APPLICATION OF PUBLIC-PRIVATE PARTNERSHIP - IN THE REPUBLIC OF KOSOVO

Ibrahim Kryeziu

European University in Tirana, Albania

Abstract

Private public partnership is relatively a new form of performing of public services, which are the responsibility of central and local governments and other public agencies in the interest of citizens and legal entities. The partnership established between public institutions and private partners, aims to increase the performance of services, affairs and public assets in favor of a more qualitative life of the citizens and sustainable development ekonomik a country

In this sense the governments of various countries with the aim of reducing public expenditure, to increase the quality of services and increasing the economy, have set up the necessary legal and institutional infrastructure for raising and development of this partnership.

This form of partnership, is exceptionally important for the countries which have low levels of economic development and have limited financial resources to fulfilling the needs in the field of public services and public infrastructure.

Kosovo as a new country with a low level of economic development, in a transition phase and with limited budgetary resources, needs to be oriented to strengthening this partnership.

Therefore in order to decrease the costs of public services and to increase the performance of public institutions, the Kosovo government has created a solid legal and institutional infrastructure as a basis for the creation and development of public private partnership.

In this the research paper shall be treated, the level of the institutional, legal and professional capacities of government institutions at central and local level, in the evaluation, development and implementation of this partnership.

Will be evaluated concrete actions to present concrete projects will be presented and experiences from different countries which already have the prosperous experience in this field.

Key words: *public-private partnerships, the ministry of finance, the kppp, department ppp, private partners, concession*

1. INTRODUCTION

Kosovo is a country with low economic development, with limited budget and with an underdeveloped public infrastructure.

Kosovo possibilities to build public infrastructure by budgetary resources are limited, whereas the need for a developed public infrastructure are large, these requirements are from both sides by citizens and the business community.

Public infrastructure, the road network, school infrastructure, health, drinking water supply, collection and treatment of urban waste, the treatment of wastewater are only some of the problems faced by the citizens of Kosovo.

With the purpose of providing quality public services, public infrastructure construction, in finding additional resources in financing these services, Public-Private Partnership is a good alternative to be implemented by the Government of Kosovo.

Experiences of different countries in the application of PPP in the construction and delivery of public services, give the hope that Kosovo can achieve best results in this area.

In the past two decades PPP has become an important form and very applied in the provision and construction of public infrastructure, different countries have applied various models and forms of PPPs, the application is adapted to countries Implementing circumstances.

The range of PPPs applied varies from country to country, all this provides us with the understanding that this form of infrastructure development is dynamic and is dependent on the circumstances in which are.

Given the experience of countries which have applied PPP and the results, they have achieved and the short experience that Kosovo has in the implementation and management of PPP, PPP application in Kosovo will be a good opportunity to develop public infrastructure.

2. PURPOSE AND OBJECTIVES OF THE STUDY

The purpose of this topic is to encourage the central and local institutions and private sector to apply more the the public private partnership in offering and improving public utilities and construction or maintenance of existing infrastructure.

The objective of this study is to see how much is being applied partnership between tw sector (institutions) public and private sector in providing services, construction and management of public assets. In this way there will be an increase in the quality of services and public infrastructure improvements. Also the application of PPPs that will reduce costs and will save the budget, which could be better used on other areas of interest for the development of the country.

Services and public infrastructure are prerequisites for sustainable economic development of a country, so the construction, reconstruction and maintenance of them is very interesting for a country.

The main question in this study is:

As outcomes contribute application, PPP in raising the quality of public services and infrastructure and how this application will reduce the nderitimit Costea, reconstruction and maintenance of public assets?

- Does Kosovo's legal and political framework for the application of PPP's?
- How are public and private capacity prepared for the application of PPP's?

The main question in this study is:

As outcomes contribute application, PPP in raising the quality of public services and infrastructure and how this application will reduce the nderitimit Costea, reconstruction and maintenance of public assets?

