



*Empowered lives.
Resilient nations.*

UNDP Kosovo

**Outcome Evaluation
of
Environment, Energy, and DRR Programme Portfolio**

2011 - 2015

“...we acknowledge the importance of being guided by the principle of protection of environment, especially regarding actions designed to boost our economy.”

National Strategy for European Integration, Kosovo 2020

**October 2016
Pristina, Kosovo**

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List of Acronyms and Abbreviations

BCPR	Bureau for Crisis Prevention and Recovery
BPPS	Bureau for Policy and Programme Support
CADRI	Capacity for Disaster Reduction Initiative
CCA	Climate change adaptation
CDP	Common Development Plan
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO	Civil society organization
DRR	Disaster risk reduction
DRM	Disaster risk management
EIA	Environmental impact assessment
EMA	Emergency Management Agency
EU	European Union
EULEX	European Union Rule of Law Mission in Kosovo
GHG	Greenhouse Gas
GiZ	Die Deutsche Gesellschaft für Internationale Zusammenarbeit
HDI	Human development index
IMF	International monetary fund
IPA	Pre-accession Assistance
JICA	Japan international cooperation agency
KAS	Kosovo Agency of Statistics
KDRRI	Kosovo Disaster risk reduction initiative
KEPA	Kosovo Environmental Protection Agency
KfW	KfW Entwicklungsbank
KHMI	Kosovo Hydro-Meteorological Institute
LECRDS	low emission climate resilient strategy
MESP	Ministry of Environment and Spatial Planning
MoU	Memorandum of Understanding
NAMAs	Nationally appropriate mitigation measures
NEEP	National Energy Efficiency action plan
OSCE	Organization for Security and Co-operation in Europe
PLANAT	Swiss platform for natural hazards
REC	Regional Environmental Centre
SAA	Stabilization and Association Agreement
SDC	Swiss Development Cooperation
SEE	South East Europe
SFDRR	Sendai framework for disaster risk reduction
SIDA	Swedish International Development Cooperation Agency
SLED	Support to Low Emission Development
UNFCCC	United Nations Framework Convention on Climate Change
UNISDR	The United Nations Office for Disaster Risk Reduction
UNKT	UN Kosovo Team
UNMIK	Interim Administration Mission in Kosovo
USAID	US Agency for international development
WB	World Bank

WFD
WMO

Water Framework Directive
World Meteorological Organization

The overall rating of the outcome evaluation is satisfactory towards the achievement of the expected Environment and Sustainability outcome (#3) of the UN Kosovo Programme Action Plan (KPAP) 2011-2015: ***By 2015, central and local level authorities better address the health, social and economic impact of environmental degradation and climate change in a gender sensitive manner.*** The programme has achieved its expected outcome and is on the right track to secure stronger impact. Some considerations and recommendations as outlined in the main document would be of further benefit.

The outcome evaluation addressed three different yet complementary projects UNDP employed towards the realization of the expected outcome:

1. Support for the Ministry of Environment and Spatial Planning (MESP) Project for Environment and Climate Change
2. Support for Low Emission Development in Kosovo
3. Kosovo Disaster Risk Reduction Initiative

Setting the context

Outcome evaluation needs to be seen through the prism of the Kosovo's context. First of all, it is important to account for the very peculiar context Kosovo¹ is happen to be: Kosovo's 'special status' *de facto* implies its high level isolation within the region and internationally, which in turn hinders its full participation into various international forums (UN, for instance), benefiting from available financial instruments for development (Global Environment Facility or Green Climate Fund, for instance), and alignment with the international reference frameworks (Sendai Framework or Paris Agreement, for instance). On top of that, the poverty is prevailing. While as the least develop in Europe, Kosovo needs solid investments for its economic growth, it also suffers from misbalanced attention to environmental issues: Kosovo remains the most polluted territory in Europe; has huge amounts of hazardous mine waste containing significant quantities of heavy metals, with significant impact on human health and environment; and have unaddressed solid waste management issues across the whole territory. Kosovo is facing existential problem of ensuring sufficient energy supply to the growing needs,

¹ References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999)

while exploring more renewable energy sources. The latter, is among the key requirements for its accession to the European Union.

