Republic of Kosovo
Kosovo Energy Efficiency Fund (KEEF)

Regulation on Internal Organisation, Employment and Remuneration of Staff of the Kosovo Energy Efficiency Fund
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On the basis of paragraphs 4.2, 4.7 and 4.8 of Article 42 of the Law on Energy Efficiency No. 06/L-079 (Official Gazette of the Republic of Kosovo, no. 2018/21), the Board of Directors of the Kosovo Energy Efficiency Fund on the meeting held on 19th of February 2019, issues:

Regulation on Internal Organisation, Employment and Remuneration of Staff of the Kosovo Energy Efficiency Fund

I GENERAL PROVISIONS

Article 1
Introduction, Constitution and Organisation Form

1. This Regulation assumes certain provisions of the Law on Energy Efficiency (referred to as “the LoEE”) and the additional regulations in Kosovo governing the subject areas processed in the Regulation (e.g. Law on Labour), while also regulating the additional details necessary for the efficient operation of the Kosovo Energy Efficiency Fund (referred to as “the KEEF”).

2. The KEEF has been established as an independent, financially autonomous and sustainable non-profit legal entity, at the service of public interest, with full legal personality and legal identity that is separate and distinct from the Board of Directors of the KEEF and its Executives.

3. The KEEF has full operational and administrative autonomy and functions outside the framework of the Kosovo governmental structures and the Kosovo Civil Service, and it is not considered as budget organization in terms of the Law on Public Finance Management and Accountability and Law on Budget of Republic of Kosovo.

Article 2
Founder

The Founder of the KEFF is the Republic of Kosovo by provision of the LoEE (Article 25 of the LoEE).

Article 3
Legal Capacity

1. The KEEF is a public legal entity established by law.

2. The KEEF has its own settlement accounts in banks established in Kosovo and has its own seal.

3. The rights and obligations of the Founder shall be enforced by a central public administration body in the field of energy – currently the Ministry of Economic Development – and the KEEF’s bodies when established and operational.
Article 4
Registration

1. The KEEF is established by adoption of Law No. 06/L-079 on Energy Efficiency.

2. The KEEF may be subject to registration under tax authorities for tax purposes.

Article 5
Names, their Translations and Official Address

1. The KEEF’s legally recognized names are: (i) “Fondi i Kosovës për Eficiencë të Energjisë“, and (ii) „Kosovski fond za energetsku efikasnost“, and the KEEF’s legally recognized short-names are: „FKEE“ and “KEEF”, respectively.

2. Official translation of the KEEF’s name in English is: “Kosovo Energy Efficiency Fund“, with the short-name of „KEEF“.

3. The KEEF’s main office is in Pristina, Republic of Kosovo.

4. The KEEF’s office address, will be decided by the Board of Directors.

5. Change of the KEEF’s address shall not mean any change of this Regulation as well as of other internal regulations of the KEEF.

Article 6
Service Sign and Seal

1. For its operation, the KEEF in addition to its name, shall also use the service sign (trademark/logo) that may be registered with the office competent for the intellectual property protection.

2. The KEEF has a rounded-shaped seal containing the KEEF’s name, the KEEF’s sign and the KEEF’s office address.

II. BODIES OF THE KEEF

Article 7
Bodies of the KEEF

1. Bodies of the KEEF are (i) the Board of Directors and (ii) the Managing Director (paragraph 1 of Article 27 of LoEE).

2. The rights and obligations of the KEEF’s bodies are defined in LoEE and more precisely, in this Regulation.
Article 8

Board of Directors

1. The Board of Directors (BoD) of the KEEF is the primary governance body of the KEEF, responsible for the overall oversight of the KEEF in compliance with its mandate provided by the LoEE and subsidiary legislation on the KEEF (i.e. internal regulations of the KEEF). The BoD thus exercises public supervision and control over the KEEF as a public institution.

2. The BoD is composed of seven (7) members, of which five (5) are appointed members from the following institutions that all have voting rights (Annex 1):
   2.1 Ministry of Economic Development,
   2.2 Ministry of Finance,
   2.3 Ministry of Public Administration,
   2.4 Association of Kosovo Municipalities,
   2.5 The Managing Director of the KEEF,
   2.6 Two (2) additional members of the BoD shall be appointed by the two main donors in accordance with the criteria, decision of the BoD and based on procedures set in Article 9 of this Regulation.

3. The establishment of the initial Board of Directors is initiated by a request of Ministry responsible for Energy to participating institutions to appoint their members in the board. Once the board is established, the Chairperson of the board or acting chairperson thereof may request from participating institutions to appoint any missing member in the board.

4. The chairperson of the Board of Directors is elected among members of the board with simple majority of votes of voting members of the Board. In the case of an equal number of votes, the current chairperson’s vote cannot represent more than one vote. All members of the board have the right to nominate candidates among the voting members of the board, including the nomination of yourself. In case there is more than one candidate nominated for the position of chairperson, as chairperson will be elected the candidate that will get most votes. The Managing Director cannot be nominated as chairperson of the board, but he, as any other member of the board, has the right to nominate and vote in the process of election of chairperson.

Article 9

Criteria and requirements for participation of donors in the Board of Directors

1. The "donor", either international or local, is eligible to nominate its representative in the BoD of the KEEF as Independent Member of the BoD insofar as it meets at least one of the following basic criteria:
   1.1 provided a loan under favourable conditions in the amount equivalent of at least 20 million EUR;
   1.2 provided a grant of at least 5 million EUR or equivalent;
   1.3 provided a combination of loan and grant in amounts of at least 3 million EUR (grant) and 5 million EUR (loan) or equivalent, respectively, or
1.4 is anonymously recognised by the voting members of the BoD as a potential major long-term strategic partner of the KEEF through which the KEEF could realize a significant leveraging effect in its future operations.

2. All donor funds in sub-paragraphs 1.1-1.3 of this paragraph must be clearly allocated exclusively to the KEEF as the final beneficiary of financial assistance. Financial support to the KEEF in the form of a grant shall be regarded as a special advantage in the final selection of Independent Members by the BoD.

3. The BoD shall invite eligible donors by Letter to Expression of Interest to participate in the BoD as Independent Members and appoint their potential members with the response closing date of maximum two (2) weeks.

4. Should there be a risk for any potential conflict of interest, the invited donors and their appointed potential members must clarify that in advance during the application.

5. The BoD will make a decide about the two (2) participating donors and will inform the donors about its decision within two (2) weeks after the closing date under paragraph 2 of this article, by which the new BoD-members’ three (3)-year term will start.

**Article 10**

**Duties of the Board of Directors**

1. Duties and competencies of the BoD as stipulated in the LoEE and further refined in this regulation include:
   1.1 appoints and dismisses the Managing Director (MD) of the KEEF based on criteria set forth in this Regulation (Article 42, paragraph 4.8 of the LoEE);
   1.2 authorizes the Managing Director to sign and execute Agreements;
   1.3 decides about acquisition, holding, management and liquidation of the KEEF property;
   1.4 approves and amends the internal regulations as foreseen in paragraphs 3 and 4 of Article 42 of the LoEE;
   1.5 approves the KEEF’s three (3) year business development plan, annual plans that shall obligatory include concrete performance indicators associated with these plans, reviews the progress of achievement of performance indicators at least on quarterly basis and in case of negative deviations mandates for remedy actions;
   1.6 approves the annual budget, annual report and annual financial statements;
   1.7 approves deposits of the KEEF funds in Kosovo banks;
   1.8 approves financial instruments offered by the KEEF in the implementation of its programmes and seek prior “no-objection” by ministries responsible for finance and economic development;
   1.9 decides about eligibility of the KEEF beneficiaries and eligibility criteria for investments that can be supported by the KEEF;
   1.10 makes decisions on setting the level of fees, charges and payments as provided in the LoEE,
   1.11 approves the appointment of the KEEF’s external auditor;
1.12 approves the total staff number and the staff’s compensation as recommended by the Managing Director of the KEEF;
1.13 exercises other competencies and responsibilities foreseen by the LoEE and specified in the internal regulations of the KEEF;
1.14 makes recommendations on amending / supplementing the LoEE based on operational experience in its application.

Article 11
Compensation of the Board of Directors members

1. All BoD members except the Managing Director and the two independent members, representatives of donor community are entitled to financial compensation for their attendance at the BoD meetings.

2. The BoD members from paragraph 1 of this Article will receive 390 EUR for up to twelve (12) meetings in the first twelve months of the KEEF’s operations and up to eight (8) BoD meetings per year after this period. No additional BoD meetings will be compensated to the BoD members.

3. Meetings that do not demand physical attendance of BoD members (e.g. by phone, teleconference or e-mail) do not count as eligible BoD meeting for the above compensation.

Article 12
Dismissal or withdrawal of the Board of Directors members

1. According to Article 29 of the LoEE, a member of the Board of Directors shall be dismissed from the position, if he/she:
   1.1 is ineligible or has become ineligible to serve on the Board of Directors under the requirements of Article 27 of the LoEE;
   1.2 has been convicted of a criminal offence with final court decision with imprisonment for six (6) months or more;
   1.3 has become or has been involved as a debtor in bankruptcy or insolvency proceedings;
   1.4 has, on grounds of professional misconduct, been disqualified or suspended by a competent authority from practicing a profession;
   1.5 is unable to perform the functions of such office because of an infirmity of body or mind that has lasted for more than six (6) months;
   1.6 has been absent from three (3) consecutive meetings of the Board of Directors without a justifiable reason.