- Does Kosovo's legal and political framework for the application of PPP's?
- How are public and private capacity prepared for the application of PPP's?
- How many PPP performed so far?
- Is performance assessment of existing PPP?

All the answers, we will find within the research we have done in government institutions of Kosovo.

The hypothesis of this paper is: PPP and enhances the quality of services and public iinfarstruktures Costea reduce maintenance in the Republic of Kosovo.

3. DEFINITIONS AND HISTORY OF THE DEVELOPMENT OF PPP

a) Definitions of PPP

The partnership is the expression that has a wide use in everyday life, of which we find everywhere, while performing everyday tasks. Thus partnership starts from family life through spousal partners and continue to partners that together perform different work, as partners in business and other activities in different areas.

So we can say that human life and human society, is closely connected with the partnership as a form of cooperation between people and social groups in order to achieve common interests.

Today term partnership has received a universal meaning and used almost anywhere, communications different languages do not differ in the use of this term. So mostly this term has the same meaning during use in all countries, and is synonymous with a joint work in the realization of an interest which is for the benefit of the parties to the relationships and the wider the circle.

According to Oxford, - "partnership" (partnership) is a state of being partner or

partner. According to the same source, the word - "partnership" (partnership) has the meaning of merger of two or more persons as partners. In a more specific sense, this word has the meaning of a business or company that is-owned and operates from two or more partners[1].

But the subject of this study is one particular partnership is the public-private partnership . This type of partnership established between the public and private partners, the scope of this partnership is to provide services and perform tasks that are the responsibility of public institutions.

Public-private partnership as a special form of partnership has become the subject study of many authors. Different important institutions in the world and European level, have engaged experts from different fields in order to study of this form of partnership. In the sense of these studies and publications made by authors and international organizations with a high credibility, such as the World Bank, the European Investment Bank, USAID, etc., besides the others it has been the definition of the notion of PPP.

Different authors, individual or institutional, give various explanations or definitions of the concept of public-private partnership, in this case we are presenting only some of them, trying to identify the similarities and differences of these explanations. Then we will try to give our position on the definition of this concept.

And according to the reference guidelines of the World Bank Institute; "There is no single, internationally accepted definition of" public-private partnership ". This Reference Guide takes a broad view of the PPP, as:

A long-term contract between a private party and a government agency for providing an asset (property) or a public service, in which the private party bears significant risk and management responsibility ".[2]

Also according to the European Investment Bank; In this sense,*"Public-Private Partnership'' is a generic term for the relationships formed between the private sector and public bodies often with the aim of introducing private sector resources and/or expertise in order to help provide and deliver public sector assets and services. The term PPP is, thus, used to describe a wide variety of working arrangements from loose, informal and strategic partnerships, to design build finance and operate (DBFO) type service contracts and formal joint venture companies*.[3]

Given the definitions made by the World Bank Institute and evropane investment bank can conclude that: Even the though there are some differences in definitions of PPPs that, but as it is said by the authors to change PPP is a form of interaction sector public and privatewhich has been developed depending on the country and the nature of works. Common to all definitions is that PPPs are or reports established relationship of between public sector (government institutions) and private sector, in order to provide services, construction, reconstruction and management of public assets. These reports are created based loosely bearing interest of public and private sector and mostly to a long period of time.

[1] Bshkim Berberi,Partneriteti Publoko-Priva- Hallke e rendesishme e procesit te integrimit te Shqiperise ne Komunitetin Evropian, Punim Doktorature, Tirane, 2013
[2] Public-Private Partnerships - Guide Reference - Version 1.0, World Bank Institute,2012
[3] The EIB's role in Public-Private Partnerships (PPPs), Europin Invest Bank, 2004

b) The History of the development of PPP

Private public partnership in application encountered in the earliest times in different countries, but the form of how this partnership develops in nowadays has a development genesis from the early of 90's of last century.