Secondly, Kosovo’s institutions suffering from lack of adequate financing, technical capacities, and necessary equipment. Tense political situation and non-cooperation regime between the northern four municipalities and the rest of Kosovo creates additional obstacles to effectively realize capacity development strategies across the country.

Thirdly, the donors’ funding is largely driven by the political agenda of Kosovo meaning that those issues that are not high in the agenda of national authorities (such as environment, for instance) are not getting adequate attention in donor funding portfolio either.

In this context, UNDP is trying to maintain a dual role of addressing the needs on the ground, on one hand, and advocating for long-term development solutions in DRR/Environment/CC sectors in Kosovo, on the other.

Programming

While the design and the coherence of the programme could have benefited from additional relevance analysis during its implementation, the achievements of the programme are built upon to reach the expected outcome. The realization of all three projects went in close partnership with the key stakeholders: designated national authorities, namely the MESP and EMA, as well as local authorities, namely, municipalities. Necessary consultations with other stakeholders were also ensured throughout the whole implementation phase. Strong focus was on *creating enabling environment* by shaping and influencing policy-making and on *capacity development* by addressing critical capacity gaps in DRR/Environment/CC sectors.

The overall rating proposed is as follows:

<i>Evaluation criteria</i>	<i>Rating Score</i>
Relevance	Highly satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Sustainability	Satisfactory
Impact	Moderate
Stakeholders and Partnership Strategies	Satisfactory
Theories of Change or Results /Outcome Map	Moderate

Gender mainstreaming and women empowerment

UNDP Kosovo has solid institutional processes towards ensuring gender mainstreaming and women empowerment in its programming. It is also committed to strengthen gender sensitive programming of its national and local partners, which requires further attention and investment. In Kosovo context, where each municipality by Law is obliged to have a Gender Officer, there is a huge potential to explore and ensure that women become truly agents of change in DRR/Environment/CC sectors and that needs of all groups (men and women, boys and girls, disabled groups, minorities, refugees, etc.) are fully addressed in the target sectors.

Recommendations:

1. ***Continue advocating for the environmental issues*** at all levels in Kosovo. As the main player support the MESP in advocating environmental issues in Kosovo, the success of this largely depends on the funds available which is also a result of UNDP's efforts to create support a) within the local civil society organizations, and b) among donor community. Towards this end, it is recommended:
 - Design and implement interventions to strengthen national and local CSOs and their function as watchdogs on DRR, environment, and energy related issues. It is recommended to explore opportunities with OSCE of setting up an Argus Centre in Kosovo.
 - Continue dialogue with donor organizations on prioritizing environmentally sound development in Kosovo, exploring already existing platforms (such as Water platform);
 - Explore options to address waste management issues in the country.

2. ***Raise an issue and advocate for creating business environment that respects environment.*** Engage IMF² and WB in dialogue to find entry point(s) affordable for the current development priorities and needs. Become an advocate of such an economic growth that is achieved hand-in-hand with efficient use of resources and sustainable environment protection. Towards this end, show-case this approach first through UNDP's interventions – partner up with relevant UNDP projects on local economic development to show-case environmentally sound development. Share lessons learned.

3. ***Continue exploring the nexus of development-health-environment in Kosovo potentially linking it with human security:*** building evidence base on the linkages,

² <http://www.imf.org/external/pubs/ft/scr/2016/cr1622.pdf>

advocating for immediate response when necessary, and creating capacities of national and local stakeholders to effectively address associated risks.

