-2013. The aim of the IPA is therefore to enhance the efficiency and coherence of aid by means of a single framework in order to strengthen institutional capacity, cross-border cooperation, economic and social development, and rural development. For more information please see: [http://europa.eu/legislation_summaries/agriculture/enlargement/](http://europa.eu/legislation_summaries/agriculture/enlargement/)

60 Currently, members of the ERI SEE Governing Board are signatory Ministries of Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo*, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Serbia and Romania, as well as the Task Force Fostering and Building Human Capital of the RCC. Institutional partners like the RCC, Council of Europe (CoE), European Training Foundation (ETF), European University Association (EUA), Organization for Economic Cooperation and Development (OECD), as well as donor countries: Austria, the Netherlands, Norway, and Switzerland are represented in the ERI SEE Consultative Body. For more information please see: [http://www.rcc.int/pages/0/36](http://www.rcc.int/pages/0/36)
- **Regional School of Public Administration (RESPA) – DANILOVGRAD**

ReSPA is one of the mechanisms through which countries and entities have agreed to develop regional cooperation in the perspective of eventually, joining the European Union (EU). The European Commission (EC) supports this initiative. The ultimate goal is to help the participating countries and entities meet the relevant Copenhagen and Madrid criteria for EU membership. By helping to improve public administration, the School will have an indirect influence on enhancing the rule of law and transparency. Having in mind the importance of regional cooperation in the domain of public administration reform, further deepening of relations with the Regional School of Public Administration (RESPA) is of great importance to the RCC.

- **South East European Centre for Entrepreneurial Learning (SEECEL) – ZAGREB**

SEECEL was established in July 2009 as an independent institution under national legislation of the host country – Zagreb. The mission of SEECEL is to support all participating countries in the alignment of policies and practice in lifelong entrepreneurial learning with those of the European Union (EU) as well as to identify other global models that may enhance the role of entrepreneurial learning in the context of knowledge-driven, small enterprise-dominated and highly competitive economies. The EU, through the IPA Multi-beneficiary Programme, and the Ministry of Economy, Labour and Entrepreneurship of the Republic of Croatia, financially supports SEECEL’s 2009-2012 work programme.

- **Novi Sad Initiative**

Novi Sad Initiative is devoted to institutional reform and cooperation in higher education, bringing together a range of institutions with responsibility in higher education from the Western Balkans, including universities, higher education authorities, regional and European organizations, and independent experts. It aims to develop cooperation in the field of higher education, in line with the goals and policies of the EHEA, and in close cooperation with the Education Reform Initiative of South Eastern Europe.
Parliamentary Cooperation

Parliamentary Cooperation is one of the priority areas of the Regional Cooperation Council. There are three regional initiatives described below, which have been established since the SP for SEE.

Figure 3.1 RCC identified parliamentary cooperation in South East Europe as a priority in its Strategy and Work Programme 2011-2013

- Regional Secretariat for Parliamentary Cooperation in SEE (RSCP SEE) – SOFIA

RSCP SEE\(^{61}\) has been established after the endorsement of the meeting of SEECP Speakers of the Parliament in 2008, signing of the MoU, and the decision to locate it in the premises of the National Assembly of Bulgaria. The role of the Regional Secretariat was intended to be a focal point, which would coordinate all regional parliamentary cooperation activities among SEECP participating countries. The Bulgarian Parliament has provided office space and appointed two persons to work in the Secretariat.

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\(^{61}\) See more at: [http://www.rcc.int/pages/0/37](http://www.rcc.int/pages/0/37)
- **Conference of the European Integration parliamentary Committees of States participating in the Stabilization and Association process (Western Balkans COSAP)**

The WB COSAP was created in Sarajevo on 16-18 June 2005 because of the Thessaloniki Summit held in 2003, whereby all WB countries were granted membership perspective once they individually meet the accession criteria. A troika composed by the Chairs of Committees for European Affairs/integration of the previous, current, and future presidency ensures coordination of activities. The WB COSAP has a clear agenda and a perspective; it aims at strengthening cooperation between the Committees of National Parliaments dealing with European Affairs. The RCC has taken part in all COSAP activities and has followed its work. This is one of the successfully established networks, which is functional, has a clear agenda, and operates as a strong network between parliamentary committees dealing with EU affairs in WB countries and with significant help from European Parliament.

- **Cetinje Parliamentary Forum**

The Cetinje Parliamentary Forum is an initiative undertaken by the Parliament of Montenegro since 2004 to encourage and promote Parliamentary dialogue and cooperation between the countries of the region. It offers the possibility to share experiences and best practices and to rationalize Parliamentary work, especially in relation to the implementation of EU standards into national legislation and in other issues of common regional interest. While COSAP is held only on the level of Parliamentary Committees dealing with European Affairs, Cetinje Parliamentary Forum has a wider scope of activities tackling other parliamentary committees as well.
CHAPTER 4 - REGIONAL COOPERATION IN KOSOVO

4.1 Foreign Policy Objectives including Regional Cooperation

After the Republic of Kosovo declared its independence on February 17, 2008, building foreign policy has been one of the most significant duties. The Republic of Kosovo aims to become a part of regional initiatives and organizations in order to contribute to good neighbor relations as well as joint efforts to integrate in the Euro Atlantic structures. Relations with the United States of America are very crucial to Kosovo’s foreign policy; as a leading country, as a standard-bearer of democracy and freedom, and as a country dedicated to support Kosovo. The U.S. is an irreplaceable ally. In addition, besides the region and the Euro-Atlantic union of states, Kosovo foreign policy aims to continually strengthen relations with global or regional powerful states that support Kosovo. The Ministry of Foreign Affairs is the main body to coordinate regional cooperation.

Figure 4.1 Organizational Structure of the five departments at the MFA

Source: Ministry of Foreign Affairs

4.2 General Directory

General Directory\(^{63}\) of the Ministry of Foreign Affairs manages and coordinates the tasks and work with the 1) Department for the EU & NATO and security issues, 2) the Department for International Economic Cooperation, 3) Department for International Organizations Bilateral Relations and 4) Regional Affairs Department.

In response to requests, the General Director facilitates communication between MFA missions and embassies with the Ministry and Minister. Director General proposes advices relating to the fields of the four departments under supervision; works in cooperation with Political Advisors, and always in agreement with the Permanent Secretary, on key policies of the Minister and Deputy Minister; engages in overseeing the daily management of all policy departments and ensures that key issues are regularly prioritized, evaluated and dealt with rapidly.

4.3 EU and NATO Department

The Department of the EU and NATO\(^{64}\) is responsible for coordinating relations with EU and NATO member states, as well as bilateral security relations with all the countries with which Kosovo is a partner. The Department coordinates and oversees foreign policy, with regard to increasing consensus and support of member countries for Kosovo’s path toward integration in Euro-Atlantic structures. In accordance with its mandate, the Department coordinates relations with the EU and NATO that relate in particular to these institutions’ foreign policy and security.