2. A member of the Board of Directors shall be dismissed from the position, if he /she has been engaged in activities inconsistent with the standards of integrity, violation of the Code of Ethics of the KEEF or unbecoming behaviour for a member of the Board of Directors.

3. In case of suspicion that there is an infringement of the Board's rules of work by a member of the Board (i.e. sub-paragraphs 1.1-1.6 of paragraph 1 of this article and violation of the Code of Ethics), the Chairman of the Board is obliged to initiate a procedure for determining
the status and responsibility of a member of the Board. For this purpose, the Chairman may act in one of the following ways:

3.1 Establish a special commission, in which at least three members of the Board participate. The Commission must prepare and forward the relevant report to the Chairman within 15 working days after being appointed;

3.2 Request an external audit from a competent institution.

4. On the basis of the report submitted to the Chairman, the case is debated in Board, which, by voting, decides on further preventive and / or disciplinary measures for the respective member of the Board. Such measures may include: (i) an oral or (ii) written warning, or a Board's request for a participating institution to withdraw its member from the Board. An institution shall take such a step within five working days of receipt of the request by the Board. The participating institution is required to appoint a new Board member within 10 working days of receiving the Board's decision.

5. In the event of a suspected irregularity on the part of the Chairman of the Board, any member of the Board may request a vote on confidence in the Chairman of the Board. In the event of a vote of no-confidence in the Chairman of the Board, among the remaining members of the Board, the acting Chairman of the Board shall be elected, who becomes responsible for carrying out a similar procedure as described in paragraph 3 of this article.

6. In exceptional case, the BoD Chairman may recognize the Board member as a limiting factor for the efficient operation of the fund and support to the national policies in the field of efficient efficiency. Such situations are possible in case of conflict of interest and lack of awareness and commitment to fulfil national policy targets, which may result in a lack of member's ability to constructively participate in the discussion and in the Board's voting. In such a case, the Chairman of the Board is obliged to hand over the further membership of the individual in Board to the vote. In case of support for the initiative of the Chairman, the Chairman may request the participating institution to withdraw its member and appoint a new member of the Board. In this case, the Office Terms of the new member is limited to the remaining period of the replaced member.

7. Every member of the Board is entitled to offer his/her resignation from his position with prior notice of at least one month. In case of resignation, the Board of Directors member shall notify the Board of Directors, indicating his or her effective date of resignation.

Article 13
Duties of the Managing Director

1. Duties and competencies of the Managing Director (MD) of the KEEF as stipulated in the LoEE and further refined in this regulation include:

1.1 represents and manages the affairs of the KEEF and implements the policy decisions of the Board of Directors;

1.2 offers recommendations to the BoD regarding improvement of the operations of the KEEF and compliance with LoEE and other applicable legislation;

1.3 ensures timely preparation and proposes to the BoD for approval:

1.3.1 the investment policy and the three (3)-year Business Development Plan,

1.3.2 the annual plans for the next year (Annual Budget, the Procurement and Financial Plan, including the level of the fees and charges to be applied, and
1.3.3 the last year the Annual Report and Annual Financial Statements;
1.4 presents all proposed actions, rules, orders and guidelines for the approval of the BoD;
1.5 offers recommendations regarding the appointment of the KEEF’s external auditor providing at least three (3) offers based on criteria and procedures set forth in the Laws Applicable and internal regulations of the fund;
1.6 hires and dismisses staff in accordance with the LoEE and pertaining the KEEF’s regulations dealing with procedure and criteria of employment of the KEEF staff, (Article 42, paragraph 4.8 of the LoEE);
1.7 performs other activities in compliance with the LoEE and internal regulations of the KEEF;
1.8 monitors progress of the KEEF activities and prepares quarterly progress reports for the BoD clearly demonstrating the level of achievement of performance indicators, the reasons for possible negative deviations from the planned goals and proposes appropriate mitigation actions in full compliance with the provisions of the LoEE and internal regulations of the KEEF;
1.9 independently, without any prior consent of the BoD, approves projects, provisionally and finally, which must comply with eligibility criteria and other conditions of Invitations to Expression of Interest and/or Calls for Proposals of the KEEF that were previously approved by the BoD;
1.10 Reports to the Board of Directors based on LoEE provisions, internal regulations and upon request of the Board of Directors.

Article 14
Appointment of the Managing Director and relating conditions

1. The BoD shall form a committee for the selection of the Managing Director on the basis of open competition that shall be advertised publicly under the same rules as any other vacant post in the KEEF. The committee will be established within 3 days from publication of public competition.

2. The Managing Director shall be appointed by the BoD for a term not exceeding three (3) years. After the expiry of the mandate, the BoD may re-appoint the same person as the Managing Director of the KEEF.

3. As Managing Director a person fulfilling the following conditions may be appointed:
   3.1 has professional background in either engineering or economy or finance or business administration with achieved level of education which corresponds to completed university studies of at least four (4) years attested by a diploma or equivalent (education level VII in Annex 4);
   3.2 has at least ten (10) years of overall professional work experiences, at least five (5) years of managerial experience in finance, of which at least three (3) years in a leadership work position of similar complexity and nature;
   3.3 having at least three (3) years of international professional experience either working for an International Financing Institution or donor or in financial cooperation projects supported by such institutions is considered an advantage;
   3.4 has excellent knowledge of official languages in Kosovo and English language;
3.5 possess IT-literacy in MS applications;

3.6 has not been convicted by final judgement for a criminal offence for which the maximum penalty exceeds six (6) months imprisonment and the sentence is not conditional;

3.7 previous experience in the banking or finance and the energy sector is considered an advantage.

4. In addition to the evidence on fulfilling conditions referred to in paragraph 3 of this article, the eligible candidate for the position of Managing Director must attach to the application to the public tender a programme including the candidate’s vision of the KEEF’s work for the duration of the term of office, for which he/she applies.

5. The public competition for the position of Managing Director will be open for 15 days from the day of its publication. The public competition is Announced by the Board of Directors. It shall be published in official languages of Republic of Kosovo.

6. The committee established by Board, within 8 days from the deadline of competition compiles the list of applicants who meet the criteria of competition, and notifies those who do not meet the criteria within 3 days by post, email or phone. The final list is prepared after reviewing remarks from any of applicants in compiling the list.

7. Within 15 days from the deadline of competition, the committee invites applicants to undergo testing, with a prior notice of at least forty-eight hours prior to testing by post, email or phone.

8. The test shall be same for all and shall have the maximum 100 points. Each question shall have specific points.

9. Committee will prepare the list of test results within 15 days from the test. All participants will be informed on test results by post, email or phone. They should be informed also on the right to access the test within 3 days form the communication of results. The definitive list will be prepared with ranking points obtained.

10. The public competition should be repeated within eight (8) days if at least three candidates do not met conditions set forth in the competition or none of candidates receive more than 50% of points set forth in the test.

11. In the interview will be invited applicants who received more than 50% of points of written test. The interview will be done within ten (10) days from publication of final test results. Each committee member will prepare five questions, the total number of points form the interview is 100. Each member will keep notes on questions, responses, points obtained for each question and the total score.

12. The definitive list is prepared by committee within (3) days from the interview, by ranking applicants according to test and interview. The list of three best candidates will be submitted to the Board of Directors, who will vote and appoint the Managing Director. In case the first candidate is not selected the board shall proceed with voting of the second and then the third candidate.

13. The decision shall be communicated within 3 days and shall contain also the instruction on the right to appeal the decision on Labour Inspectorate within eight (8) days form the day of receiving the decision.
Article 15  
Early Termination of Office (Managing Director)

1. The BoD may terminate the Managing Director’s mandate ahead of expiration of his/her term and consequently dismiss him/her in the following cases:

   1.1 a written notice of resignation is submitted by the Managing Director;
   1.2 the BoD does not approve the Annual Report of the KEEF, because of the conviction that the claims made by the Managing Director in the Annual Report are inaccurate or misleading and give a false picture of the KEEF’s actual state, and these assumptions are confirmed by the General Auditor and National Audit Office or by a certified auditor who is specially appointed for this purpose by the BoD;
   1.3 the Managing Director has not complied with the commitments conferred by law and this Regulation, or has not met the KEEF’s objective or objectives set out in the business and financial plans;
   1.4 in the event he/she severely breaches the Code of Ethics of the KEEF;
   1.5 for other reasons stipulated in Article 31-32 of the LoEE.

2. If the Managing Director passes away, becomes legally incompetent or is deprived of the office for reasons of culpability, the Deputy Managing Director shall perform this function until the appointment of a new Managing Director, for the period of time not longer than 90 days.

3. If the Managing Director either gives notice of resignation or his/her term expires, the Chairperson of the BoD is to carry out the procedure for the appointment of a new Managing Director. The Managing Director shall notify the Board of Directors for his resignation at least 90 days in advance. Within 90 days of the notice of resignation, the Board of Directors shall appoint the new Director.

4. In the event, the contract of the Managing Director expires and if the Board of Directors has not decided to reappoint the existing Managing Director, the appointment procedure of the Managing Director shall commence 90 days before the contract of current Managing Director expires.