Given the maxim that the purpose of justifying the use of tools, then from what was explained above, since the purpose of the public sector is providing services and creating the best possible conditions for the life and development of the public, so the application of this partnership usabout times there was just that purpose.

So the first PPP projects we encounter particularly in developed countries like European ones as well as in the US and other countries.

Eg. In the US, the first forms of PPP, encountered that in the 18th century; United States;

One of the first examples was the Lancaster Turnpike, a toll road built by the private sector with public sector oresight and rights –of- way.

It opened in 1793, connecting Pennsylvania farmers with the Philadelphia market and drastically reducing the travel times. The Erie Canal, completed in 1825, and the first Transcontinental Railroad, finished in 1869, are two the other early examples of PPPs.[4]

The developed countries of the continent of Europe, have been an application PPP forms from the earliest times. As already discussed above mostly PPP projects applied in earlier times have been concentrated in the road infrastructure, whereas the range of commitments of PPPs today is much wider.

Today subject of publikko private partnerships are, that road infrastructure, waste collection and waste treatment, the sewage treatment , schools , health care services, sports and to economic programs, such as markts, etc.

It is important to note that PPPs do not apply same in all countries. Different countries within the European Union have applied different models of PPPs, not all countries have the same range of fields of application of PPPs.

According to an assessment done to EU countries, in the sense of PPPs models, is noticed the a categorization of countries into three groups as follows: *Looking at the EU, based on the application of the PPP model, it is possible to classify its members into three groups.*

The first group includes countries in which PPP is applied in all areas of the economy, from the construction of highways and railways, health care services, education and punishment policies (criminal). The second group of countries has a highly developed concept of public-private cooperation in the field of road infrastructure, while its application in other industries significantly it's more difficult because of the unclear legal rules and changing at the "political climate " in this issue. Countries in which public-private cooperation is in its infancy constitute the third group. The reasons for the rare application of the PPP model in this group may be a reduced need for private sector participation due to good management of the state budget and state strict approach to public key infrastructure creation. The first group of countries led by Britain, France, Germany and the Republic of Ireland. The second group includes Spain and Portugal, while the third includes Sweden, Luxembourg and Belgium.[5]

The PPP application, except the goal of raising the performance of the services, construction, reconstruction and management of public assets, is the identification of additional financial resources and saving of budget.

[4] Ten Principles for Successful Public Private/ Partnerships, Urban Land Institute, Washington
[5] Javno- privatna partnerstva u Crno Gori, Institut Alternativa, Podgorica,Crna Gora

Based on this scope of PPP, their application is of particular importance to countries with low economic development, respectively budget with limited opportunities for investment in capital projects needed public infrastructure. So started by this view of the PPP, the European Commission through the EIB and the World Bank have established guidelines by which encourage candidate countries aspiring to join the EU to apply PPP as a good opportunity for the modernization of services , building infrastructure and storage and use of public assets.