The Department of the EU and NATO has two divisions: The Division of the EU and the Division of the NATO. The Division of the EU consists of three sectors: 1) Sector of the EU relations, 2) Sector of the EU policies, and 3) Sector of the EU alignment. Furthermore, the Department of the NATO consists of two units: 1) Unit for political issues, 2) Unit for security issues, and three sectors: 1) Sector of the NATO relations, 2) Sector of the NATO policies, and 3) Sector of the NATO alignment.

\(^{63}\) See more: http://www.mfa-ks.net/?page=2,91

\(^{64}\) Ibid http://www.mfa-ks.net/?page=2,93
4.4 Department for Economic Issues and International Economic Cooperation

The Department for Economic Issues and International Economic Cooperation\(^{65}\) is responsible for the promotion of economic interests of the Republic of Kosovo abroad. It explores the procedures for membership to the international institutions of economic character. It coordinates and monitors the cooperation of national institutions with international economic and financial institutions. It cooperates with line ministries and especially with relevant units in charge of integration; it drafts and analyzes the issues such as borders, markets, banks, and other economic sectors.

The Department consists of two sections: 1) *Section for analysis and international economic cooperation* - orientates the policies and legal measures and implementation in line with the strategic documents for economic cooperation; and 2) *Section for promotion and investments* - works on advancing the economy, the investment climate in the country, and on creating a better image of Kosovo in the world.

4.5 Department for Bilateral Relations and International Organization

The Department for Bilateral Relations and International Organization\(^{66}\) is responsible for Kosovo’s relations with all UN member States, except those in the region, and with International Organizations, including UN, OSCE, and Council of Europe. The Department also offers specific advice to the Minister’s and Deputy Minister’s Cabinet, the Permanent Secretary and Diplomatic Missions of the Republic of Kosovo.

The Department consists of two divisions: 1) *Division for Bilateral Relations*, 2) *Division for International Organization*. The Division for Bilateral Relations is divided into four sectors: 1) *Europe* 2) America 3) *The Middle East/Africa*, and 4) *Asia Pacific*. The Division of the International organization is divided in these sectors: UN/specialized agencies; and Research, Initiatives, Monitoring, and Multi-lateral projects.

\(^{65}\) Ibid http://www.mfa-ks.net/?page=2,96
\(^{66}\) Ibid http://www.mfa-ks.net/?page=2,95
4.5 Department for Regional Affairs

The Department for Regional Affairs\textsuperscript{67} is mainly responsible for development and coordination of policies governing relations with the countries in the region, and for cooperation with regional organizations. Main responsibilities are coordination of the policies of the MFA concerning relations with the countries in the region; coordinates the policies of the MFA and of other competent ministries and agencies concerning regional affairs. The Department is also responsible for support the development of bilateral and multilateral relations with countries in the region; assist in direct talks with Serbia regarding the missing persons; support membership of Kosovo in regional initiatives.

Director of Department manages the Department for Regional Affairs. The Department consists of two divisions: 1) Division for Bilateral Relations with countries immediate neighbor – draft analyses that are related with bilateral relations; draft policies for Kosovo’s position. 2) Division for Bilateral Relations with other countries in the region and regional initiatives - maintains contacts with representatives of these countries who are present in Kosovo; monitors developments in these countries; draft various analysis concerning bilateral relations; cooperates with the Office of the Prime Minister and line ministries on issues concerning membership of the Republic of Kosovo in regional organizations.

4.6 Office of the Prime Minister

Kosovo is a Democratic Republic, based on the principle of separation of powers and control and balances between them.\textsuperscript{68} Legislative, executive, and judicial institutions that derive from and are set-up in accordance with the Constitution of Kosovo, govern the Republic of Kosovo. Government exercises its executive power in accordance with Constitution and legislation in force dealing with the Government.\textsuperscript{69} The Prime Minister exercises his executive power in

\textsuperscript{67} Ibid http://www.mfa-ks.net/?page=1,94
\textsuperscript{68} Article 4, Constitution of the Republic of Kosovo
\textsuperscript{69} Article 4, Regulation No. 02/2011 on the Areas of Administrative responsibility of the Office of the Prime Minister and Ministries.
accordance with the Constitution and legislation in force. Judicial power is exercised by the courts. The Kosovo Supreme Court is the highest judicial authority.

After the declaration of independence (February 17, 2008) by Kosovo authorities, Institutions of the Republic of Kosovo have taken the position not participate at regional initiatives as UNMIK/Kosovo, because this acronym is against the Constitution of the Republic of Kosovo. Kosovo delegates have not been able to participate in all events hosted by countries that do not recognize Kosovo, due to difficulties in relation to recognition of Kosovo passports. This remains challenging for full involvement in regional initiatives, barriers of political nature continue to hamper Kosovo to be part of and equally from the RCC and other regional initiatives. The European Commission has stressed regional cooperation must be inclusive if it is to be meaningful.

At the last RCC Board Meeting (October 2012) the RCC Board tasked the RCC Secretariat to prepare the first draft text of a new Statute and to distribute it to the members of the RCC Board for their comments/suggestions/reviews by the end of December 2012. Following consultations on the draft text of the new Statute with the RCC Board members, the RCC Secretariat shall forward the document to the RCC Board meeting for discussions, to be held on February 2013.

4.7 Office of the Regional Cooperation Council (RCC)
The Republic of Kosovo is a member of the Regional Cooperation Council since its establishment. Considering the importance of this mechanism, within the Government of Republic of Kosovo, the Office for Stability Pact (established on June 2002) under the Prime Minister, has

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70 Article 6, Regulation No.02/2011 on the Areas of Administrative responsibility of the Office of the Prime Minister and Ministries
71 Article 102, 1 Constitution of the Republic of Kosovo
72 UNMIK – United Nations Mission in Kosovo
73 This would include addressed request to the RCC Board to amend the Statute of the RCC in order to have Kosovo* represented effectively within the RCC.
74 Conclusion from the RCC Board Meeting in Sarajevo, October 18, 2012
Ministers Office was transformed into the Regional Cooperation Council Office (see Figure 4.2) with the Prime Ministers Decision\textsuperscript{75} (November 2008).

Taking into consideration regional cooperation under the auspices of the RCC is one of the fundamentals of the EU policy towards the region and the precondition for further European integration, the Republic of Kosovo devotes particular attention to strengthening the multilateral regional relations.

**Functions & Structure of the RCC Office**

The Office of the RCC within the Prime Minister’s Office mainly is responsible for representation of the Republic of Kosovo through the National Coordinator; coordination of activities within the RCC directly with the Secretariat in Sarajevo; coordination of activities within the RCC with line ministries and other institutions; monitoring activities, participation in regional initiatives, within the RCC.

The RCC Office is also responsible for identification of cases and reasons of representatives who do not participate, within the RCC; preparation of quarterly and annual reports based on the office work plan; preparation of inputs for the European Commission Progress Report (each is published every year on October).