Article 16  
Representation

1. The Managing Director may appoint the General Counsel (head of General Services, see Section III of this Regulation) the function of the deputy of the Managing Director (hereinafter referred to as “Deputy Director”), representing him/her in the cases of absence and/or unavailability for the term of mandate of the Managing Director.

2. The appointment of Deputy Director shall be terminated synchronously with termination of the Managing Director’s mandate regardless of the cause.

3. In execution of his/her powers determined by the law and this Regulation and within the time limitations of his/her term, the Managing Director may transfer performance of individual matters on the KEEF’s employees with university education and at least five (5) years of work experience after obtaining university education.
4. With authorisations, the Managing Director may transfer on these employees also the right to sign acts, contracts and documents as well as the right to represent the KEEF in front of the court and other authorities in accordance with the law.

5. Regardless of the authorisations given to other employees, the Managing Director shall keep all the powers and responsibilities entrusted to him/her by law and this Regulation.

6. Notices to the public shall be transmitted either by the Chairperson of the BoD or by the Managing Director or by any other person authorised by the Managing Director.

**Article 17**

**Employment Contract**

On the basis of the decision on appointment, the Chairperson of the BoD shall execute with the appointed Managing Director his/her employment contract, which shall be confirmed by the KEEF’s BoD in advance.

**III. ORGANISATION OF THE KEEF’S OPERATION**

**Article 18**

**Internal Organisation**

1. The activities of the KEEF shall be performed within the Internal Organisational Units (IOU) comprising of units of two types: (i) services, and (ii) sectors.

2. The core operations of the KEEF shall be performed within the two sectors individually responsible for (i) Finance (hereinafter referred to as “Sector for Finance”), and (ii) Operations (hereinafter referred to as “Sector for Operations”), respectively.

3. The supporting functions of the KEEF shall be performed within the three service units: (i) the Secretariat, (ii) the Main Office, and (iii) the General Services.

4. The IOUs shall be managed by heads of respective units, who are staff members of the KEEF with special authorisations and responsibilities, with the following titles (Annex 2):
   4.1 head of Sector for Operations: “Director of Operations”;
   4.2 head of Sector for Finance: “Director of Finance”;
   4.3 head of General Services: “General Counsel”;
   4.4 head of Main Office: “Main Office Manager”;
   4.5 head of Secretariat: “Administrative Manager”.

5. The IOUs’ heads shall be responsible for:
   5.1 organisation of work and management of tasks and activities undertaken by their respective organisational units;
   5.2 supervision of staff and final quality assurance in the respective organisational units;
   5.3 ultimate responsibility for all deliverables of the respective organisational units;
   5.4 implementation of decisions and instructions by the Board of Directors and/or the Managing Director addressed to the respective organisational unit.
6. This Regulation in the following determines in further detail:

6.1 the work fields of internal organisational units (paragraph 3 of Article 19);
6.2 the systemisation of work positions (posts) (Articles 30-34);
6.3 the respective minimal qualification requirements (Article 37);
6.4 the KEEF’s methodology for general compensation scheme (Article 38).

**Article 19**

**Work fields of Internal Organisational Units**

1. Key responsibilities of the *Sector for Finance* shall include:
   1.1 preparation of calls for proposals and tenders from financial point of view;
   1.2 assessment of investment worthiness and financial risks when dealing with beneficiaries;
   1.3 advising the KEEF on adequacy of financial guarantees issued by prospective beneficiaries;
   1.4 cooperation with General Services in the area of contracting (Financing Agreements);
   1.5 development of business relations with other local and foreign financing institutions;
   1.6 development of modalities of financial instruments that the KEEF offers;
   1.7 processing of beneficiaries’ request for payments and issuance of payment orders;
   1.8 accounting services for the KEEF as per Applicable Laws and Regulations.

2. Key responsibilities of the *Sector for Operations* shall include:
   2.1 preparation of calls for proposals and tenders from techno-economic point of view;
   2.2 evaluation of received project proposals from technical, economic/financial and environmental point of view and preparation of evaluation reports for further processing by the KEEF;
   2.3 verification of projects under implementation – participation in progress evaluation, advising on possible deviations form initial plans and provisions of the Financing Agreements;
   2.4 preparation of inputs to annual work plans and annual reports (technical and financial);
   2.5 preparation of inputs to the KEEF’s strategic policy and medium-term development plans.

3. Key responsibilities of the *General Services* shall include:
   3.1 preparation of Financing Agreements and of possible amendments during the implementation of projects in coordination with the two sectors;
   3.2 legal advice and assistance to the two sectors in preparing Calls for Proposals, Invitations and/or tenders;
   3.3 legal advice, assistance and participation in the KEEF’s representation team in case of court proceedings;
   3.4 support in all legal issues;
3.5 preparation of organisational charts, job descriptions and specification of terms and conditions for vacancy posts;
3.6 conduction of interviews with candidates for vacancy posts, advice to the directors in selection of proper candidates, employment contract negotiations;
3.7 preparation and organisation of personnel capacity building programmes including training, thematic seminars, workshops, twinning arrangements with similar institutions abroad etc.;
3.8 development and maintenance of the KEEF’s IT system, including data base of programmes and projects;
3.9 coordination and cooperation with Governmental and other institutions’ bodies
3.10 support to the users of the IT system within the KEEF;
3.11 development and maintenance of the website of the KEEF;
3.12 planning, preparation and implementation of public relations activities of the KEEF;
3.13 preparation and implementation of all procurement for the KEEF;
3.14 monitoring the implementation of the projects supported by the KEEF aiming at ensuring compliance with public procurement rules.

4. Key responsibilities of the Main Office shall include:
   4.1 management, administration and development of the KEEF’s registries and databases;
   4.2 registration of all documents on new and ongoing cases and management of the archives;
   4.3 handling of incoming, outgoing mail and courier services.

5. Key responsibilities of the Secretariat shall include:
   5.1 administrative assistance services, primarily to the Managing Director, the heads of organisational units and the Chairperson of the BoD;
   5.2 provision of general information about the KEEF’s activities.

6. Communication with clients, management of documents, exchange of information and project administration procedures of the KEEF shall be performed in accordance with the Rulebook on Administrative Operations of the KEEF.

IV. APPOINTMENT AND EMPLOYMENT PROCEDURES

Article 20
Appointment of the Sectors’ Heads
1. The Human Resource Officer in General Services will prepare a proposal for formation of a committee composed of three (3) members that shall be approved by the Managing Director, or in case of lack of such proposal, the Managing Director will form a committee composed of three (3) members for the selection of the individual sector head on the basis of public contest.

2. The sector head shall be appointed by the Managing Director based on proposal of the committee under paragraph 1 of this article and may be dismissed by the Managing Director.

3. The sector head shall be appointed for a term not exceeding three (3) years.

4. After the expiry of the mandate, the Managing Director may re-appoint the same person as sector head provided his/her work records demonstrate good quality and proven results.

5. For the sector head a person fulfilling the following conditions may be appointed:
   
   5.1 has appropriate professional background in engineering, for the post of Director of Operations, or in either economy or finance, for the post of Director of Finance, with achieved level of education which corresponds to completed university studies of at least four years attested by a diploma (level VII in Annex 4);
   
   5.2 has at least eight (8) years of total professional experiences after obtaining the qualifications mentioned in point 5.1 of this paragraph, at least three (3) years post-relevant experience, and at least three (3) years in managing and/or coordinating a group of at least ten (10) persons;
   
   5.3 has excellent knowledge of official languages in Kosovo and English language;
   
   5.4 possess IT-literacy in MS applications;
   
   5.5 has not been convicted by final judgement for a criminal offence for which the maximum penalty exceeds six (6) months imprisonment and the sentence is not conditional.

Article 21

Appointment of the Head of General Services

1. The Human Resource Officer in General Services will prepare a proposal for formation of a committee composed of three (3) members that shall be approved by the Managing Director, or in case of lack of such proposal, the Managing Director will form a committee composed of three (3) members for the selection of the Head of General Services on the basis of public contest.

2. The Head of General Services shall be appointed by the Managing Director based on proposal of the committee under paragraph 1 of this article and may be dismissed by the Managing Director.

3. For the Head of General Services a person fulfilling the following conditions may be appointed:
   
   3.1 has appropriate professional background in law, with achieved level of education which corresponds to completed university studies of at least four (4) years attested by a diploma or equivalent;
3.2 has at least ten (8) years of total professional experiences after obtaining the qualifications mentioned in line a) of this paragraph, at least three (3) years post-relevant experience, and at least three (3) years in managing and/or coordinating a group of at least ten (10) persons;

3.3 has excellent knowledge of official languages in Kosovo and English language;

3.4 possess IT-literacy in MS applications;

3.5 has not been convicted by final judgement for a criminal offence for which the maximum penalty exceeds six (6) months imprisonment and the sentence is not conditional.

Article 22
Selection and appointment of the Personnel

1. The Human Resource Officer in General Services will prepare a proposal for formation of a committee (the “Committee”) composed of three (3) members that shall be approved by the Managing Director, or in case of lack of such proposal, the Managing Director will form a committee composed of three (3) members for the selection of any of the KEEF’s personnel on the basis of public contest. The committee will be established within three (3) days form the date of publication of public competition on vacancy positions.