4. Explore possibilities for **targeted funding from UN Trust Fund on Human security** to address development-health-environment-human security nexus
5. **Explore innovative modalities in promoting energy efficiency measures at the local level - Green Municipality Model.** Herewith, an indicative suggestion based on three recommendations: 1. Explore economic instruments for environmental protection also as suggested in the Kosovo Environmental Strategy KES; and 2. Create visible impact at the local level by generating ‘critical mass of intervention’ at the local level. This implies, moving away from piloting energy efficiency measures at the local level and investing in micro-projects on street lightening and ensuring the scale of investment.

Based on these recommendations a model of Green Municipality Model is proposed: open tender for 2 or more municipalities (as financially feasible) to become a Green Municipality. Contractually agree with the municipality that the fiscal benefits from UNDP’s investment in energy efficient street lightening starting from the second year of the exploitation of those streets could be earmarked for specific activities directly contributing to ‘environmentally sound development’. The latter has to be specified individually in case of each municipality. By this, UNDP will generate a significant impact in the target municipality(ies), help municipalities to release some funds, and actually, ensure that those funds will be used for the purposes directly related to environmental protection, creating a sort of ‘second generation funding’ (whereby initial funding serves the purpose twice). Create a Mayors’ platform to share experience and lessons learned.

6. **Explore non-traditional modalities in promoting environmentally sound business models:** work with young generation. Partner up with UNICEF to set up and replicate a ‘Young Environmental Entrepreneurs Academy’ whereby students would learn the basics of environment protection and would be able to practice those skills in small-scale interventions: for instance, exploring eco-business models in the National Parks, whereby the created benefits (in terms of products) could be distributed free-of-charge to local schools or other social facilities. Explore opportunities for joint venture and private equity capital to support the activities of the Academy. Explore the power of Kosovo diaspora across the globe.
7. **Continue local level DRR interventions to address specific disaster risks** (retrofitting of schools, retaining wall, etc.). This projects always creates necessary

traction from the local community and local authorities stimulating follow-up measures. Ensure that the implementation of such interventions is being granted to the full charge and responsibility of the target municipalities and not UNDP staff to avoid creating parallel structures and strengthening public administration system at the local level.

8. Importantly, ***follow-up on Strategies developed*** within the programme (Climate Change Strategy and the DRM DRR Strategy) through supporting their realization, monitoring, and regular review. To strengthen the ties with the neighborhood countries, initiate a ***peer-review process*** of the implementation of these Strategies with Macedonia, Albania, and other countries as deemed relevant and feasible. Peer review is a strong governance mechanism as well as a learning tool to strengthen capacities of the parties engaged.
9. Invest in developing and updated (when relevant) the ***local level risk assessment and the local contingency plans***. This can be a valuable source for the national level risk assessment and the national level contingency planning. Create at the local level the model how DRR can be mainstreamed in budget allocations for municipalities. The process of this work itself will yield necessary benefits with regard to building capacities and raising awareness at the local level, creating thereby solid foundation to advocate for DRR inclusion in development planning also at the national level. Importantly, the training and other capacity development activities at the local level should be linked with building necessary capabilities to effectively address the existing and emerging disaster risks as defined by the local level risk assessment.
10. ***Continue developing capacities of local stakeholders in at least two ways:*** 1. While facilitating or funding any analytical work, organize it in such a way that it is a product of local experts working under the direction of international experts when relevant. This goes beyond simple consultations with national experts and required their engagement in data collection, analysis, and writing. In this way, the process itself will be highly valuable in terms of building capacities and creating necessary ownership. This could potentially facilitate the effective realization of the analytical recommendations when produced. This will also require adequate fund allocation for such work, whereby national experts get paid, and specific time allocated for such process. 2. Identify capacity gap for the effective implementation of the Strategies UNDP supported to design and follow up on bridging those gaps.