The fact that currently Kosovo’s RCC is acting as an independent body under the Prime Minister’s Office, could have a positive effect for regional cooperation. Due to the actual political situation of Kosovo, the Prime Minister’s Office could provide immediate political support for Kosovo’s RCC Office and can contribute to greater opportunities for institutions to participate in regional activities. However, on the other hand, when the position of the national coordinator for RCC is vacant, there are communication difficulties with the political staff.

\textsuperscript{75} The Prime Minister’s Decision Nr. 228/08, November 19, 2008
Figure 4.2: Organizational Structure of the Prime Minister's Office

The Prime Minister

Deputy PM
Deputy PM
Deputy PM
Deputy PM
Deputy PM

General Secretary

Kosovo Security Council
Kosovo Archives Agency
Gender Equality Agency
Veterinary and Food Agency
Office of Regional Cooperation Council
Office of Community Affairs
Office of KLA Veterans
Aeronautical Accident & Incident Investigation
Office of the Coordinator for Northern Strategy KS

Coordination Secretary of the Government
Legal Office
Administrative Office
Office of Public Communication
Office of Budget and Finance
Procurement Office
Office of Official Gazette
Office on Good Governance
Office of Strategic Planning

Audition Unit
Coordination Unit for EU
Archive Unit
Certifying Officer
CHAPTER 5 REGIONAL COOPERATION IN THE REGIONAL COUNTRIES

In this chapter, we will discover if the regional cooperation is one of the main foreign-policy priorities and briefly introduce the regional cooperation structure. Based on this analysis the regional countries of Albania, Croatia, Macedonia, and Montenegro are committed to fulfilling the regional cooperation as one of their foreign-policy priorities.

It is interesting to note that findings in all case study countries have the regional cooperation directorates or departments as main central coordinating body for regional cooperation issues within the ministry of foreign affairs, and in some cases jointly and within the Ministry of European Integration. While in Kosovo, the Office of the Regional Cooperation Council currently works within the Prime Minister's Office. Furthermore, within the Ministry of Foreign Affairs it is the structure responsible for regional cooperation, as well as the Ministry of European Integration is not jointly with the MFA, as in regional countries, that sometimes significantly makes it difficult for good intergovernmental coordination.

5.1 Regional Cooperation in Albania

EU membership status – Potential candidate

In order to achieve the goal of EU integration, Albania has devoted special attention to the strengthening of regional multilateral relations. The commitment to regional initiatives has served Albania in the promotion of the relations of good neighborliness, security, and stability in the region. Albania is an active participant at all initiatives in Southeast Europe.

Regional Cooperation Structure

The Ministry of Foreign Affairs is the coordinating body responsible for regional cooperation issues. The organization chart of the Ministry of Foreign Affairs is based on the priorities of foreign policy.

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Figure 5.1: Structure of the coordination of the regional cooperation

78 Ibid
5.2 Regional Cooperation in Croatia

EU membership status – Acceding country (EU membership terms agreed – waiting for ratification by all Member States to join).

Croatia has ratified the Accession Treaty and will become a Member of the European Union on 1 July 2013, subject to the Accession Treaty being ratified by all member states.

In regards to regional cooperation, Croatia has maintained the dialogue with neighboring countries in order to address open bilateral issues. The Declaration of the Croatian Parliament of October 2011 on promoting European values in South-East Europe emphasized Croatia’s firm commitment to supporting the other countries of the region on their path to the EU.

Regional Cooperation Structure

Figure 5.2 Structure of Regional Cooperation of Croatia

Source: Ministry of Foreign Affairs and European Integration of Croatia

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5.3 Regional Cooperation in Macedonia

EU membership status – Candidate country - Still negotiating or waiting to start.

The Republic of Macedonia is committed to fulfilling of five foreign-policy priorities: NATO membership, getting date and commencing the negotiations for full-fledged membership of the European Union, abolishment of visas for Macedonian nationals, overcoming of the issue of the name difference imposed by our southern neighboring country, and, strengthening the economic and public diplomacy. In the relations and cooperation with countries in the immediate neighborhood, promotion is made of good-neighborliness and friendship, and so of preparedness for overall cooperation in several fields of common interest.

Regional Cooperation Structure

*Figure 5.3 Structure of Regional Cooperation of Macedonia*

Source: Ministry of Foreign Affairs of Macedonia

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5.4 **Case Study overview**

Based on the research studies every country designs its national decision-making structures according to its circumstances. The table below provides an overview of the comparison of the Kosovo with the Albania (potential candidate country to join EU), Croatia (acceding country to join EU), and Macedonia (candidate country to join EU) regards to their priority about the regional cooperation, as one of the foreign policy priorities, the main coordinating body, and the level of the organization.

**Table 5.1 Regional cooperation in comparison countries**

<table>
<thead>
<tr>
<th>Country</th>
<th>EU Membership Status</th>
<th>Regional Cooperation Priority</th>
<th>Central Coordinating Body</th>
<th>Institutional Level</th>
<th>RCC Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kosovo</td>
<td>Potential country</td>
<td>YES</td>
<td>Office of the Prime Minister</td>
<td>Office of the RCC</td>
<td>National Coordinator to the RCC</td>
</tr>
<tr>
<td>Albania</td>
<td>Potential country</td>
<td>YES</td>
<td>Ministry of Foreign Affairs</td>
<td>Directorate of Regional Initiatives</td>
<td>National coordinator to the RCC</td>
</tr>
<tr>
<td>Croatia</td>
<td>Acceding country</td>
<td>YES</td>
<td>Ministry of Foreign Affairs</td>
<td>Department for Regional Initiatives &amp; Cross-Border Cooperation</td>
<td>National Coordinator to the RCC</td>
</tr>
<tr>
<td>Macedonia</td>
<td>Candidate country</td>
<td>YES</td>
<td>Ministry of Foreign Affairs</td>
<td>Division of Regional Initiatives &amp; Regional Cooperation</td>
<td>National Coordinator to the RCC</td>
</tr>
</tbody>
</table>
CHAPTER 6 – RESEARCH METHODOLOGY & SURVEY FINDINGS

The project demanded the application of appropriate methods and techniques, a general description of the RCC and the importance of being full member, as well as of all regional initiatives. In addition, the project has provided analysis and the collection of all current documents of existing governmental structures for regional cooperation, case study countries in the region, and research study method that includes questionnaires.

6.1 Methodology & Survey respondents

The methodology followed for the written questionnaires survey (see Appendix B) was the most cost effective and most appropriate for this research. Some of the questionnaires for this capstone project were sent via-email, whereas for some there were face-to face interviews. The questionnaire was distributed to 30 governmental officials, who largely deal with the regional cooperation issue, while 28 of them responded. The questionnaire was prepared in Albanian and English version in order to give possibility to respond in the language better fits the respondent. The respondents were from the Presidency, the Prime Minister's Office, and all ministries, Kosovo Police, Kosovo Customs, and Kosovo Institute of Public Administration. It is worth mentioning that all the respondents expressed their interest in supporting this initiative and were willing to give responses. Moreover, the results of these questions will give us the current state of the intergovernmental coordination system in the field of regional cooperation, what are the main problems, and what steps should be undertaken further.