2. Besides publication of any vacancy on the website of the KEEF, all vacancies shall be published for a minimal period of fifteen (15) days also by at least two (2) major publicly accessible websites.

3. Applications received by the KEEF in due time shall be reviewed by the Committee. Candidates best fulfilling the application conditions and criteria will be invited for an interview, on the basis of which the Committee shall make the final proposal to the Managing Director in a ranking order of best candidates. Negotiations for the employment contract will start with the first-ranked candidate. In case of unsuccessful negotiations, the KEEF may proceed with negotiations with the second-best candidate and so forth.

4. The decision on the selection of the candidate shall be brought by the Managing Director in a period of maximum 30 calendar days after the closing date of applications.

5. After successful negotiation with the preferred candidate, the KEEF will inform all applications about the outcome of the selection process within two (2) weeks after the signature of the employment contract with said candidate.

6. The public competition for all vacancies referred in articles 20, 21, and 22 of this regulation will be open for 15 days from the day of publication. The public competition is Announced by the Managing Director. It shall be published in official languages of Republic of Kosovo.

7. The public competition should be repeated if at least three candidates do not meet conditions set forth in the competition or none of candidates receive more than 50% of points set forth in the test regulated under paragraph 10 of this article. In such a case, the vacancy should be announced within 8 days from the day of cancelling public competition.

8. The committee from Paragraph 1 of this article, within 8 days from the deadline of competition complies the list of applicants who meet the criteria of competition, and notifies those who do not meet the criteria within 3 days by post, email or phone. The final list is prepared after reviewing remarks in compiling the list.
9. Within 15 days from the deadline of competition, the committee invites applicants to undergo testing, with a prior notice of at least forty-eight hours prior to testing by post, email or phone.

10. The test shall be same for all and shall have the maximum 100 points. Each question shall have specific points.

11. Committee will prepare the list of test results within 15 days from the test. All participants will be informed on test results by post, email or phone. They should be informed also on the right to access the test with 3 days form the communication of results. The definitive list will be prepared with ranking points obtained.

12. In the interview will be invited applicants who received more than 50% of points of written test. The interview will be done within ten (10) days from publication of final test results. Each committee member will prepare five questions, each of them will have 20 points. Total points from interview is 100. Each member will keep notes on questions, responses, points obtained for each question and the total score.

13. The definitive list of applicants is prepared by committee with (3) days from the interview, by ranking applicants according to test and interview.

14. Non-successful applicants may file a complaint on the final decision within eight (8) days in the complaint committee which is composed of three (3) members. The commission will issue the decision on the complaint within 15 days. The decision shall be communicated within 3 days and shall contain also the instruction on the right to appeal the decision on Labour Inspectorate within eight (8) days from the day of receiving the decision.

15. The procedure set forth in this article is also applicable to positions regulated by article 20 and 21 of this regulation.

**Article 23**

**Employment procedures and employment contracts**

1. Pursuant to Law on Labour (No. 93/l.212) of Kosovo, the KEEF as employer in the public sector (“the Employer”), shall be obliged to announce public competition every time when it employs an employee and establishes an employment relationship.

2. The competition must be equal for all aspirant candidates, without any kind of discrimination with respect to recruitment, gender, training, promotion of employment, terms and conditions of employment, disciplinary measures, cancellation of the contract of employment or other matters stipulated in Law.

3. The Employer will offer to candidates for posts in its organisational chart employment contracts for (i) an indefinite period, (ii) a fixed period, and (iii) for specific tasks and duties.

4. The employment contract shall include the following minimal elements
   
   4.1 data on the Employer (designation, residence and business register number);
   
   4.2 data on the employee (name, surname, qualification and dwelling);
   
   4.3 designation, nature and the form of labour and/or services and the job description;
   
   4.4 the place of work;
   
   4.5 the duration of the trial period;
4.6 working hours and working schedule;
4.7 the date of commencement of work;
4.8 the duration of the Employment Contract;
4.9 the basic gross salary level and any other allowance or income;
4.10 the period of vacations;
4.11 termination of employment relationship;
4.12 other data that the Employer and employee deem important for the regulation of employment relationship.

5. The KEEF shall issue the employment contract with the successful candidate from paragraph 3 of this article within maximum 15 working days after the candidate has been informed by the KEEF about his/her successful candidature.

**Article 24**

**Selected terms of the employment contracts**

1. The trial period shall be three (3) months in all employment contracts concluded with the KEEF as Employer.

2. Full time working hours shall be forty (40) hours per week.

3. The employees of the KEEF are not entitled to extended working hours (overtime).

4. The employees of the KEEF must be at their workplace within working hours defined in the contract of employment, except in the case of leave, regular resting for snack / lunch, business trips or planned fund activities outside the KEEF’s premises.

5. In case of incapacity to be present at work during the obligatory working hours, the employee must inform the Head of Secretariat of the KEEF thereof at the latest by the end of the regular working hours of the next day, stating the reason for the absence at work.

6. An employee working full-time working hours is entitled to a break, during the days, of at least sixty (60) minutes, which cannot be taken at the beginning or at the end of working hours. The decision on the time for the use of the daily break shall be made by the Head of Secretariat of the KEEF.

7. An employee is entitled to a paid annual leave for five (5) weeks during a calendar year, despite if he/she works a full-time or part-time job. The extension of annual leave shall be defined on the basis of work experience, whereby one (1) day shall be added for every three (3) years of service to the KEEF. Leave days cannot be taken during the trial period.

8. Regarding detailed terms and conditions regulating taking annual leave, the provisions of Law on Labour (No. 93/l.212) apply.

**Article 25**

**Contributions from the Employer and the Employee**
1. The KEEF will compensate the employee in exchange for his services through: salaries (according to the internal compensation scheme), and paid premiums in pension, health and social insurance in accordance with the law.

2. The employee's own contributions to the pension, health and social funds will be paid by the Employer upon the payment of the monthly salary in accordance with the procedures and in the amount determined by law.

3. All tax-related obligations of the employee pursuant applicable laws in Kosovo are the sole responsibility of the employee, and will be paid according to the laws in force in Republic of Kosovo.

Article 26
Termination of the employment contract

1. The KEEF may terminate the employment contract of an employee with the prescribed period of notice of cancellation, when:
   1.1 Such termination is justified for economic, technical or organizational reasons;
   1.2 The employee is no longer able to perform the job;
   1.3 The KEEF may terminate the employment contract of an employee with providing the period of notice of termination required, in:
      1.3.1 serious cases of misconduct of the employee; and
      1.3.2 because of dissatisfactory performance of his/her work duties;
   1.4 The KEEF shall notify the employee about his/her dismissal immediately after the event which leads to this decision or as soon as the KEEF has become aware of it.
   1.5 The KEEF may terminate the employment contract of an employee without providing the period of notice of termination required, in the case when:
      1.5.1 the employee is guilty of repeating a less serious misconduct or breach of obligations,
      1.5.2 the employee’s performance remains dissatisfactory in spite of the written warning.

2. The KEEF may terminate the employment contract of an employee under sub-paragraph 1.5 of paragraph 1 of this article only when after the employee has been issued previous written description of unsatisfactory performance with a specified period of time within which they must improve on their performance as well as a statement that failure to improve the performance shall result with dismissal from work without any other written notice.

3. The KEEF should hold a meeting with the employee to explain termination of an employment contract or for the purpose of issuing a warning, the employee is entitled to be accompanied by a representative of his or her choice.

4. Notification period for termination of the employment contracts shall follow provisions of the Law on Labour, Article 71.

Article 27
Disciplinary measures
1. In an event of violation of labour duties, the following disciplinary measures shall be imposed to an employee by following procedures stipulated in Law on Labour:
   1.1 verbal warning;
   1.2 written warning;
   1.3 degradation from the post;
   1.4 temporary Suspension;
   1.5 termination of employment relationship.

2. Disciplinary measures like verbal warning, written warning and degradation shall be imposed for minor violation of job duties, while temporary suspension and termination of employment relationship shall be imposed for major violation of job duties.

3. Disciplinary measures shall be undertaken also in the event of violation of the Code of Ethics of the KEEF, which is regulated by separate Regulation on Code of Ethics of the KEEF.

4. The KEEF shall establish Disciplinary committees that will be authorized to issue disciplinary measures on the KEEF Staff. The Disciplinary Committee responsible to issue disciplinary measures on the KEEF staff is composed of three (3) staff members of the KEEF and will be established by Managing Director.

5. The Decision of the Disciplinary Committee should be provided in a written form to the Managing Director based on paragraph 4 of this article within 30 calendar days following the establishment of the Disciplinary Committee. In case a permanent Disciplinary Committee exists within the KEEF, the decision should be provided within 30 days from the day of referral of the case.

6. Decision for the imposition of disciplinary measures for the violation of labour duties shall be issued by the Managing Director within 15 working days after receipt of decision from Disciplinary Committee. In case of appeal based on paragraph 7 of this article, the deadline is extended until the decision of the Managing Director has been issued. The decision of the KEEF related to violation of labour duties or the Code of Ethics will be issued in written and must underline the reasoning and advice for legal remedies towards the imposed measures.