11. **Introduce necessary flexibility in its programming to allow addressing emerging needs.** Ensure non-ear-market budget allocations (at least through UNDP core funding) to explore new opportunities and ensure necessary responsiveness of the project or programme.
12. Further strengthen gender equality and gender mainstreaming in Environment/DRR/CC programme through: a) ensure **gender-specific indicators are built into programme and supporting projects** design at the level of outcomes and outputs respectively. Partner up with UN Women to discuss how best this could be done taking into account the UN Women global flagship initiative on Gender Inequality of Risk; b) building capacities of the national and local partners to mainstream gender in Environment/DRR/CC activities; c) engage actively the municipal Gender Focal points into the realization of the programme.
13. Process wise, it is strongly recommended to carry out a **relevance check of the ToC** on regular basis (regularity should be decided by the programme team to fit the purpose).

Conclusion:

Programme has demonstrated strong achievements in creating necessary preconditions to ensure that DRR/Environment/CC issues are adequately addressed and became an indivisible part of the overall development priorities of national authorities and donor community in Kosovo. UNDP was the only partner of the Government in pushing forward the CC agenda in Kosovo, as well as building capacities of EMA on DRR. It is critical to continue these efforts to strengthen and maintain the programme achievements and to pave the way to higher-level outcomes in DRR/Environment/CC sectors. There is a solid base of evidence to assume positive spill-over effects to other sectors should this work continue and become more articulated as development priority of Kosovo.

Background

In 2016 UNDP Kosovo commissioned an outcome evaluation to assess the progress towards the realization of the Environment and Sustainability outcome (#3) of the UN Kosovo Programme Action Plan (KPAP) 2011-2015: ***By 2015, central and local level authorities better address the health, social and economic impact of environmental degradation and climate change in a gender sensitive manner.*** The realization of this outcome is deemed to be achieved through the implementation of four different interventions supported by UNDP Kosovo and their respective national stakeholders:

1. Support for the Ministry of Environment and Spatial Planning (MESP) Project for Environment and Climate Change
2. Sustainable land use management and conservation of biodiversity in Dragash/s municipality
3. Support for Low Emission Development in Kosovo
4. Kosovo Disaster Risk Reduction Initiative

The *ex-post* evaluations of the interventions 2-4 have already been accomplished, respective evaluation reports provided and used to inform the proposed outcome evaluation. Since the component 2 of the programme portfolio – namely, the project *Sustainable land use management and conservation of biodiversity in Dragash/s municipality* – was already covered by the evaluation under Inclusive Growth cluster completed in September 2014 the decision was made in agreement with the Portfolio Manager and UNDP Resident Representative to exclude this component from the current outcome evaluation.

The evaluation mission took place during the September 18-24, 2016. Annex 1 provides the list of the stakeholders consulted during the evaluation.

Scope of the Evaluation

As per ToR the main objectives of the evaluation are to identify and assess the following:

1. Status of the outcome (positive and negative trends, changes in the external environment/in the policy and regulatory framework relevant for the outcome)
2. Factors affecting progress towards the outcome
3. UNDP contributions to the outcome

- Relevance of the outcome and associated outputs
 - Effectiveness of UNDP outputs under or contributing towards the outcome
 - Efficiency of UNDP outputs toward the outcome
 - Sustainability of UNDP outputs towards the outcome
4. UNDP partnership strategy
 - Appropriateness and effectiveness of partnerships
 5. The level of UNDP contribution towards strengthening the application of rights-based approach and mainstreaming of gender in development efforts
 - Efficiency efforts to promote inclusion, participation and fair power relations
 - Degree of promotion of UN values

Methodology and data collection

The evaluation methodology is based on contribution approach to outcome-level evaluation. Towards this end, the outcome evaluation will be focused not on establishing causality but rather plausible associations throughout the results chain.

The methodology for the proposed outcome evaluation is designed using a range of qualitative research models that includes a) secondary research methods such as desk study of relevant documentation; and b) primary research methods such as institutions visits and individual and group interviews with multiple stakeholders. The chosen methods allow addressing the expected diversity in the profiles of the selected informants and also encouraging respondents to extrapolate their views according to the varied nature of their relationships or involvement in DRR and CCA in Kosovo. The methodology adopts gender-lenses to define the level of gender-sensitivity explored throughout the programme realization.