6.2 Survey Results – Interviewers’ background

The questionnaires contained 18 different multiple-choice questions, and included few optional alternatives, giving them opportunity to add more comments and suggestions. In order to reach the outcomes, the representatives of the Office of the Prime Minister, the Presidency, all ministries, Kosovo Institute for Public Administration, Kosovo Customs, and Kosovo Police were the target group in charge with regional cooperation issues. The first section was about the interviewers’ background.
6.3 Educational Achievements & Gender

The first Figure given below 6.1 represents the highest educational achievement while the Figure 6.2 represents the gender of respondents.

According to this research, Figure 6.1 above presents the highest educational achievement of the respondents. The highest percentage on educational achievements is graduate studies with 78.6 % and other with 21.4 %.

The Figure 5.2 above presents gender of the respondents. The 16 respondents are male 57.1 % and 12 female 42.9 %.
6.4 Responsibilities & Working experience

Figure 6.3 given below presents the percentage of the current responsibility of the respondents, while the Figure 6.4 represents how long they are working for this position.

*Figure 6.3 - Responsibilities of the respondents (28 respondents)*

![Responsibilities Pie Chart]

According to the research data, Figure 6.3 shows that the percentage of the current responsibility of the respondents is managerial 78.6 % and political 14.3 %, and administrative 7.1%.

*Figure 6.4 – Working Experience of the respondents*

![Working Experience Pie Chart]

Figure 6.4 presents the respondents’ job experience in this position. 12 respondents have been working from 1 to 2 years (42.9%), 10 respondents have been working from 2 to 5 years (35.7 %), while 5 respondents have been working there from 5 to 10 years (17.9%), and 1 respondents has been working there for more than 10 years (3.6%).
Chapter 7- National Structure & Participation

7.1 How high is the Regional Cooperation in the Government’s Agenda?

Figure 7.1 given below, presents the level of importance of regional cooperation in the Government's agenda, while Figure 7.2 presents the institutional position level of those that decide on the participation in the regional initiatives.

The Figure 7.1 – How high is the Regional Cooperation in the Government’s Agenda

“Agenda setting is a step in the policy process whereby policy actors attempt to get an issue seriously considered for public action.”\textsuperscript{81} Hence, agenda setting is critically important, due to that we do not get a policy if it does not get on the agenda. Based on this research, Figure 7.1 presents the results of the question on how high is the regional cooperation in the Government's agenda. Only 25% of the respondents think that regional cooperation is very high in the Government’s agenda, whereas 67.9% report that regional cooperation is on the medium level in their agenda, and only 7.1% believe that it is very low.

\textsuperscript{81} Kraft and Furlong, page 438
The President of the Republic of Kosovo leads the foreign policy of the country (Article 84. 10). Furthermore, the Prime Minister consults with the President of the Republic of Kosovo on the implementation of the foreign policy of the country (Article 94.9). According to this research data, the Figure 7.2 given above presents the respondent’s answers on the institutional position level of those that decide for participation in regional initiatives. Most respondents’ answer was that the Minister decides, while others think that the Prime Minister and Secretary General decide.

*Figure 7.2 – Who decides on the participation in the Regional Initiatives?*

7.2 **What are Difficulties of Participation in the Regional initiatives?**

Figure 7.3 presents one of the most important issues of this research, which has to deal with the difficulties for participation of the representatives of the Republic of Kosovo at regional initiatives. Most of the respondents think that the political issue is the first and the most difficult issue for participation and, in the meantime, they think that visa and financial issues are also a problem for constructive participation.

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82 Constitution of the Republic of Kosovo, Chapter V President of the Republic, Article 84, 10 Competencies of the President, page 28).


83 See also Chapter VI Government of the Republic of Kosovo, article 94, 9 Competencies of the Prime Minister, page 33).
7.3 The level of Intergovernmental Coordination

Figure 7.4 given below presents the percentage of the level of intergovernmental coordination for regional cooperation. The project survey work indicates that more commitment is needed from the Kosovo Government. 57.1 % of survey respondents thought the level of intergovernmental coordination is not satisfactory. A further 25 % of respondents believe current intergovernmental level is weak.
7.4 Does Kosovo have adequate Human Resources – Experts & Administrative Level?

According to this research data, Figure 7.5 below presents the results of the question that deals with the human resource capacities of the Kosovo Government in the expert and administrative level. 64.3 % think that Kosovo has adequate expert level, while 35.7 % of them think that Kosovo does not have adequate human resources in expert level.

![Figure 7.5 Adequate Human Resources / Experts Level](image)

While Figure 7.6 presents the percentage on adequate administrative level to coordinate the regional cooperation activities on national level. In addition, 60.7 % of the respondents think that Kosovo has adequate HR Administrative level, and 39.3 % answered with NO. These results should be looked at carefully, especially due to the subjectivity and personal interests of the respondents in answering this particular question. Since the question directly addressed their actual position, we can assume that the answers are subjective.

![Figure 7.6 Adequate Human Resources / Administrative Level](image)
Chapter 8 - Impact in National Level

8.1 What Effects have the Regional Initiatives had on national level?

The respondents’ answers on the question about the effects of the regional initiatives on national level are shown in Figure 8.1. Most of them answered that the main effect of regional initiatives on national level is political, as well as security.

8.2 The Most Adequate Institutional level – for Regional Cooperation

In addition, based on this research data, Figure 8.2 considers institutional level, which is the most appropriate to work & coordinate regional cooperation in national level. 64.3 % of the respondents answered that the Ministry of Foreign Affairs is the most appropriate level. This would offer the Kosovo’s Government to have better coordination of regional cooperation activities. However, 17.9 % answered that the Ministry of European Integration is the most adequate institutional level and 14.3 % think that the Office of the Prime Minister is the most adequate.
8.3 Is there a need for new legislation in regional cooperation field?

Figure 8.3 presents the results of the respondents’ answers on the need for new legislation, while the Figure 8.4 presents the percentage of the respondents’ answers about appropriate new legislation.
8.4 Appropriate new legislation for regional cooperation

The survey findings suggest that there are three most important legislations that need to be approved in the regional cooperation field. The first one has to do with the Regulation for functioning, duties, responsibilities, and the status of the RCC Office within the Prime Minister’s Office. This would increase the role of the Office of Regional Cooperation Council within the Office of the Prime Minister. The second one has to do with the Strategy on the membership and participation in the regional initiatives. The last one has to do with the Strategy on the significance and financial implications for the Kosovo membership in the regional initiatives. This should be in accordance with the Medium Term Expenditure Framework. This would allow the Ministry of Finance to have total planned amounts for annual financial contributions in all initiatives.