7. Employee of the KEEF who does not agree with the decision of the Disciplinary Committee referred to in paragraph 5 of this article has the right to appeal the decision to the Managing Director within 15 working days after the decision notified to him/her.
V. SYSTEMISATION OF POSTS

Article 28
Introduction

Systemisation of posts in the following Articles 28-33 corresponds to the organisational structure depicted in paragraphs 1-3 of Article 17 and the corresponding personnel chart of the KEEF shown in Annex 3 of this Regulation, which envisages up to 24 posts in the KEEF, while in the initial stage of the KEEF’s operations (first 3-4 years) approximately 10 posts shall be filled as shown in Annex 2.

Article 29
Managing Director

Managing Director is a post (no. 1) that corresponds to responsibilities and provisions in Article 12 of this Regulation.

Reporting line: to the Chairperson of the Board of Directors of the KEEF.

Article 30
Secretariat

1. The Secretariat service unit has two (2) posts:

1.1 Post no. 2: Head of Secretariat (Administrative Manager), with the main responsibilities:
   1.1.1 administrative assistance primarily to the MD, heads of other service units and the two (2) sector directors;
   1.1.2 secretarial support to the Board of Directors as required;
   1.1.3 preparation of responses to comments in the Book of comments (monthly) and of the annual report to the Managing Director on the same subject

Reporting line: to the Managing Director.

1.2 Post no. 3: Administrative Assistant, with the main responsibilities:
   1.2.1 administrative assistance to all staff members of the KEEF;
   1.2.2 assistance to the Administrative Manager as required;
   1.2.3 advise to customers on general information on the KEEF operations

Reporting line: to the Administrative Manager.

Article 31
Main Office

1. The Main Office service units has three (3) posts:

1.1 Post no. 4: Head of Main Office (Main Office Manager), with the main responsibilities:
   1.1.1 planning and implementation of tasks and activities entrusted to the Main Office by internal regulations of the KEEF, in particular, the Rulebook on administrative operations of the KEEF;
1.1.2 development of Information security policy;
1.1.3 development and implementation of work procedures as applicable for management of sensitive documents;
1.1.4 recording, management and archiving of input, own and output documents;
1.1.5 management of staff reporting to him/her, planning of activities, coordination of work and deliverables including ensuring quality control with other heads of IOUs.

Reporting line: to the Managing Director.

1.2 Post no. 5: *Project Coordinator and Archiving Officer*, with the main responsibilities:

1.2.1 assistance to Main Office Manager in management, administration and development of the KEEF’s registries and databases.

Reporting line: to the Main Office Manager.

1.3 Post no. 6: *Courier Assistant*, with the main responsibilities:

1.3.1 recording and management of incoming mail and preparation and recording of outgoing mail and other courier services.

Reporting line: to the Main Office Manager.

Article 32
General Services

1. The General Services service unit has seven (7) posts:

1.1 Post no. 7: *Head of General Services (General Counsel)*, with the main responsibilities:

1.1.1 responsible that the KEEF is:
   1.1.1.1 adequately organised and staffed;
   1.1.1.2 staff members are trained adequately and on time;
   1.1.1.3 contracts are prepared and executed based on best international practices and standards;
   1.1.1.4 the KEEF is adequately presented in the public;
   1.1.1.5 applicable procurement rules are strictly followed;
   1.1.1.6 transparent accounting as per internal regulation and international accounting standards are in place;
   1.1.1.7 the KEEF’s operations are effectively presented at its website and supported by IT.

1.1.2 responsible for preparation of financing agreements and of possible amendments during the implementation of projects in coordination with the two sectors;

1.1.3 coordination and cooperation with Governmental and other institutions’ bodies;

1.1.4 management of staff reporting to him/her, planning of activities, coordination of work and deliverables including ensuring quality control.

Reporting line: to the Managing Director.

1.2 Post no. 8: *Senior Legal Adviser*, with the main responsibilities:
1.2.1 legal advice and assistance to the two (2) sectors in preparing calls for proposals or tenders;
1.2.2 legal advice, assistance and participation in the KEEF’s representation team in case of court proceedings;
1.2.3 support to the KEEF in all legal issues.

1.3 Post no. 9: Human Resource Officer, with the main responsibilities:

1.3.1 preparation of organisational charts, job descriptions and specification of terms and conditions for vacancy posts;
1.3.2 conduction of interviews with candidates for vacancy posts, advice to the directors in selection of proper candidates, employment contract negotiations;
1.3.3 preparation and organisation of personnel capacity building programmes including training, thematic seminars, workshops, twinning arrangements with similar institutions abroad etc.

1.4 Post no. 10: IT Officer, with the main responsibilities:

1.4.1 development and maintenance of the KEEF’s IT system, including data base of programmes and projects;
1.4.2 development and implementation of IT-supported documents archiving system;
1.4.3 support to the users of the IT system within the KEEF;
1.4.4 development and maintenance of the website of the KEEF.

1.5 Post no. 11: Public Relations Officer, with the main responsibilities:

1.5.1 preparation of communication strategies;
1.5.2 planning, preparation and implementation of public relations activities of the KEEF;
1.5.3 development of promotion events and materials, pro-active participation in media to maintain an adequate level of the KEEF’s visibility in the public.

1.6 Post no. 12: Procurement Officer, with the main responsibilities:

1.6.1 preparation and implementation of all procurements for the KEEF (own procurements as well as procurement of services, goods and works for projects managed by the KEEF on behalf of beneficiaries);
1.6.2 monitoring the implementation of the projects supported by the KEEF aiming at ensuring compliance with public procurement rules;
1.6.3 responsible for preparation of the annual Procurement Plan of the KEEF.

1.7 Post no. 13: Contracting Officer, with the main responsibilities:

1.7.1 responsible for completion and drafting of all contracts used by the KEEF (e.g. Project Initiation Agreement, Energy Service Agreement, contracts for suppliers of services, goods and works and any other contracts and agreements in which the KEEF enters in its operations;
1.7.2 conducts contract negotiations together with other authorised staff members of the KEEF;
1.7.3 monitors the implementation of the mentioned contracts and agreements;
1.7.4 introduction and imposition of remedial actions as/when required to protect the KEEF’s capital and operations;
1.7.5 participates in disbursement and payment procedures in accordance to his/her authorisations in connection with the KEEF’s contractors.

2. Employees holding posts from sub-paragraphs 1.2-1.7 of paragraph 1 of this article (i.e. posts nos. 8-13) report to the Head of General Services (General Counsel).

**Article 33**

**Sector for Finance**

1. The Sector for Finance has four (4) posts:

1.1 Post no. 14: *Head of Sector for Finance (Director of Finance)*, with the main responsibilities:
   - 1.1.1 responsible for preparation of calls for proposals and tenders from economic and financial point of view;
   - 1.1.2 assessment of credit worthiness and financial risks when dealing with beneficiaries;
   - 1.1.3 advising the KEEF on adequacy of financial guarantees issued by prospective beneficiaries;
   - 1.1.4 cooperation with General Services in the area of contracting (Financing Agreements);
   - 1.1.5 development of business relations with other local and foreign financing institutions;
   - 1.1.6 development of modalities of financial instruments that the KEEF offers;
   - 1.1.7 processing of beneficiaries’ request for payments and issuance of payment orders;
   - 1.1.8 management of staff reporting to him/her, planning of activities, coordination of work and deliverables including ensuring quality control.

Reporting line: to the Managing Director.

1.2 Post no. 15: *Senior Financial Advisor*, with the main responsibilities:
   - 1.2.1 assistance to Head of Sector for Finance in undertaking current activities from the list in the previous paragraph a) of this article;
   - 1.2.2 preparation of inputs to draft 3-year Business Development Plan.

1.3 Post no. 16: *Chief Accountant*, with the main responsibilities:
   - 1.3.1 responsible for providing complete accounting services to the KEEF as per Applicable Laws and Regulations and International Accounting Standards;
   - 1.3.2 planning and monitoring of achievement of set indicators in the quarterly progress report of the Managing Director to the BoD of the KEEF;
   - 1.3.3 responsible for relevant contributions to the annual report and preparation of annual financial statements for the past year;
   - 1.3.4 participates in disbursement and payment procedures in accordance to his/her authorisations and in connection with the KEEF’s contractors.

1.4 Post no. 17: *Accounting Assistant*, with the main responsibilities:
1.4.1 assistance to Chief Accountant in the implementation of current priorities;
1.4.2 data collection, analysis and provision of inputs to various reports prepared by the KEEF;
1.4.3 monitoring of repayments based on Energy Service Agreements (ESA) with the final beneficiaries and calculation of relevant performance indicators.

2. Employees holding posts from sub-paragraphs 1.2-1.4 of paragraph 1 of this article (i.e. posts nos. 15-17) report to the Head of Sector for Finance (Director of Finance).

Article 34
Sector for Operations

1. The Sector for Operations has seven (7) posts:
   1.1 Post no. 18: Head of Sector for Operations (Director of Operations), with the main responsibilities:
      1.1.1 responsible for preparation of calls for proposals and tenders from techno-economic and environmental point of view;
      1.1.2 coordination of evaluation of received project proposals from technical, economic/financial and environmental point of view and preparation of evaluation reports for further processing by the KEEF;
      1.1.3 verification of projects under implementation – participation in progress evaluation, advising the KEEF on possible deviations form initial plans and provisions of the Financing Agreement;
      1.1.4 preparation of inputs to annual work plans and annual reports (technical and financial) compiled by the Managing Director;
      1.1.5 preparation of inputs to the KEEF’s strategic policy and medium-term development plans.
      1.1.6 management of staff reporting to him/her, planning of activities, coordination of work and deliverables including ensuring quality control.
   Reporting line: to the Managing Director.