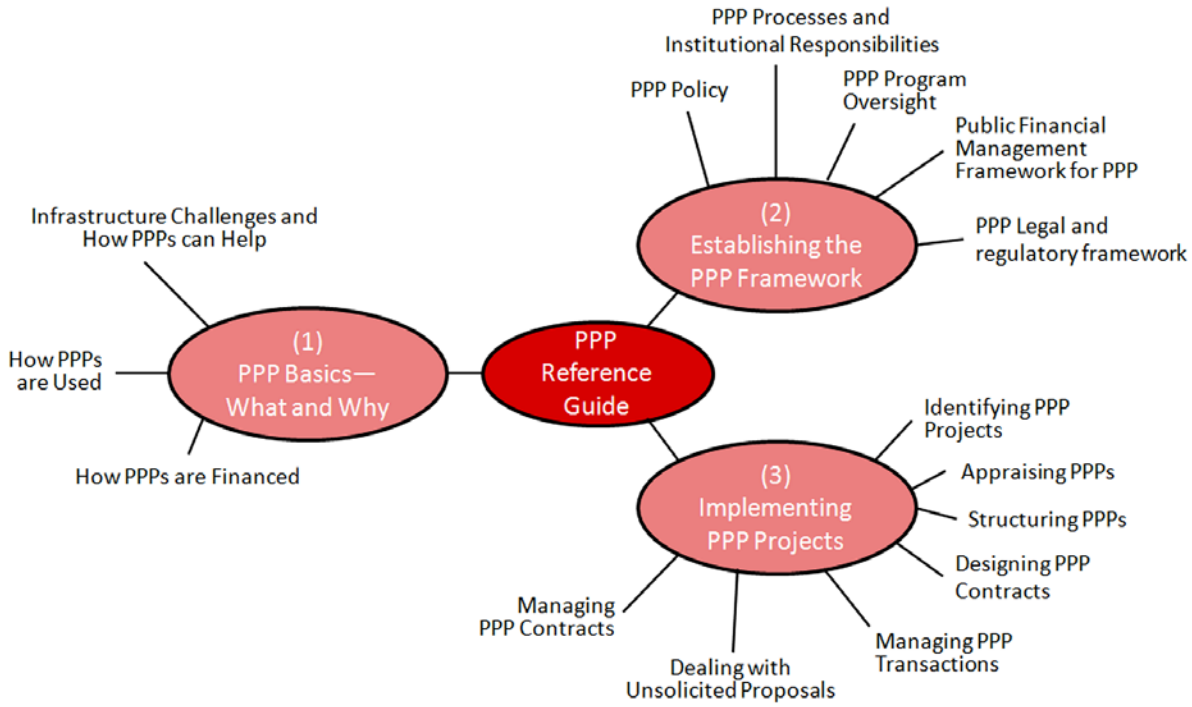
Launched by the scope of works and services that can be provided, constructed, maintained and managed by the PPP, and the complexity and level of risk, WB, EIB and other organizations have developed guidelines by presenting, good practices and basic principles which must be observed before and during the PPP.

Reference Guide of the World Bank Institute in version 1.0, has defined principles, steps and models of action in public- private sectors, before and during the PPP process;

The Referenca Guide is divided into following three modules, addressing the questions above:

- Module 1: PPP Basics-What and Why? Provides an overview of Public – Private Partnership (PPPs)- what they are, how they are used to ptovide inrstructure assets and services, their benefits, and their pitfalls.
- Module 2: Estabishing the PPP Framewor, Describes the elements of sound PPP framework – that is, the policy, processes, institutions, and rules that together define how PPPs will be implemented and that promote good governance of a PPP program.
- Module 3: Implementing PPP Projects, Provides guidance on each stage of developing and implementing a PPP project – from initialy identifying candidate projects, to managing PPP contracts through the project lifetime.

Figure 1. Overview of the Reference Guide, and the content of each module



6

[6] Public-Private Partnerships - Guide Reference - Version 1.0, World Bank Institute,2012

By themselves modules presented in the guidance of the Institute of the World Bank, as is seen, the process of PPP is a dynamic action, which requires a careful analysis and evaluation, and very professional at all levels.

The first module requires a professional expertise in the identification and evaluation of performance of a service or assets evaluation must analyze and measure the benefits of the application of the PPP, and benefit from possible residue in the traditional form.

The second module is based on creating the legal framework, the same legal regulation requires that promotes PPPs and while retaining the public interest and the interest of the private sector, it should be concentrated in anticipation of joint actions, such as financial and management .

The third module has to do with the implementation of PPPs, which includes the commitment of public and private officials in the process at all times from the beginning to the completion of a PPP. Requires successfully managing PPPs that given the common interests of the two sectors.

While the Urban Land Institute, in the sense of a more successful application of PPP has defined ten basic principles which should be respected during the entire process of PPP.