The evaluation was carried out through a consultative process with the involvement of a wide range of stakeholders, including the key ministries, leading international donor organizations, local authorities (municipalities targeted by the interventions), local civil society organizations, as well as scientific and research community.

The primary focus of the designed methodology is to compare ‘before – and – after’ context.

Evaluation criteria and questions

The evaluation criteria and questions include:

Relevance: How relevant was the programme for its main beneficiaries? To what extend

the programme maintained its relevance to an emerging development context through adaptive management?

Efficiency: How efficient was the programme in the realization of its outputs?

Effectiveness: How effective was the programme in contributing to development change envisaged to achieve? Which external and internal factors have influenced the level of achievement of the outcome?

Sustainability: How sustainable the attained level of the outcome is? What is the level of the local ownership to support sustainability consideration?

Impact: Is there evidence of long lasting desired changes? Has the initiative influenced policy making at different levels?

Stakeholders and Partnership Strategy: Has the UNDP's partnership strategy been appropriate and effective?

Theory of Change or Results/Outcome Map: What are the underlying rationales and assumptions or theory that defines the relationships or chain of results that lead initiative strategies to intended outcomes? What are the assumptions, factors or risks inherent in the design that may influence whether the initiative succeeds or fails?

Special attention will be paid to the extent to which UNDP promoted the principles of gender equality, human rights and human development will be taken into consideration during the evaluation. A list of action-oriented recommendations will be provided in conclusion of the outcome evaluation.

Annex 2 provides Evaluation Matrix.

Section II: The Development Challenge

The development challenges in Kosovo are explained and shaped by those development barriers the territory is facing and trying to overcome after its independence. After unilaterally declaring its independence from Serbia on 17 February 2008 and the Kosovo Conflict (February 1998 – June 1999), the country has undergone major changes to stabilize the situation and consolidate efforts towards shared and prosperous sustainable development. Since 1999 it has undergone two major phases in its development: the so called *stabilization phase* (during 1999-2007 period) which the focus on building the basic infrastructure and restoring the living conditions of the population, and the *state-building phase*, with the primary focus on establishing the institutional architecture of the country,

development of education and health infrastructure necessary for sustainable development.

It is important to understand the political and socio-economic specifics in Kosovo in order to better place the UNDP's programming efforts in such a context. For this purpose, it is also important to understand the baseline and major developments regarding environment, DRR, and energy in Kosovo. Without going much into details the sections below provide a sketch of the context where UNDP's intervention is placed.

1. Political context

Kosovo and UN: With mixed international recognition, Kosovo remains in a very peculiar position still both administratively and as an international actor. Up to June 2008, the authority over the territory and people of Kosovo, including all legislative and executive powers and administration of the judiciary was under the responsibility of the United Nations Interim Administration Mission in Kosovo (UNMIK)³ as of the Security Council resolution 1244 (of 10 June 1999). Since Kosovo declaration of independence in 2008, the mandate of UNMIK has been revised to be limited to promote security, stability and respect for human rights in Kosovo. Even though majority of UN members have recognized the independence of Kosovo, it is not part of the UN and has no access to UN funds and programmes unless specially accepted. Exception is UN Trust Fund for Human Security.⁴ The 'special status of Kosovo' is *de facto* implies its high level isolation within the region and internationally.

Kosovo and EU: After the call for independence in 2008, the majority of UNMIK function was taken over by a new European Union Rule of Law Mission (EULEX), which has been assigned to support the Kosovo authorities in the rule of law and specifically in the police, judiciary and custom areas. The mission is often criticized for being inefficient in establishing a fully functioning rule of law because its functioning is hindered by the fact that only 23 out of 28 EU member states have recognized Kosovo as independent. Despite this, Kosovo is looking to deepen its ties with the EU and is actively seeking avenues to approximate its legislation with the EU *acquis communautaire* and therefore, to align its development priorities accordingly. This is clearly articulated in the National Strategy for European Integration: Kosovo 2020 as its goal: 'In 2020 Kosovo is better prepared for European Integration'. In April 2016, Kosovo signed the Stabilization and Association Agreement (SAA) with the EU.