Figure 8.4 – Three appropriate new legislation in regional cooperation field

<table>
<thead>
<tr>
<th></th>
<th>a) The Regulation for functioning, duties, responsibilities and status of the RCC Office</th>
<th>b) Strategy on the membership and participation in the regional initiatives</th>
<th>c) Strategy on the significance and financial implications for the Kosovo membership</th>
<th>d) The Regulation on the establishment of a Division for Regional Cooperation under the Departments for European Integration and Policy Coordination</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>28</td>
<td>24</td>
<td>16</td>
<td>4</td>
</tr>
</tbody>
</table>
Chapter 9 - Increasing benefits from Regional Initiatives

9.1 Increasing Benefits from Regional Initiatives

Figure 9.1 presents the results of the question about the most important requirements for increasing the benefits from regional cooperation initiatives. The results show the top three responses are human capacity building, better intergovernmental coordination, and increasing the budget.

9.2 Level of effectiveness of the current strategies/documents

On 5 December 2011, the Council reaffirmed that Kosovo would benefit from the perspective of eventual visa liberalization once all conditions are met and without prejudice to Member States’ position on status\textsuperscript{84}.

\textsuperscript{84} Visa Liberalization with Kosovo roadmap available at: http://www.mei-ks.net/repository/docs/Kosovo_visa_roadmap_FINAL.pdf
Kosovo should explore avenues of cooperation with regional initiatives on migration, asylum, and refugees as one of the requirements within Visa Liberalization with Kosovo Roadmap under block two Border/boundary management /Migration management.

According to the Program of the Government of the Republic of Kosovo 2011-2014 regional cooperation and membership in financial and trade institutions will constitute a special goal of the Government in this mandate. The Table 9.1 given below presents the percentage of the respondents on categorization of the current strategies/documents by indicating their level of effectiveness.

<table>
<thead>
<tr>
<th>Title</th>
<th>highly valued</th>
<th>good</th>
<th>average</th>
<th>poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>a). The Program of the Government of the Republic of Kosovo 2011-2014</td>
<td>60.7%</td>
<td>28.6%</td>
<td>10.7%</td>
<td>0%</td>
</tr>
<tr>
<td>b). The New Agreement for Regional Cooperation reached in Brussels between Pristina and Belgrade.</td>
<td>64.3%</td>
<td>25%</td>
<td>10.7%</td>
<td>0%</td>
</tr>
<tr>
<td>c). Feasibility Study for a Stabilization and Association Agreement between the European union and Republic of Kosovo.</td>
<td>64.3%</td>
<td>32.1%</td>
<td>3.6%</td>
<td>0%</td>
</tr>
<tr>
<td>d). Visa Liberalization with Kosovo roadmap</td>
<td>71.4%</td>
<td>17.9%</td>
<td>10.7%</td>
<td>0%</td>
</tr>
<tr>
<td>e). Other</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### 9.3 Development of the Intergovernmental National System for Regional Cooperation

The results from the survey show that three very important requirements should be met (Figure 9.3) The Kosovo Government should improve the system for regional cooperation that

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85 Ibid, page 10
will better position the country for its foreign-policy priorities. The first from three main recommendations is the creation of National Council for Regional Cooperation. This will be the central coordinating body for regional cooperation within the governmental institutions. The second suggestion is strengthening the role of the Office of Regional Cooperation Council within the Prime Minister’s Office. This will assist the Kosovo Government to make decision about the transfer of the RCCO within the Ministry of Foreign Affairs. Therefore, this will provide the Government with the best inter-governmental co-ordination structure and the location of a central coordinating body. Moreover, third recommendation is improvement of the performance of existing intergovernmental structure for regional cooperation.

**Figure 9.3 – Three most significant requirements for development of the intergovernmental system for regional cooperation**

<table>
<thead>
<tr>
<th></th>
<th>Three most significant requirements for development of the intergovernmental system for regional cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Creation of National Council for Regional Cooperation</td>
</tr>
<tr>
<td>b</td>
<td>Strengthening the role of Regional Cooperation Council Office/OPM</td>
</tr>
<tr>
<td>c</td>
<td>Improvement of the performance of existing intergovernmental structure through professional training</td>
</tr>
<tr>
<td>d</td>
<td>Employment of additional specialized staff (with new terms of references in case the NCRC will be established)</td>
</tr>
<tr>
<td>e</td>
<td>Web-site for all activities/projects in national level</td>
</tr>
<tr>
<td>f</td>
<td>Other</td>
</tr>
</tbody>
</table>

0 4 8 12 16 20 24 28

a b c d e f

Three most significant requirements for development of the intergovernmental system for regional cooperation

- Creation of National Council for Regional Cooperation
- Strengthening the role of Regional Cooperation Council Office/OPM
- Improvement of the performance of existing intergovernmental structure through professional training
- Employment of additional specialized staff (with new terms of references in case the NCRC will be established)
- Web-site for all activities/projects in national level
- Other
Chapter 10  Final Discussions & Recommendations

10.1  Final Discussions

This capstone project aimed to explore and assess regional cooperation in Republic of Kosovo, as a precondition for EU integration. Regional cooperation and good neighborly relations are essential elements of the Stabilization and Association process\(^\text{87}\). The European Commission looks forward to the RCC further developing its role in regional cooperation as a platform for the promotion of issues of importance to the whole region and its EU perspective thus further mainstreaming regional cooperation in the countries’ political agenda\(^\text{88}\).

The Stabilization and Association Process (SAP) is the European Union's policy towards the Western Balkans, established with the aim of eventual EU membership. The SAP was launched in June 1999. After it was strengthened at the Thessaloniki Summit in June 2003 taking over elements of the accession process. It rests on *contractual relationship; trade relations; financial assistance* (the Instrument for Pre-accession Assistance - IPA); and *regional cooperation and good neighborly relations*.

There are several difficulties enforcing Kosovo in European Integration. One of these is most particularly the relation with Serbia. The EU does not allow members interested in the EU families that do not have good neighborly relations. The Kosovo Government has to show more commitment in terms of coordination (Figure 10.1) of all regional initiatives. According to research 57.1% of respondents reported that the level of intergovernmental coordination is not satisfactory, followed by 25.0% of those who think that the level of coordination is weak.


\(^{88}\) Ibid, page 6
The findings and recommendations aim to influence in development of intergovernmental system for improving regional cooperation. However, based on the survey findings, despite these efforts and engagements by the Government, regional cooperation appears to be rather in medium level of the Governments’ agenda (Figure 10.2).
The research found that the representatives of the Kosovo Government face different difficulties to participate in regional initiatives (Figure 10.3). Therefore, most of the respondents highlight the political aspect as one of the main difficulties to participate in regional initiatives, as well as visa and financial issues which rank on second level.