1. Prepare Properly for Public/Private Partnerships
2. Create a Shared Vision
3. Understand Your Partners and Key Players
4. Be Clear on the Risks and Rewards for All Parties
5. Establish a Clear and Rational Decision-Making Process
6. Make Sure All Parties Do Their Homework
7. Secure Consistent and Coordinated Leadership
8. Communicate Early and Often
9. Negotiate a Fair Deal Structure
10. Build Trust as a Core Value.[7]

From principles of the Urban Land Institute, guidance modules World Bank Institute, we can conclude that the PPP is a concept and practice very complex and dynamic of development. So the central government local governments officials and other partners involved in the process should tread carefully, very professionally and with a high transparency.

It is important to note that during the application of PPP different countries have their specifications that must be taken into account, the logic of raising the level of services, reducing the cost of services and works, saving budget funds and especially the rate of risk and management of his own should be treated with caution.

4. THE PPP APPLICATION IN THE REPUBLIC OF KOSOVO

a) History of PPP in Kosovo

Kosovo is a new country has declared the independence on 17 short of 2008, from June 1999 until the proclamation of independence, is administered by the United Nations administration UNMIK called. Now the Republic of Kosovo is recognized by 111 countries of the world including countries with strong political and economic. Kosovo is not yet a member of the United Nations and the European Union. Despite these obstacles, Kosovo has made a significant progress in many areas of development

[7] Ten Principles for Successful Public Private/ Partnerships, Urban Land Institute, Washington

including economic development. Given that Kosovo is a very young country, this country is trying to meet all the requirements arising from international organizations like the EU, World Bank, IMF etc.

As new country Kosovo, even with the necessary structural economic reforms has started after the declaration of independence, also in the field of public private partnership, there is not a long tradition.

Legal and institutional framework for the application of PPP in Kosovo, has begun, to be built after the law on public-private partnership and the establishment of two key bodies, the Department for Public Private Partnership -DPPP, and the Committee for Public Private Partnership-CPPP.

In Kosovo, the experience with PPP is the later. In 2008 the Government announced the policy directive with the Kosovo government declares its clear support for the implementation of public-private partnerships as a way to stimulate investment in public infrastructure and in the provision of public services. This was followed by the PPP Law approved in 2009 (Law no. 03 / L-090, Law on Public-Private Partnerships and Concessions in Infrastructure and Procedures for their Award), and the establishment of the Unit for Public-Private Partnerships, and Inter-Ministerial PPP Committee.[8]

As seen from the statements presented, the process of public private political partnership in Kosovo nu has a long tradition, ie, it has a beginning sometime in late 2009 and early 2010, so a lot of experience disadvantage.

b) Legal and Institutional Framework for PPPs

Kosovo as a country with low economic development, with limited budget, is not reaching to meet the requirements for investment in public infrasturen such as: road infrastructure, public services, railway infrastructure, in the treatment of wastewater and the infrastructure of school , sports, health, etc.

Given the great needs for the establishment of public infrastructure and improving the quality of public services, the government of the Republic of Kosovo immediately after the declaration of independence began with the establishment of legal and institutional infrastructure for PPP. The decision to adopt the policy directive related to public-private partnerships, lead to the drafting and approval of the legal framework for PPP. The Directive in question adopted by the Government of the Republic of Kosovo on 04, August 2008; *Through this directive, the Government of Kosovo declared its support for the implementation of public-private partnerships and encourages and supports the participation of the private sector in providing infrastructure and public services, in the central government level and at the municipal level, whenever the use of PPP will create better value for money. Further, the Kosovo Government vow to commitment to the implementation of PPP in a systematic and regular manner in accordance with best international practices*.[9]

Approval of this directive, expressed the willingness of the government of Kosovo to support and encourage private sector participation in PPP, as a good form for the establishment of infrastructure and public services.