³ <http://www.un.org/en/peacekeeping/missions/unmik/>

⁴ <http://www.un.org/humansecurity/trust-fund>

Tensions in northern Kosovo: While the majority of the Kosovo population are ethnic Albanians, northern Kosovo is populated predominantly by ethnic Serbs (about 8%⁵ of the total population). As Serbia refuses to recognize the independence of Kosovo, the tensions remain between the Serbian population of northern Kosovo and the rest of Kosovo. The situation was somewhat improved after the EU facilitated High-Level Dialogue between Belgrade and Prishtina/Priština, which resulted in the historic "First agreement of principles governing the normalization of relations" (Brussels agreement) reached on 19 April 2013.

2. Poverty

Kosovo's economic growth has been solid since the end of the conflict, attributable in part to large public investments in post-conflict rebuilding however, Kosovo has reached the year 2016 as the poorest and the least developed amongst its Southeast non-EU member neighbors (Albania, Bosnia and Herzegovina, FYR Macedonia, Serbia, and Montenegro) as table 1 indicates. According to the data from the Kosovo Agency of Statistics (KAS), in 2011 almost a third of the population in Kosovo lived below the poverty line (1.72 Euro per adult equivalent per day)⁶, while 10.2% lived with less than 1.20 Euro per day. At 0.741 Kosovo's Human Development Index (HDI) is the lowest in the region.⁷ The Stabilization and Association Agreement (SAA) with the EU, which went into effect in April 2016, had reduced customs revenues by €10 million by July 2016.⁸

Table 1: Comparison of five selected indicators

Indicator	Kosovo	Average of Southeast European non-EU countries
Gross Domestic Product per capita	2,935Euro	3,504Euro
% of unemployment	30.1%	20.8%
Participation in labour market	40.5%	49.7%
% of population living in poverty	29.9%	19.7%
Ratio between export and import	12.0%	46.5%

⁵ This is an estimation: <http://www.europeanforum.net/country/kosovo> The results of the national census of 2011 showed that 91% of Kosovo's 1.8 million citizens were Albanian. Another 3.4% were Serbs and the remainder belonged to other communities, including Turks, Bosnians, Roma, Ashkali and Egyptians. However, as the entire process was boycotted by the northern municipalities of Northern Mitrovica, Zvecan, Zubin Potok and Leposavic - home to many Serbs - the percentages obtained by the 2011 census are not seen as a reliable guide to Kosovo's demography.

⁶ Kosovo Human Development Report 2016

⁷ Ibid.

⁸ <http://www.worldbank.org/en/country/kosovo/overview#3>

NB. Source is the National Development Strategy 2016-2021

Poverty spurs mass emigration from Kosovo, mainly among the youth of age-group 25-44 (the key reproductive age group in terms of fertility and labour force).⁹ According to KAS estimates, since 1969, the number of Kosovar population that had emigrated from Kosovo until 2011 has reached about 550,000 residents.¹⁰ In the meantime, Kosovo demonstrates strong indications for economic improvement in the future. Thus, according to the WB Report on Doing Business 2014, Kosovo was ranked as 5th in the reformatory countries in the world as one of the economies with the most significant improvement ranking it as 86th out of 189 world countries. This places Kosovo higher than its neighbors.¹¹ It is also one of only four countries in Europe that recorded positive economic growth rates in every year of the crisis period 2008-2012, averaging 4.5%.¹²

3. Environment, DRR, and Energy

- *Situation in DRR and UNDP's commitment to achieve:*

Kosovo is prone to earthquakes, floods, landslides, drought, heavy snowfall, water reservoir dam bursts, and forest fires.¹³ Institutional capacities regarding DRR and DRM, specifically those of the Emergency Management Agency (EMA) under the Ministry of Internal Affairs (MoIA) and the municipalities are extremely low. The financial, technical, and knowledge-based capacities are missing both at national and local (municipality) levels.¹⁴ The EMA is at its early stage of formation.