*Figure 10.3 Three main difficulties of participation at the regional initiatives*

The survey findings suggest that there are three most important legislation adoptions in the regional cooperation field. The first one has to do with the Regulation for functioning, duties, responsibilities, and the status of the RCC Office within the Prime Minister’s Office. The second one has to do with the Strategy on the membership and participation in the regional initiatives. The last one has to do with the Strategy on the significance and financial implications for the Kosovo membership with the regional initiatives.
10.2 Main Recommendations

Taking into consideration the commitment of the Government of Kosovo towards European Union Integration, and importance of regional cooperation as a precondition, in order to facilitate this process and based on survey findings (Figure 10.5) of this capstone project three main recommendations are being made as follows:
Three most significant requirements for development of the intergovernmental system for regional cooperation

1. Creation of the National Council for Regional Cooperation (NCRC)

This will be the central coordinating body for regional cooperation within the governmental institutions. The Prime Minister or Deputy Prime Minister for European Integration will lead the Council. Therefore, the other representatives of the Council will be the relevant ministries as Ministry of Foreign Affairs, Ministry of European Integration, Ministry of Economic Development, Ministry of Justice, Ministry of Internal Affairs, and Ministry of Finance.
The Council shall provide operational advice and guidance, reviews the Annual Report as well as the Strategic Work Programme proposed for the following year. In addition, the Council approves the Financial Report, monitors and plans financial implications for the next year. The Council supports the ministries in the implementation of the Strategic Work Programme and reviews progress in implementation throughout the year.

The Council holds two regular meetings a year. The Prime Minister shall convene a special meeting if it deems necessary, or Council Members request it. The Prime Minister chairs the meetings of the Council. The current staff (the Office of the RCC/OPM) in co-ordination with the Government Secretariat and Ministry of Foreign Affairs shall support the Council.

1. **Strengthening the role of Office for Regional Cooperation Council (RCCO/OPM)**

This will help the Government to coordinate and monitor activities within the Government. The Government of Kosovo should consider the institution, which is most appropriate to work and coordinate the regional cooperation.

Based on the research data the most adequate institution for coordination of the regional cooperation was the Ministry of Foreign Affairs. This will assist the Kosovo Government to make decisions about the transfer of the RCCO within the Ministry of Foreign Affairs. Therefore, this will provide the Government with the best inter-governmental co-ordination structure and the location of a central coordinating body.

3. **Improvement of the performance of existing intergovernmental structure**

This will provide the Government with the trained professional experts in five priorities of the RCC, as well as effective administrative capacities for coordination of all activities within each institution. One of the most important challenges is improving human capacities in order to create an effective intergovernmental system for regional cooperation.
Without a reformed and professional public administration, we cannot have better coordination and increasing benefits from regional initiatives. The Prime Minister should receive reports in weekly and monthly reports from all intergovernmental activities in regional cooperation. This will influence the decision-making. In this regards the staff needs training in drafting analytical reports, and policies. Moreover, the scope of the training should include training in the field of a) general management and, b) training for the issue of European Union.

10.3 Further recommendations

There are also six further recommendations.

1. The Government should design a web site for planning and monitoring all regional cooperation activities (including regional projects). This would include a database on all regional cooperation activities such as a list of events, locations, and participants. Moreover, the database should include information about the participation of governmental officials and the reasons for their absence.

2. The Government should identify priorities to benefit from regional cooperation, based on the five priority areas of the RCC (Economy and Social Development, Energy and Infrastructure, Justice and Home Affairs, Security Cooperation, Building Human Resources and Parliamentary Cooperation). This would increase the benefits from regional initiatives.

3. The Government should draft the Strategy on the membership and participation in the regional initiatives.

4. The Government should draft the Strategic document on the significance and financial implications for the Kosovo membership in regional initiatives. This should be in accordance with the Medium Term Expenditure Framework. This would allow the Ministry of Finance to have total planned amounts for annual financial contributions in all initiatives.

5. The Government should draft a long term Strategy on Regional Cooperation.

6. The Government should employ experts for the regional initiatives headquarters. This would allow greater opportunities to the national experts and experiences exchange within the all-regional initiatives in SEE.
REFERENCES & NOTES

1. Statute of the Regional Co-operation Council (RCC) available at:
   http://www.rcc.int/docs_archive

2. South East Cooperation Council Process (SEEC) is a forum for diplomatic and political dialogue reaffirming the political will and readiness of the countries from SEE to work together and to follow a common agenda thus meeting the region’s needs of stability, security, democratization and economic prosperity. Available at:

3. Home page of the Stability Pact for South East Europe:
   http://www.stabilitypact.org/

4. Cologne Document available at:
   http://www.stabilitypact.org/about/constituent.asp

5. Stability Pact Country Partners and other partners available at:
   http://www/stabilitypact.org/partners/

6. Sarajevo Summit Declaration available at:
   http://www/stabilitypact.org/constituent/990730-sarajevo.asp

7. Objectives of the SP for SEE available at Cologne Document:
   http://www/stabilitypact.org/constituent/990610-cologne.asp

8. See chapter 2 and 3 - General Introduction RCC Regional Initiatives and Task Forces by Priority Area

9. Statute of the Regional Co-operation Council, Task of the RCC. Available at:
   http://www.rcc.int/docs_archive

10. See more at:
    http://www.rcc.int/pages/7/14/structure

    Rules of Procedures of the Regional Cooperation Council Board available at:
    http://www.rcc.int/docs_archive

12. Ibid

13. Ibid

14. Home page of the Regional Cooperation Council available at:
http://www.rcc.int/

15. RCC Strategy and Work Programme 2011-2013 available at:

http://www.seecep-turkey.org/icerik.php?no=51

17. Members of the SEEIC are Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Rumania, and Serbia.
For more information:http://www.rcc.int/pages/0/16/economic-and-social-development

18. Ibid
Members include Chambers of commerce from Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Serbia and Kosovo*.

Members include businessmen from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Serbia, Turkey and Kosovo*.

20. Ibid
Albania, Bosnia and Herzegovina, Croatia, Greece, The Former Yugoslav Republic of Macedonia, Montenegro, Romania, Serbia, Turkey, and Kosovo* are part of the Network.

Agencies from Albania, Montenegro, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, and Serbia are part of the Network.

22. Ibid
Members include Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro and Serbia.

23. Ibid
Members include Albania, Bosnia & Herzegovina, Croatia, Kosovo*, Moldova, Montenegro, Serbia, the Former Yugoslav Republic of Macedonia, and Turkey.

24. Ibid
Members include Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Macedonia, Montenegro, Romania, Serbia, Kosovo*.
25. Ibid
Members include Chambers of Commerce and Industry of Albania, Bulgaria, Greece, the Former Yugoslav Republic of Macedonia, Montenegro, Romania, Turkey and Serbia.

Members include Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Moldova, Montenegro, Romania, Serbia, The Former Yugoslav Republic of Macedonia, and Kosovo*.

27. Ibid
Members include Bosnia and Herzegovina, Bulgaria, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, Romania, Serbia, Slovenia, and Turkey.

28. Ibid
Members include Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Macedonia, Montenegro, Romania, Serbia, Kosovo*.

29. Ibid
Members include Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, and Serbia.

30. Ibid
Members include Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, and Serbia.

31. Ibid
Members include Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Serbia, and Kosovo.

32. Acquis communautaire is a French term referring to the cumulative body of European Community laws, comprising the EC’s objectives, substantive rules, policies and, in particular, the primary and secondary legislation and case law.
See more at http://www.eurofound.europa.eu

33. See more at http://www.rcc.int/pages/15/6/infrastructure-and-energy


35. Ibid
The SEE participants are Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia, Montenegro, Serbia, and Kosovo *.