The directive also create the possibility for establishing of legal and institutional framework for PPP, based on the definitions of the Directive was adopted these laws;

Law on PPP and Concessions in Infrastructure and procedures for issuing them no. 03 / L-090 which entered into force on 10 August 2009. This law was repealed by the Public-Private Partnership Law no. 04 / L-045 which entered into force on 11 December 2011. The latest law is written in the accordance with best international practices and the guidelines of UNCITRAL, the EBRD and the EC for PPP.[10]

After approved the law on public private partnership in accordance with the obligations arising from the law and in order of supporting to complete the legal infrastructure the Committee for Public-Private Partnership, are approval directives that cover all actions that accompany the process of PPP.

[8] Ministria e Financava, DPPP, Hyrje ne Partneritetet Publiko Private, Doracak per Pjesmarres, Nentore, 2012,Versioni 2, page,1-5, Partneritet Kosova
[9] Ibidem, page, 2-2.
[10] Ibidem, page,2-2.

And in 2011 and 2012, are presented on the following guidelines:

For a more detailed interpretation of sections of the law serving the 4 Directives adopted by the Committee of the PPP.

1. Directive 01/2011 on procedures for the review and approval of PPP projects

2. Directive 02/2011 on project management teams

3. Directive 03/2011 for review and approval of municipal projects

4. Directive 04/2012 on PPP publications notices.[11]

Such as seen even by the names of the directives, the PPP process is covered completely with the legal framework, ranging from procedures for preparation, review, approvalup to the publication, PPP management is an important area and therefore not by chanceIt is covered with a special directive.

By Directive 03/2011, covered the process of PPP in municipalities, this leads to believe that Kosovo's government dedicates special importance to the role of local government in the field of economic development and the construction and delivery of public services.

Besides guidelines the Public Private Partnership Department has prepared standard forms for the PPP process, from the request for proposals phase to phase of contract award, in general are seven standards forms.

It can be said that the legal framework is incomplete or internationally accepted standards.

c) Institutional structures of PPP

Private public partnership law provides the institutional structure for the implementation and management of PPPs, so in accordance with the provisions of this law is established institutional structures;

Law no. 04 / L045 Law on Public Private Partnership, envisions the Public Private Partnership Committee, CPPP, this law defines the composition of the Committee and shall define duties of work of the Committee.

Committee for Public-Private Partnerships oversees and coordinates projects public-private partnership in the all economic and social sectors.

CPPP consists of the five (5) permanent members. The Minister of Finance is a permanent member of the CPPP and is chairman of the CPPP. Four (4) other permanent members of the PCPC, who should be at the level of Deputy Prime Minister or the Minister, appointed by Government decision.

In cases where the Committee for Public-Private Partnerships examines projects dealing with municipal public utilities, a representative of the Association of Kosovo Municipalities has the right to participate in the meeting of the Committee for Public Private Partnerships, as an observer and without the right to vote. For more see article 18 of the law.[12]

Besides PCPC which is the bodies that has the leading role to the creation of policies and the projects in the the field of PPP, and prepare recommendations to be delivered to the government for approval, according to the law is foreseen to establish the Department of Public Private Partnership. This department has a duty to support, KPPP- in designing and implementation of PPP policy, advise the CPPP and public authorities in the field of PPP in the profesioanal aspect.

The formation and the functioning of the Department are set out in Article 18 of the Law on private public partnership.

Central Department for Public Private Partnership (PPP Department) established within the Ministry of Finance to assist and advise the CPPP, the Ministry of Finance and other public authorities for all

[11] Ibidem, page, 2-2.
[12] https://www.google.com/?gws_rd=ssl#q=Ligjet+e+kosoves, 18.07,2015

activities related to Public Private Partnership. PPP Department reports and answers directly CPPP. For more details see Section 18 of this law.[13]

From what is presented in this research may be concluded that the legal infrastructure is completed and is quite substantial, the law on public-private partnership, directives and standard forms are very clearly, actions to be taken during the PPP process are precise .