The vulnerabilities are increasing, specifically in urban areas as after the independence Kosovo has experienced an unprecedented construction boom. Illegal constructions as well as the structural vulnerabilities to earthquakes and floods in drainage and sewage systems in urban areas (due to lack of maintenance and destruction during wartime) remains of high concern. Despite the fact that the construction is regulated by law and requires effective application of Eurocodes,¹⁵ the non-implementation is prevalent. DRR

⁹ Kosovan Migration, IOM, KAS, 2014
<http://kosovo.iom.int/sites/default/files/Migrimet%20English%20FINAL%2013082014.pdf>

¹⁰ Ibid.

¹¹ WB Doing Business Reports <http://www.doingbusiness.org>

¹² <http://www.eea.europa.eu/soer-2015/countries/kosovo>

¹³ <http://www.cadri.net/en/where-we-work/kosovo>

¹⁴ http://www.unisdr.org/files/39825_compendiumuploadpw.pdf

¹⁵ The eurocodes are the 10 EU standards specifying how structural design should be conducted within the EU. Specifically, Eurocode 8 define the Design of structures for earthquake resistance (EN 1998).

mainstreaming in urban planning remains of high priority in Kosovo. Kosovo is taking part in UNISDR's *Making Cities Resilient* global campaign.¹⁶

Attention to DRR and DRM sectors is growing in Kosovo. In 2011, Capacity for Disaster Reduction Initiative (CADRI)¹⁷ carried out a capacity assessment mission to Kosovo resulted in the Plan of Action for Disaster Risk Reduction and Climate Change Adaptation for 2012-2015,¹⁸ with the following priority areas:

- institutional arrangements for disaster risk reduction
- risk identification, assessment and communication
- knowledge, training and education; reducing underlying risk factors
- enhancing disaster preparedness and response capacities.

Kosovo was engaged in the *Regional Programme on the Disaster Risk Reduction in South East Europe* (jointly implemented by UNDP and the World Meteorological Organization (WMO)) and in the regional project *Building Resilience to Disasters in Western Balkans and Turkey* (implemented by UNISDR).

For the period of 2009-2016, UN, specifically UNDP, remained the major player engaged in DRR and DRM sector and supporting weak national and local authorities to address pressing issues of disaster risk management in Kosovo. In addition, the Kosovo Disaster Risk Reduction Strategy has been developed with the support of UNDP and is currently undergoing the approval in the Government.

- *Situation in **Environment** and UNDP's commitment to achieve:*

Even though environment remains an important precondition for Kosovo possible accession to EU, it remains very low in terms of priority budgeting in the agenda of national authorities. Instead, the legal framework for environment in Kosovo is well developed: Kosovo has adopted the Law of Nature Protection Nr. 03/L-233¹⁹ (from 2010), the Strategy and Action Plan for Biodiversity 2011-2020. The basic sectoral policy in relation to the environment and climate change in Kosovo is the Law on Environmental Protection (Law No. 03/L-025) which was adopted in February 2009. The purpose of this law is "to promote the establishment of a healthy environment for population of Kosovo by bringing gradually the standards for environment of European Union." The law defines basic terminology, principles and instruments for environmental protection and sets out

¹⁶ <https://www.unisdr.org/we/campaign/cities>

¹⁷ <http://www.cadri.net>

¹⁸ Plan for Action for Disaster Risk Reduction and Climate Change Adaptation for Kosovo, 2012-2015

¹⁹ <http://www.kuvendikosoves.org/?cid=2,191,567>

relevant documents and responsible parties for actions. Relevant strategic documents in Kosovo in the area of environmental protection include: the Environmental Strategy for Kosovo (2010-2015), Kosovo Environmental Strategy and the National Environmental Action Plan (2011- 2015), the Strategy for Air Quality (2013 - 2022), and the Climate Change Framework Strategy (2014 - 2024).