   1.2 Post no. 19: Senior Technical Advisor 2 (power engineering), with the main responsibilities:
      1.2.1 evaluation of received project proposals from technical point of view and preparation of evaluation reports for further processing by the KEEF;
      1.2.2 contributions to the development of calls (e.g. eligibility, technical criteria etc.);
      1.2.3 acting as Project Manager in EE and RES projects supported by the KEEF with an obligation to follow the project from signing the Project Initiation Agreement, through implementation, supervision to commissioning;
      1.2.4 participation in the Technical Committee as well as in Evaluation Committees for tenders;
      1.2.5 providing technical support to the KEEF in any technical questions that require a profile of a power engineer.

   1.3 Post no. 20: Senior Technical Advisor 3 (civil engineering and/or architecture), with the main responsibilities:
1.3.1 evaluation of received project proposals from technical point of view and preparation of evaluation reports for further processing by the KEEF;
1.3.2 contributions to the development of calls (e.g. eligibility, technical criteria etc.);
1.3.3 acting as Project Manager in EE and RES projects supported by the KEEF with an obligation to follow the project from signing the Project Initiation Agreement, through implementation, supervision to commissioning;
1.3.4 participation in the Technical Committee as well as in Evaluation Committees for tenders;
1.3.5 providing technical support to the KEEF in any technical questions that require a profile of a civil engineer and/or architect.

1.4 Post no. 21: Senior Technical Advisor 4 (environment), with the main responsibilities:
1.4.1 evaluation of received project proposals from environmental point of view and preparation of evaluation reports for further processing by the KEEF;
1.4.2 contributions to the development of calls (e.g. eligibility, technical criteria etc.);
1.4.3 acting as Project Manager in EE and RES projects supported by the KEEF with an obligation to follow the project from signing the Project Initiation Agreement, through implementation, supervision to commissioning;
1.4.4 participation in the Technical Committee as well as in Evaluation Committees for tenders;
1.4.5 providing technical support to the KEEF in any technical questions that require a profile of an environmental engineer.

1.5 Post no. 22: Senior Technical Advisor 1 (engineering), with the main responsibilities:
1.5.1 evaluation of received project proposals from technical point of view and preparation of evaluation reports for further processing by the KEEF;
1.5.2 contributions to the development of calls (e.g. eligibility, technical criteria etc.);
1.5.3 acting as Project Manager in EE and RES projects supported by the KEEF with an obligation to follow the project from signing the Project Initiation Agreement, through implementation, supervision to commissioning;
1.5.4 participation in the Technical Committee as well as in Evaluation Committees for tenders;
1.5.5 providing technical support to the KEEF in any technical questions that require a profile of a mechanical engineer.

1.6 Post no. 23: Senior Technical Advisor 5 (EE & RES marketing), with the main responsibilities:
1.6.1 continuous analysis of markets for energy efficiency and renewable energy technologies, to advise the KEEF on applied conditions and modalities for its programs;
1.6.2 participation in the development of calls with an aim at introducing new / advanced approaches, e.g. ESCO and similar;
1.6.3 market research and development of databases of reference EE products and services, and the associated suppliers.

1.7 Post no. 24: Senior Economic and Financial Advisor, with the main responsibilities:
1.7.1 evaluation of received project proposals from economic & financial point of view and preparation of evaluation reports for further processing by the KEEF;
1.7.2 contributions to the development of calls (e.g. eligibility, technical criteria etc.);
1.7.3 acting as Project Manager in EE and RES projects supported by the KEEF with an obligation to follow the project from signing the Project Initiation Agreement, through implementation, supervision to commissioning;
1.7.4 participation in the Technical Committee as well as in Evaluation Committees for tenders;
1.7.5 providing technical support to the KEEF in any technical questions that require a profile of an economic and/or financial expert.

2. Employees holding posts from sub-paragraphs 1.2-1.7 of paragraph 1 this article (i.e. posts nos. 19-24) report to the Head of Sector for Operations (Director of Operations).

VI. EMPLOYMENT TERMS

Article 35
Minimal background and qualifications by post

1. Minimal employment conditions by individual post are summarized in Annex 4 of this Regulation. They include the following categories of qualifications that shall become an integral part of any vacancy announcement for the post.
   1.1 Education background;
   1.2 Minimal formal education degree;
   1.3 Total work experience (years);
   1.4 Duration of post-relevant experience (years);
   1.5 Management and cooperation experience (years);
   1.6 Language abilities;
   1.7 Expected level of responsibility related to the post.

Article 36
Type of employment contracts by post

1. Staff members in leading positions of the KEEF shall be offered employment contracts for a fixed period that corresponds to the duration of his/her office terms:
   1.1 Managing Director - 3 years (possible reappointment by the BoD)
   1.2 Head of General Services (Deputy Director) - 3 years (possible reappointment by the Managing Director);
   1.3 Head of Sector for Finance (Director of Finance) - 3 years (possible reappointment by the Managing Director); and
   1.4 Head of Sector for Operations (Director of Operations) - 3 years (possible reappointment by the Managing Director).
2. All other staff members of the KEEF in paragraphs 29-33 shall be in principle offered employment contracts for an indefinite period except, except in the event of the first (initial) employment contract with the KEEF, which shall be concluded for a period of 3 years.

3. Employment contract with the Managing Director is signed by the Chairperson of the BoD of the KEEF. Employment contracts with all other staff members of the KEEF are signed by the Managing Director.

VII. GENERAL COMPENSATION SCHEME

Article 37
General provision

1. Staff members will receive financial remuneration in return to their services provided to the KEEF by following the same methodology – General Compensation Scheme – presented in this section and summarized in Annex 5 of this Regulation.

2. The General Compensation Scheme in Annex 5 of this Regulation can be revised (increased or even lowered) by the decision of the BoD based on proposal of the Managing Director or the Board of Directors, depending on the current financial standing of the KEEF. In this case, the percentage (%) of increase (e.g. to reflect inflation etc.) or decrease shall be applicable to all contracts. The BoD should review the salary levels on an annual basis.

3. Regardless provisions of Paragraph 2 of this article, the General Compensation Scheme in Annex 5 of this regulation, shall not be revised in the first three (3) initial years of the KEEF’s operations.

Article 38
Methodology

1. The General Compensation Scheme is based on:

   1.1 Scoring grid for posts in the KEEF (Annex 5), which provides distinctive scores for individual categories of qualifications in Article 35 of this Regulation, under the assumption that 100 points are allocated to the maximum requirements by post in the KEEF – which corresponds to the post of the Managing Director;

   1.2 Each post is given a score expressed in terms of number of points, which represents a relative position of the post vis-à-vis the post of the Managing Director (100 points);

   1.3 The General Compensation Scheme (Annex 5) is calculated on the basis of:

       1.3.1 allocated points reflecting the required minimal background and qualifications by post, multiplied by

       1.3.2 weighting factors by individual category of qualification:

           1.3.2.1 15% - minimal formal education degree
           1.3.2.2 10% - total work experience (years)
           1.3.2.3 25% - duration of post-relevant experience (years)
           1.3.2.4 15% - management and cooperation experience (years)
           1.3.2.5 5% - language abilities
           1.3.2.6 30% - expected level of responsibility related to the post
2. The remuneration package including gross salary level of the Managing Director is negotiated between the Chairman of the BoD and the candidate for the Managing Director.

3. After gross salary is determined for the Managing Director in monetary terms (EUR), the corresponding gross salaries by other posts (EUR) are calculated on the basis of relative relationship between the gross salary of the Managing Director (100%) and the respective post by applying the General Compensation Scheme methodology.

4. The calculated basic gross salaries are “recommended / target” values for recruiting new staff members of the KEEF. Based on actual qualifications of finally selected candidates, which may differ to some extent from the set qualifications in paragraph 1.2 of this article, the final basic gross salary level in employment contracts of employees may differ from the target values, however, such deviation can be maximum 10%.

5. All posts except the leading positions in paragraph 1 of Article 36 are entitled to performance related payments / addition to the basic gross salary in the general compensation scheme. Such additions can represent maximum 20% on the top of the basic gross salary by respective post.

6. The performance of staff members subject to performance related payment shall be evaluated by their supervisors, staff members in paragraph 1 of Article 36, on a quarterly basis, which is a period for regular reporting progress to the BoD by the Managing Director.

7. All performance related additions to basic gross salary level shall be approved by the Managing Director.

8. Staff members entitled to performance related payment shall be evaluated for their performance in the last quarter (three (3) months), and their entitlement for salary additions shall be applicable in the period of the next quarter (three (3) months).

9. The Board of Director can reject implementation of the salary additions to the KEEF’s staff based on proposal by the Managing Director in his/her quarterly progress report in case the progress in the last quarter and prospects for the next quarter are regarded as not favourable.