Besides the legal and institutional framework is established, the responsibilities of this structure are precise, but the capacity remain to be advanced.

d) The PPP projects in implementation

The process of implementation of PPP in Kosovo as mentioned above, started from the the approval of legal and institutional framework, from the data taken on the official website of DPPE, are presented following three projects:

From the data presented in the official website in the implementation PPP are:

1. International Airport of Prishtina,

2. The Urban Transport Services by bus in Municipality of Peja and

3. Municipal utilities Waste Management in Municipality of Suhareka.[14]

International Airport "Adem Jashari" in Pristina; is the first project and the largest given in implementation with the PPP, so it is very important the success in this project, for that reason the government of Kosovo has been directly engaged in the project.

After the development of procedures consortium Limak - Aeroport de Lyon declared winner with Contractual Structure, Design a-Build-Operate-Transfer-financing (DBOTF) in June 2010 as follows:

- *PPP agreement with a duration of 20 years;*
- *Transaction Structure PPP / DNFOT, Design a-Build-Operate-financing and finally transfer government assets;*
- *New location for Terminal with capacity of 25,000m², for reasons related to the construction site of Terminal, the plan was expanded and a new terminal was built 42,474m², with costs carried by the PP;*
- *PIA AJ Performances will reach the level of quality "C" according to the International Air Transport Association (IATA C);*
- *The scope of services under the PPP Agreement all functions PIA private partner will bear, in addition to air control Service (CAS), which will be owned by the state of Kosovo Public Enterprises;*
- *The employees of PIA AJ on PPP Agreement, guaranteed work for three years full time;*
- *Private Partner Government will pay the concession fee averaged 39.42% in gross revenue, which starts to be applied from the second year and 18% last year amounts to 55% of gross revenue in 2012, the first payment is Fixed made;*
- *Private Partner will be subject to the tax system of the country;*
- *ownership of the assets remains in the public sector, they are only transferred for use in the Agreement.*

While the government itself carries risks mainly related to: air control service, the regulator, political, issue of property (expropriation) and the risk of major forces share together.[15]

[13] Ibidem
[14] http://pppkosova.org/?cid=1,24, 19.07,2015
[15] Ibidem

With purpose, evaluation and supervision of implementation of PPP-International Airport "Adem Jashari" now Limak - Aeroport de Lyon is doing an audit by Deloite, in this audit are Airport audited financial statements in the period during 2011, as follows ;

The audit report of the financial statements, see a business successful, the report reflects a very positive result of an a net profit of 9 million euros and an ongoing investment prey around 24 million, for further see Deliote report.

The Urban Transport Services by bus in Municipality of Peja ; is a project of local, nature of the project has to do with ofimin of services in urban traffic in the city of Peje, this project is given by a term of 10 years, started by 17, april, 2012.

- ***Overall objective:****The aim of the Municipality of Peja is much more to discourage use of private vehicles for movement within the city, encouraging public transportation, and quality.*
- ***Contracting authority:****Peja Municipality,*
- ***Services required:****Peja Municipality passes as the concessionaire the exclusive right and obliges the concessionaire to the duration of the contract and under the terms of the contract:*
- *To perform transportation services,*
- *To install and maintain bus stopping*
- *To collect fees for performing transport services and*
- *To collect rent for outsourcing of parts stopping buses and buses for deployment advertising in accordance with this contract.*
- ***Structure of Transaction:****Service Concession*
- ***The expected duration of the contract:****10 years* [16]

Municipal utilities Waste Management in Municipality of Suhareka; This PPP project has to do with the service of urban waste management in the territory of the municipality of Suhareka this project has the character of service delivery at the local level, the project has a duration of 10 years.