36. Ibid
Contracting Parties to the ECAA Agreement are the EU and its Member States, Iceland, Norway and the South-East European partners (Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia, Serbia, Montenegro and the Kosovo*)

37. Ibid
Directors-General of Civil Aviation were from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro, Romania, Serbia and The Former Yugoslav Republic of Macedonia, Kosovo*, as well as European Commission, Stability Pact for South Eastern Europe and Regional Cooperation Council.

38. Ibid
Croatia, Bosnia and Herzegovina, Slovenia, and Serbia are signatories

39. Ibid
Beneficiary countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, The Former Yugoslav Republic of Macedonia, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia and Turkey.

40. See more at: http://www.rcc.int/pages/16/7/justice-and-home-affairs
41. Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, and Serbia have their representatives in MARRI Centre.
See more at http://www.rcc.int/pages/0/34

42. Ibid
Albania, Bosnia and Herzegovina, Bulgaria, Croatia, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania and Serbia and one observer – Kosovo*.

43. Ibid
Members are Albania, Bosnia and Herzegovina, the Former Yugoslav Republic of Macedonia, Croatia, Montenegro, Serbia, Bulgaria, Greece, Hungary, Romania, Slovenia, Turkey and Moldova.

44. Ibid
Observers are Austria, Azerbaijan, Belgium, Canada, Czech Republic, EUBAM, France, Georgia, Germany, Israel, Kosovo*, Italia, Japan, the Netherlands, Poland, Portugal, Spain, Slovakia, Ukraine, UNDP Romania, the UK, and USA. Interpol and World Customs Organization are permanent (non-resident) advisors to the SECI Centre.

45. Ibid
Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Serbia, Slovenia and Turkey.

46. Ibid

Members are Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, and Serbia.

47. Ibid

Nine police services from eight countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, and Serbia.

48. Ibid

Members are Albania, Bosnia and Herzegovina, Bulgaria, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, and Serbia.

49. Ibid

Members are Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, and Serbia.

50. See more at http://www.rcc.int/pages/17/8/security-cooperation

51. Its members are Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Romania, Slovenia, Serbia and Turkey.

See more at http://www.rcc.int/pages/0/35

52. Ibid

Members are Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, Italy, Montenegro, the Former Yugoslav Republic of Macedonia, Romania, Serbia, Slovenia, Turkey, Ukraine, and USA, and Georgia and Moldova with the status of observers.

53. Ibid

Partners are Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia (under its constitutional name), Montenegro, and the United States. Although there is no formal mechanism to include official observers, other countries, such as Serbia and Slovenia, have attended Adriatic Charter events on occasion.

54. Ibid

The Initiative was established by EUCOM, Slovenia, NATO aspirants, which at that moment were Republic of Albania, Republic of Croatia, the Former Yugoslav Republic of Macedonia, and PfP aspirants Bosnia and Herzegovina and Serbia and Montenegro on 1 December 2004.
55. Ibid
Members are Albania, Bosnia and Herzegovina, Croatia, Former Yugoslav Republic of Macedonia, Greece, Montenegro, Serbia, and Turkey.

56. See more at:
http://www.rcc.int/pages/18/9/building-human-capital-and-parliamentary-cooperation

57. Ibid
A project co-financed by the European Commission, that will develop a comprehensive regional research strategy with emphasis on identifying existing research capacities and considering how networking and interconnections can be established and/or improved among Western Balkans institutes and researchers.

58. Membership of the Task Force comprises of Members of the RCC Board, Secretary General of the Regional Cooperation Council, Secretary General of the RCC, Signatories of the 2007 Istanbul Memorandum of Understanding, Members of Education Reform Initiative of South Eastern Europe, and Members of the Steering Platform on Research for the Western Balkan countries.
See more at http://www.rcc.int/pages/0/36

59. The Instrument for Pre-Accession Assistance (IPA) offers assistance to countries engaged in the accession process to the European Union (EU) for the period 2007-2013.
The aim of the IPA is therefore to enhance the efficiency and coherence of aid by means of a single framework in order to strengthen institutional capacity, cross-border cooperation, economic and social development, and rural development.
See more at http://europa.eu/legislation_summaries/agriculture/enlargement/

60. Currently, members of the ERI SEE Governing Board are signatory Ministries of Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo*, The Former Yugoslav Republic of Macedonia, Moldova, Montenegro, Serbia and Romania, as well as the Task Force Fostering and Building Human Capital of the RCC.
See more at http://www.rcc.int/pages/0/36

61. See more at http://www.rcc.int/pages/0/37

62. The Foreign Policy Objectives of MFA available at:
http://www.mfa-ks.net/repository/docs/Kosovoforeignobjectives.pdf

63. See more: http://www.mfa-ks.net/?page=2,91

64. Ibid http://www.mfa-ks.net/?page=2,93
65. Ibid http://www.mfa-ks.net/?page=2,96
66. Ibid http://www.mfa-ks.net/?page=2,95
67. Ibid http://www.mfa-ks.net/?page=1,94
68. Article 4- Constitution of the Republic of Kosovo.
    Available at: http://www.kuvendikosoves.org/common/docs/
69. Article 4- Regulation No. 02/2011 on the Areas of Administrative responsibility of the Office of
    the Prime Minister and Ministries.
70. Ibid
71. Article 102, 1 Constitution of the Republic of Kosovo
72. United Nations Interim Administration Mission in Kosovo (UNMIK) on behalf of Kosovo in
    Accordance with United Nations Security Council Resoulution1244 web site available at:
    http://www.unmikonline.org
73. This would include addressed request to the RCC Board to amend the Statute of the RCC in order
    to have Kosovo* represented effectively within the RCC.
74. Conclusion from the RCC Board Meeting in Sarajevo, October 18, 2012
75. The Prime Minister’s Decision Nr. 228/08, November 19, 2008
    Office of the Prime Minister web site available at:
    http://www.rks-gov.net
76. See more about current EU membership status at:
77. Ministry of Foreign Affairs of Albania website available at:
    http://www.mfa.gov.al/
78. Ibid
79. Croatia 2012 Progress Report – Communication from the Commission to the European
    http://www.mfa.hr/MVP.asp?pcpid=161
80. Ministry of Foreign Affairs of Macedonia available at:
    http://www.mfa.gov.mk/
81. Kraft and Furlong, page 438
82. Constitution of the Republic of Kosovo, Chapter V President of the Republic, Article 84, 10
    Competencies of the President, page 28).
Constitution of the Republic of Kosovo available at:
http://www.kuvendikosoves.org/common/docs/

83. Ibid

84. Visa Liberalization with Kosovo roadmap Document available at
http://www.mei-ks.net/repository/docs/Kosovo_visa_roadmap_FINAL.pdf