VIII. TRANSITORY AND FINAL PROVISIONS

Article 39

Initial employment contracts and commencement of performance related payment

1. Employment contracts concluded in the initial year of the KEEF operations (i.e. 2019) for job positions referred to in paragraph 2 of Article 36 shall be concluded for a fixed period of time of 3 years, with a possibility for automatic renewal either for a new term of the same duration or for unlimited period of time, depending on the current financial possibilities and policies of the KEEF.

2. Performance related payments of staff of the KEEF shall commence with decision of the Board of Directors based on proposal by the Managing Director and shall not begin before Q1 2020.
Article 41
Entry into force

This Regulation enters into force 15 days after being published on the official website of the KEEF in Albanian, Serbian and English languages.

Chairperson, KEEF Board of Directors
Lum Mita

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Annex 1: Institutional set-up of the KEEF

The institutional set-up of the KEEF from its Founder (Republic of Kosovo) to its Management bodies (Board of Directors – BoD and the Managing Director – MD of the KEEF) is shown in the following figure.

The structure of the BoD is defined in Article 27 of the LoEE and its main competences in Article 28. The procedure for appointment of the MD is defined in Article 14 of this Regulation.

The internal structure of the KEEF including personnel chart is described in detail in this Regulation, which is envisaged in Article 42, paragraph 4.2 of the LoEE.

The KEEF serves as a public service provider to the state with the aim of meeting its political objectives in the field of energy efficiency through programs and projects that are integral part of 3-year National Energy Efficiency Action Plans (NEEAPs) and National Renewable Energy Action Plan (NREAP) by 2020, Municipal Energy Efficiency Action Plans (MEEAPs) and other strategic energy policy documents adopted by the Government of Kosovo. Therefore, the KEEF operations will follow the “program approach”, by which KEEF shall be a vehicle for financial assistance to the implementation such projects.

The interests of energy efficiency (EE) and renewable energy sources (RES) sector stakeholders are represented by the structure of institutions that are eligible participants in the BoD through their appointed members. They act in an independent way, on the principle of their own professional conviction, which does not necessarily represent the official opinion of the institution that appointed them at a given moment.
Annex 2: Internal organisational / personnel chart of the KEEF (initial operations)

The personnel chart to respond to the initial three to four (3-4) years of the KEEF’s operations is shown in the above figure in this Annex 2. It includes ten (10) staff members in total, which shall include the MD, all other key personnel (heads of sectors and service units) and some additional key experts required (e.g. the procurement officer and three (3) senior technical advisors).

In the initial period, the 10-member staff shall thus include personnel with the following background:

- One (1) economist, financial expert or engineer with management experience (Managing Director)
- Two (2) members with Business Administration degree
- One (1) lawyer
- One (1) mechanical engineer

#1) Used abbreviations: E & F - Economics and/or Finance; BA - Business Administration; L - Law; ENG - Engineering; ME - Mechanical Engineering; PE - Power Engineering; CE or AR - Civil Engineering or Architecture; EN - Environment.
- One (1) power engineer
- One (1) civil engineer or architect
- One (1) environmental engineer
- One (1) economist or financial expert
- One (1) additional engineer (of any profile) with procurement experience (Procurement Officer)

It is obvious that the scope of the KEEF’s operations and staff workload will gradually increase over time, which shall be followed by an appropriate staffing policy of the KEEF.

Further staff employment policies and strategies shall be developed and implemented in line with the KEEF’s plans to achieve certain annual objectives and organisational scheme targets in the future along the mentioned increase of workload of the KEEF over years. The KEEF’s development context and the operations concepts should always be at the forefront. One of the reasons for such an approach is also a fact that new staff must be first trained and get well acquainted with the procedures applied by the KEEF before they can deliver results.

According to the LoEE (Article 39), the KEEF is entitled to charge fees and charges for its services to beneficiaries to ensure its sustainability, both in the revolving and non-revolving components. However, the level of the fees should be based on the principle that the functioning, management and administration of the KEEF is led by rationality, efficiency and effective use of administrative and other resources, and on the same time ensure sustainable operation.

This Regulation supports such principles and introduces several measures to stimulate key personnel (i.e the MD and heads of sectors and service units) to continuously deliver the high quality and expected scope of work, both for themselves and for staff members who are reporting them. While most of such key personnel is appointed for a limited office terms (max. 3 years with a possibility to renew the office term), their subordinated staff participate in a system where their remuneration is partially dependent on their performance.

According to LoEE, the BoD approves the total staff numbers and their compensation as recommended by the Managing Director of the KEEF. Consequently, it is the MD’s responsibility and competence to decide which vacant posts should be advertised / filled in a specific year and the vacancy announcement priorities. Their personnel costs should be added in the operating costs of the KEEF as part of the annual budget for the next year.
Annex 3: Internal organisational / personnel chart of the KEEF

The KEEF has a long-term mandate for the promotion and implementation of investment EE-projects in the framework of government plans and programs of Kosovo. To accomplish its mission for being established, the local authorities are encouraged to act and make decisions in line with sound business development principles that are typical for bank-type operations. This should denote that the KEEF has proper location, facilities, infrastructure and personnel at an appropriate high-level. The KEEF will have to maintain an adequate high profile of professionalism and public image to be able to maintain its credibility as expected.

In addition, the KEEF will have to do its utmost being in its power to gain proper visibility and a good public image, to attract IFIs, donors, similar international funds and programs to jointly cooperate. For this purpose, professionalism, expedition and, above all, independence from domestic politics will play a key role. The KEEF will have to intensely inform the public about its work and maintain full transparency.

As a consequence, the KEEF shall have an organisational structure which should ensure an appropriate distribution of tasks and activities between several functional units, with the possibility of gradual expansion of these units over time with new employees depending on the actual scope and workload of the KEEF. All references in other internal regulations of the KEEF are based on this structure.

All organisational units of the KEEF (i.e. 2 sectors and 3 services units) are day-to-day managed by “heads” (Director of Finance and Director of Operations, respectively in case of sectors), the General Services and two managers (Main Office and Secretariat, respectively). They all report to the Managing Director (MD).

The ultimate goal is to create an Organisation / Personnel Chart as shown in the following figure in this Annex 3. It reflects the long-term needs when the KEEF is fully operational and manages considerable number of projects, both under the revolving and the non-revolving component. It is envisaged that at that time and under such conditions the KEEF could have approx. 25 staff members with educational background as also indicated in the mentioned figure.
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<thead>
<tr>
<th>SN</th>
<th>Position (post title)</th>
<th>Education background</th>
</tr>
</thead>
<tbody>
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<td>1</td>
<td>Managing Director</td>
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</tr>
<tr>
<td>2</td>
<td>Head of Secretariat (Administrative Manager)</td>
<td>BA</td>
</tr>
<tr>
<td>3</td>
<td>Administrative Assistant</td>
<td>BA</td>
</tr>
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<td>4</td>
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<td>BA</td>
</tr>
<tr>
<td>5</td>
<td>Courier Assistant</td>
<td>BA</td>
</tr>
<tr>
<td>6</td>
<td>Project Coordinator and Archiving Officer</td>
<td>BA or A/L</td>
</tr>
<tr>
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<td>Head of General Services / Counsel (Deputy Director)</td>
<td>L</td>
</tr>
<tr>
<td>8</td>
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<td>L</td>
</tr>
<tr>
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<td>10</td>
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<td>IN</td>
</tr>
<tr>
<td>11</td>
<td>Public Relations Officer</td>
<td>SC or PRS</td>
</tr>
<tr>
<td>12</td>
<td>Procurement Officer</td>
<td>ENG</td>
</tr>
<tr>
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<td>ENG or E &amp; F</td>
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<tr>
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<td>CE &amp; AR</td>
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<td>Senior Technical Advisor 5 (EE &amp; RES marketing)</td>
<td>ME</td>
</tr>
<tr>
<td>24</td>
<td>Senior Economic &amp; Financial Advisor</td>
<td>E &amp; F</td>
</tr>
</tbody>
</table>

#1 Used abbreviations: E & F - Economics and/or Finance; BA or A/L - Business Administration or Archivist / Librarian; L - Law; SC - Social Sciences; IN - Informatics; PRS - Public Relations Specialist; ENG - Engineering; F - Finance; EC - Economics; ME - Mechanical Engineering; PE - Power Engineering; CE or AR - Civil Engineering or Architecture; EN - Environment.
## Annex 4: Minimal background and qualifications by post

<table>
<thead>
<tr>
<th>SN</th>
<th>Position (post title)</th>
<th>Education background</th>
<th>Min. educatio n degree</th>
<th>Total work experienc e</th>
<th>Relevant experienc e</th>
<th>Managemen t and cooperatio n</th>
<th>Language abilities #3</th>
<th>Assumed level of responsibilit y</th>
<th>Type of contract</th>
<th>Staff for initial operations</th>
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<td>5</td>
<td>A</td>
<td>C1</td>
<td>10</td>
<td>CF</td>
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<td>BA</td>
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<td>1</td>
<td>CIP</td>
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<td>C1</td>
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<td>CF</td>
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<td>C2</td>
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<td>C1</td>
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<td>C1</td>
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<td>C2</td>
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<td>C3</td>
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<td>CIP</td>
</tr>
<tr>
<td>18</td>
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<td>ME</td>
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<td>C1</td>
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<td>C1</td>
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<td>0</td>
<td>A</td>
<td>C1</td>
<td>2</td>
<td>CIP</td>
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<td>E &amp; F</td>
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<td>0</td>
<td>A</td>
<td>C1</td>
<td>2</td>
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</tbody>
</table>