- ***Overall objective:*** *The overall objective of the project is the involvement of the through a private contractual arrangement collection and separation of waste in the municipality, to improve the current state of waste management and separately to increase the coverage and quality of service services.*
- ***Contracting Authority:*** *Municipality of Suva Reka*
- ***The required services:*** *private operator will provide these primary services Waste management:*
- *Collection of municipal waste;*
- *The design, construction, financing, operation and maintenance of facility for waste separation;*
- *Transport of waste collected in a landfill appropriate and authorized by law.*

Besides, the private operator will provide the following services

Additional waste management:

- *Removal and cleansing of illegal dumps waste;*
- *Cleaning and removal of waste from riverbeds and roadsides;*
- *The cleaning of roads and pavements;*
- *Cleaning of markets, cemeteries, public parks public spaces.*

[16] Ibidem

Structure of Transaction: *Service Concession*

The expected duration of the contract: *10 years.*[17]

5. METHODOLOGY

The nature of research methodology has dictated the work, because the topic had for objective evaluation of PPPs in Kosovo, has imposed the use of literature and studies in this field by the author and different institutions.

So, during the research they are used primary and secondary sources, prepared by different institutions and authors.

For a large number of necessary information has been used electronic network of information, they are used the official website, especially in the part of the practical implementation phase of the PPP in the Republic of Kosovo.

Exploited data are analyzed and commented by the scientific method, the end of the study are derived are given conclusions and recommendations, which will be able to be utilized by institutional structures for further action.

6. CONCLUSION AND RECOMANDATIONS

From evaluations and analyzes made in implementing and managing the PPP in Kosovo and the practices of the countries which have a longer implementation of the PPP and the instructions given by the World Bank, EIB, ULI in the USA and other institutions it can be concluded that:

Kosovo has a completed legal framework the and enough precise for PPPs,

There is an institutional structure, DPPP and CPPP, who have a commitment to capacity building for process of PPPs.

Despite the commitment of the PCPC and DPPP in capacity building, the situation is still far from wanted,

Kosovo has begun the process of PPP, as was mentioned, but the trend is very slow,

The contracting authorities do not have the capacity for the identification and evaluation of potential projects for PPP,

Informing the private sector about PPPs that is not enough, given that their engagement is low in this process.

Commitments we watched the PPP by the authorities responsible flounder, lacking regular reports and evaluations.

The success of PPP at Airports not been exploited enough for an awareness of private and public sector.

Recommendations

The economic and budgetary constraints with them facing Kosovo require a PPP process more dynamic and inclusive.

Given the current situation in which is Kosovo, I given the following recommendations:

1. To strengthen the profesioanle (Institutional structures) capacity, through public agencies, central and local institutions.

[17] Ibidem

2. In particular should be given importance in the identification phase of PPP projects which are in the interest for public and private sector, at this stage there are plenty of delays.
3. The organisation of workshops and study visits with officials of public institutions related to the usefulness of PPPs.
4. Organize more awareness raising campaigns with the private sector, in the sense of growth of this sektorei Interest for PPP,
5. Stage of implementation and supervision PPP should amplified, should be prepared for the information and periodic reports regarding the progress of the PPP.
6. The public institutions should deal with the implementation of the national strategy for PPPs.

The PPP Preces needs the policy push , needs a encouragement from professional and scientific layers, academic and professional classes need to do more research in this field.

During this research I had enough obstacles in the collection of informations on the progress of PPPs that. I believe that in future we will improve communication with the public.

Bibliography

1. Bshkim Berberi,Partneriteti Publoko-Priva- Hallke e rendesishme e procesit te integrimit te Shqiperise ne Komunitetin Evropian, Punim Doktorature, Tirane, 2013,
2. Public-Private Partnerships - Guide Reference - Version 1.0, World Bank Institute,2012,
3. The EIB's role in Public-Private Partnerships (PPPs), Europin Invest Bank, 2004,
4. Ten Principles for Successful Public Private/ Partnerships, Urban Land Institute, Washington
5. Javno- privatna partnerstva u Crno Gori, Institut Alternativa, Podgorica,Crna Gora,
6. Ministria e Financava, DPPP, Hyrje ne Partneritetet Publiko Private, Doracak per Pjesmarres, Nentore, 2012,Versioni 2, Partneritet Kosova,
7. https://www.google.com/?gws_rd=ssl#q=Ligjet+e+kosoves,
8. http://pppkosova.org/?cid=1,24