85. Ibid, page 10

86. Program of the Government of the Republic of Kosovo 2011-2014 available at
http://www.kryeministri-ks.net/repository/docs/Program_i_Qeverise_eng_.pdf


88. Ibid, page 6
APPENDIX A

REGIONAL COOPERATION COUNCIL (RCC) MEMBERS

Albania* United Kingdom
Austria* United Nations
Bosnia and Herzegovina* United Nations Economic Commission for Europe
Bulgaria* United States of America*
Canada World Bank
Council of Europe
Council of Europe Development Bank
Croatia*
Czech Republic*
Denmark
European Investment Bank
European Union (EU), represented by the Troika, consisting of the EU Presidency, the European Commission and the Council, as well as the European Parliament*
Federal Republic of Germany*
Finland*
France*
Greece*
Hungary*
International Organization for Migration
Ireland*
Italy*
Kosovo*
Latvia*
Moldova*
Montenegro*
North Atlantic Treaty Organization
Norway*
Organization for Economic Co-operation and Development
Organization for Security and Co-operation in Europe
Poland*
Romania*
Serbia*
Slovakia*
Slovenia*
South East European Co-operative Initiative
Initiative
Spain
Sweden*
Switzerland*
The Former Yugoslav Republic of Macedonia*
Turkey*

* Members of RCC Board
APPENDIX B

CAPSTONE PROJECT CONSULTANTS

1. **Dr Niccole HYATT**
   
   PhD, Technology Management, Indiana State University, / HR Development
   
   **Current position:** Professor, Rochester Institute of Technology - RIT Rochester/New York
   
   Email: niccolephd@yahoo.com

2. **Dhurata SADIKU-HOXHA**
   
   MA, International Security Studies, Georgetown University
   
   **Current Position:** Political Adviser of the Prime Minister
   Lecturer of Politics & Public Policy, Terrorism & Political Violence, AUK
   
   Tel: +381 38 14 620 (Office)
   
   Email: ds366@georgetown.edu

3. **Mr. Mentor NIMANI, ESQ.**
   
   MA, International & Comparative Degree, George Washington University Law School
   MA, Law & Diplomacy, Fletcher School of Law & Diplomacy, Tufts University, Harvard Law School, Boston, Massachus.
   
   **Current position:** Senior Academic / Lecturer of International Law, AUK
   
   Tel: +381 38 608 608 (Office) ext.113
   
   Email: nnimani@aukonline.org
APPENDIX C

Questionnaire (English Version)

Section A: Interviewer’s background

A 1. What is your highest educational achievement?
   a). High School
   b). Bachelor’s Degree
   c). Graduate Studies
   d). Other __________

A 2. What is your gender?
   a). Female
   b). Male

A 3. Which of the following best describes your current responsibilities?
   a). Political
   b). Managerial
   c). Administrative
   d). Financial
   e). Other __________________

A 4. How long you are working for this position.
   a). 1-2 yrs
   b). 2-5 yrs
   c). 5-10 yrs
   d). More than 10 yrs
Section B   National Organization/ Coordination – Structure & Participation

B 5. How do you think, how high is the regional cooperation in the Government’s agenda?
   a). Very High
   b). Medium
   c). Low

B 6. Who decides on the participation in the regional initiatives?
   a). The President
   b). The Prime Minister
   c). Minister
   d). General Secretary
   e). Director of the Department
   f). Other ______________________

B 7. What are the difficulties of participation at the regional initiatives?
   Prioritize the top three (first is the most difficult):
   a). Political
   b). Experts absence in certain fields
   c). Administrative
   d). Technical
   e). Financial
   f). Visa issue
   g). Other ______________________

B 8. How do you describe the level of intergovernmental coordination of regional cooperation?
   a). Excellent
   b). Good
   c). Satisfactory
   d). Weak
B 9. Does Kosovo have adequate human resources (expert level) to participate in regional initiatives?

a). Yes – Kosovo has experts in regional cooperation field
b). No – Kosovo does not have experts in regional cooperation field

B 10. If the answer to B 9 is “no,” than how many expert levels are needed?

a). 10-20
b). 21-30
c). 31-40
d). more than 40

B 11. Does Kosovo have adequate human resources (administrative level) to coordinate the regional activities?

a). Yes
b). No

B 12. If the answer to B 11 is “no,” than how many expert levels are needed?

a). 10-20
b). 21-30
c). 31-40
d). more than 40

**Section C: Impact & Effectiveness in National Level**

C 13. What effects, if any, have the regional initiatives had on national level?

*Prioritize the top three most important from the following with the number 1 being most critically important:*

a). Political
b). Security
c). Economic Development
d). Social Development
e). Infrastructure Development
f). Energy Development
g) Other ___________________
C 14. Would you consider the institutional level that is most appropriate to work for regional cooperation?

a). Ministry of Foreign Affairs  
b). Ministry of European Integration  
c). Office of the Prime Minister  
d). Establishment of a new Ministry of Regional Cooperation  
e). Other ______________________

Section D: **Strengthening/Increasing benefits from Regional Cooperation**

D 15. Prioritize the following for the most important for increasing the benefits from regional initiatives. *(1st is most important)*

a). Development and implementation of strategies on regional cooperation.  
b). Human Capacity Building  
c). Better Intergovernmental Coordination  
d). Increase the budget  
e). Other ______________________

D 16. Prioritize the following in order of importance:

a). There is a need for new legislation in the regional cooperation field  
b). There is a need for the implementation of the current strategies in the regional cooperation field.  
c). Other ______________________

D 17. Which of the following items is the most important?

*List in order of importance:*

a). The Regulation for functioning, duties, responsibilities and status of RCC Office.  
b). The Regulation on the establishment of a division for regional cooperation within the Departments for European Integration and Policy Coordination  
c). Strategy on the membership and participation in the regional initiatives  
d). Strategic document on the financial significance and implications for the Kosovo membership in regional initiatives
D 18. Categorize the following current strategies by indicating their level of effectiveness:

<table>
<thead>
<tr>
<th></th>
<th>Title</th>
<th>highly valued</th>
<th>good</th>
<th>average</th>
<th>poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>b)</td>
<td>The New Agreement for Regional Cooperation reached in Brussels between Pristina and Belgrade.</td>
<td></td>
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<tr>
<td>c)</td>
<td>Feasibility Study for a Stabilization and Association Agreement between the European union and Republic of Kosovo.</td>
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<td>d)</td>
<td>Visa Liberalization with Kosovo roadmap</td>
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<td>e)</td>
<td>Other</td>
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</tbody>
</table>

D 19. Which of the following alternatives you consider that could be applicable? List in order of importance:

a). Creation of National Council for Regional Cooperation
b). Strengthening the role of Regional Cooperation Council Office/OPM
c). Improvement of the performance of existing intergovernmental structure through professional training
d). Employment of additional specialized staff (to further strengthen the role of the Regional Cooperation Council Office/OPM) with new terms of references to be drafted, in case the National Council for Regional Cooperation will be established for Kosovo
e). Web-site
f) Other

Thank you very much for your time and attention!