**Note:**

- #1) IV. = secondary vocational education; V. = grammar school, secondary vocational-technical education, secondary technical / other professional education; VI / 1 = higher education program, higher professional program; VI / 2 = specialization after a higher education program, high professional programs (equivalent to high professional and university program (1st Bologna level); VII = specialization after the high professional program, university program (equivalent to the 2nd Bologna level); VIII/1 = specialization after the university program, Master of Science; VIII/2 = Doctor of Science
- #2) Used abbreviations: E&F - Economics and/or Finance; BA or A/L- Business Administration or Archivist / Librarian; L - Law; SC - Social Sciences; IN - Informatics; PRS - Public Relations Specialist; ENG - Engineering; F - Finance; EC - Economics; ME - Mechanical Engineering; PE - Power Engineering; CE - Civil Engineering; EN - Environment.
- #3) A - excellent knowledge of official local languages, C1 - Excellent (written and oral) knowledge of English, C2 - very good (working language) knowledge of English, C3 - good to basic knowledge of English. #4) 10 - maximum, 1 - minimal.
5) CFP - employment contract for fixed period of time with a possibility for its renewal (reappointment), CIP - employment contract for indefinite period of time.
Annex 5: Valuation of posts in the KEEF

Scoring grid for posts in the KEEF

<table>
<thead>
<tr>
<th>Min. education degree</th>
<th>Total work experience</th>
<th>Relevant experience</th>
<th>Management and cooperation experience</th>
<th>Language abilities</th>
<th>Assumed level of responsibility</th>
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<tbody>
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<td>Year</td>
<td>Score</td>
<td>Year</td>
<td>Score</td>
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Note: #1) A - excellent knowledge of official local languages, C1 - Excellent (written and oral) knowledge of English, C2 -very good (working language) knowledge of English, C3 - good to basic knowledge of English.
# General Compensation Scheme and an illustrative example of calculation of gross salaries

<table>
<thead>
<tr>
<th>SN</th>
<th>Position</th>
<th>Min. education degree</th>
<th>Total work experience</th>
<th>Relevant experience</th>
<th>Management and cooperation experience</th>
<th>Language abilities</th>
<th>Assumed level of responsibility</th>
<th>Type of contract</th>
<th>Total weighted points</th>
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<td></td>
<td></td>
<td>(level) (pts)</td>
<td>(year) (pts)</td>
<td>(year) (pts)</td>
<td>(year) (pts)</td>
<td>(level) (pts) R5 (pts) R6 (year) (pts) CFP</td>
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<td>1</td>
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<td>10 100</td>
<td>5 100</td>
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<td>A, C1</td>
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<td>Head of Secretariat (Administrative Manager)</td>
<td>VI/1 70</td>
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<td>3 60</td>
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<td>3 60</td>
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<th>25</th>
<th>15</th>
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<th>30</th>
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### Illustrative example of calculation of gross salaries

<table>
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<tr>
<th></th>
<th>Calculated Gross salary (GS) level (EUR)</th>
<th>Max. performance-related addition (PRA) (EUR)</th>
<th>Total salary (GS + PRA) (EUR)</th>
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<tr>
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<td>1.560</td>
</tr>
<tr>
<td>Procurement Officer</td>
<td>1.300</td>
<td>260</td>
<td>1.560</td>
</tr>
<tr>
<td>Contracting Officer</td>
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<td>260</td>
<td>1.560</td>
</tr>
<tr>
<td>Head of Sector for Finance</td>
<td>1.750</td>
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<tr>
<td>Senior Financial Advisor</td>
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<tr>
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<tr>
<td>Senior Technical Advisor 1</td>
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<td>1.560</td>
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<tr>
<td>Senior Economic &amp; Financial Advisor</td>
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<td>245</td>
<td>1.470</td>
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Max. GS level - MD (EUR) 2.500
Illustrative example of calculation of gross salary (GS) by post (basic GS, maximum performance related additions by post and total GS by post)

Gross salary level by post vs. the Managing Director's post (%)

Gross salary by post and max. gross salary after the max. 20% performance-related addition (EUR)

| Post                                           | Managing Director | Head of General Services / Counsel (Deputy Director) | Head of Sector for Operations (Director of Operations) | Head of Sector for Finance (Director of Finance) | Head of Main Office (Main Office Manager) | Senior Technical Advisor 3 (environment) | Senior Technical Advisor 2 (Civil Eng. / Arch.) | Senior Technical Advisor 1 (Power Eng.) | Contracting Officer | Procurement Officer | Senior Legal Adviser | Senior Economic & Financial Advisor | Senior Technical Advisor 5 (EE & RES marketing) | Senior Technical Advisor 4 (Engineering) | Senior Financial Advisor | Chief Accountant | Head of Secretariat (Administrative Manager) | Public Relations Officer | IT Officer | Human Resource Officer | Accounting Assistant | Project Coordinator and Archiving Officer | Administrative Assistant | Courier Assistant |
|------------------------------------------------|-------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------|----------------------------------------|---------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|
| Basic GS (EUR)                                | 2,500             | 2,450                                                | 2,400                                                | 2,350                                                | 2,300                                                | 2,250                                                | 2,200                                                | 2,150                                                | 2,100                                                | 2,050                                                | 2,000                                                | 1,950                                                | 1,900                                                | 1,850                                                | 1,800                                                | 1,750                                                | 1,700                                                | 1,650                                                | 1,600                                                | 1,550                                                | 1,500                                                | 1,450                                                | 1,400                                                | 1,350                                                | 1,300                                                | 1,250                                                | 1,200                                                | 1,150                                                | 1,100                                                | 1,050                                                | 1,000                                                | 950                                                  | 900                                                  | 850                                                  | 800                                                  | 750                                                  | 700                                                  | 650                                                  | 600                                                  | 550                                                  | 500                                                  | 450                                                  | 400                                                  | 350                                                  | 300                                                  | 250                                                  | 200                                                  | 150                                                  | 100                                                  | 50                                                   | 0                                                   | 50                                                   |
| Max. performance related addition (PRA) (EUR) | 1,750             | 1,700                                                | 1,650                                                | 1,600                                                | 1,550                                                | 1,500                                                | 1,450                                                | 1,400                                                | 1,350                                                | 1,300                                                | 1,250                                                | 1,200                                                | 1,150                                                | 1,100                                                | 1,050                                                | 1,000                                                | 950                                                  | 900                                                  | 850                                                  | 800                                                  | 750                                                  | 700                                                  | 650                                                  | 600                                                  | 550                                                  | 500                                                  | 450                                                  | 400                                                  | 350                                                  | 300                                                  | 250                                                  | 200                                                  | 150                                                  | 100                                                  | 50                                                   | 0                                                   | 50                                                   |
| Calculated Gross salary (GS level) (EUR)      | 4,250             | 4,150                                                | 4,050                                                | 3,950                                                | 3,850                                                | 3,750                                                | 3,650                                                | 3,550                                                | 3,450                                                | 3,350                                                | 3,250                                                | 3,150                                                | 3,050                                                | 2,950                                                | 2,850                                                | 2,750                                                | 2,650                                                | 2,550                                                | 2,450                                                | 2,350                                                | 2,250                                                | 2,150                                                | 2,050                                                | 2,000                                                | 1,950                                                | 1,900                                                | 1,850                                                | 1,800                                                | 1,750                                                | 1,700                                                | 1,650                                                | 1,600                                                | 1,550                                                | 1,500                                                | 1,450                                                | 1,400                                                | 1,350                                                | 1,300                                                | 1,250                                                | 1,200                                                | 1,150                                                | 1,100                                                | 1,050                                                | 1,000                                                | 950                                                  | 900                                                  | 850                                                  | 800                                                  | 750                                                  | 700                                                  | 650                                                  | 600                                                  | 550                                                  | 500                                                  | 450                                                  | 400                                                  | 350                                                  | 300                                                  | 250                                                  | 200                                                  | 150                                                  | 100                                                  | 50                                                   | 0                                                   | 50                                                   |
| Total salary (GS + PRA) (EUR)                 | 6,000             | 5,850                                                | 5,700                                                | 5,550                                                | 5,400                                                | 5,250                                                | 5,100                                                | 4,950                                                | 4,800                                                | 4,650                                                | 4,500                                                | 4,350                                                | 4,200                                                | 4,050                                                | 3,900                                                | 3,750                                                | 3,600                                                | 3,450                                                | 3,300                                                | 3,150                                                | 3,000                                                | 2,850                                                | 2,700                                                | 2,550                                                | 2,400                                                | 2,250                                                | 2,100                                                | 2,000                                                | 1,850                                                | 1,700                                                | 1,550                                                | 1,500                                                | 1,350                                                | 1,300                                                | 1,250                                                | 1,200                                                | 1,150                                                | 1,100                                                | 1,050                                                | 1,000                                                | 950                                                  | 900                                                  | 850                                                  | 800                                                  | 750                                                  | 700                                                  | 650                                                  | 600                                                  | 550                                                  | 500                                                  | 450                                                  | 400                                                  | 350                                                  | 300                                                  | 250                                                  | 200                                                  | 150                                                  | 100                                                  | 50                                                   | 0                                                   | 50                                                   |