In the meantime, Kosovo's aim to enter in European Union, means harmonization of legislation and implementation of measures in accordance with EU requirements. This includes among others the directive of environmental liability,²⁰ the recommendation providing for minimum criteria of environmental inspection,²¹ and the directive on the protection of environment through the criminal law.²² This will also include for instance, the implementation of NATURA 2000²³ through introducing national policies and by undertaking necessary measures. The implementation of the legal requirements remains the biggest challenge in Kosovo. More specifically, the lack of mechanisms to ensure compliance to the legal framework as well as the lack of political commitment and financial means are the main barriers. Also, the awareness of the general public is very low. There are only few civil society organizations engaged in environmental protection issues. Thus, the watchdog function of CSOs is largely absent to the comfort of national and local authorities.

Kosovo is still very much in the phase of its economic recovery with predominant focus on infrastructure development. Often cases the argument for economic growth prevails over the argument of environmentally sound development. Most importantly, the link of environment and public health is simply silent. The nexus of economic development – environment – public health seems to be less attractive to discuss and explore for the national authorities and often for the donor community. One of the examples is the recent (24.03.2015) decision to lift the ban on the import of old cars. This case raised serious concerns on the public health implications and will inevitably exacerbate negative impact on environment in the Europe's most polluted country.²⁴ According to the 2012 World Bank report, air pollution in Kosovo causes 835 premature deaths, 310 new cases

²⁰ <http://ec.europa.eu/environment/legal/liability/index.htm>

²¹ <http://ec.europa.eu/environment/legal/law/inspections.htm>

²² <http://ec.europa.eu/environment/legal/crime/index.htm>

²³ Natura 2000 is a network of nature protection areas in the territory of the EU. As prerequisite for becoming EU Member, accession states have to submit proposals for Natura 2000 sites meeting the same criteria as EU Member States. <http://ec.europa.eu/environment/nature/natura2000/>

²⁴ http://ec.europa.eu/enlargement/pdf/case-studies/overview/130715_successtories_april_kosovo_eng.pdf

of chronic bronchitis, 600 hospital admissions and 11,600 emergency visits each year.²⁵ Under the Instrument for Pre-accession Assistance (IPA), EU has funded a large project on Supply and Installation of Equipment for the Air Monitoring System in Kosovo. Unfortunately, the air quality monitoring stations and calibration laboratory equipment have not been put in use due to multiple reasons.

Another example, is a derelict mining complex Trepca.²⁶ It has an immense mineral potential but due to political reasons²⁷ it cannot be put into exploitation. Importantly, a mine for lead and other heavy metals, it causes the environmental pollution for the entire region far beyond the Kosovo jurisdiction. The amount of such hazardous mine waste containing significant quantities of heavy metals is estimated to be 60 million tons in Trepca only.²⁸

Another environmental 'hot spot' is the ash dumps of the power plants in Obiliq/Obilic municipality generated by coal-fired (lignite) power plants, Kosovo A (more than 45-years old) and Kosovo B (more than 25-years old), which together producing over a million tonnes ash a year.²⁹ National experts from the University of Prishtina "Hasan Prishtina" provide substantial evidence on the link of pollution and public health.³⁰ For comparison, only the particle emissions from one of the units of Kosovo A is exceeding the EU Standard by some 74 times³¹ causing direct damage to environment and human health.

²⁵ Kosovo: Country Environmental Analysis, WB, 2012
<http://siteresources.worldbank.org/INTKOSOVO/Resources/KosovoCEA.pdf>

²⁶ <http://www.balkaninsight.com/en/article/serbia-do-not-recognize-pristina-decision-10-11-2016>

²⁷ The mining is located in Mitrovisa in the Northern Kosovo, predominantly populated by ethnic Serbs and where the influence of Serbia is very strong. Serbian government does not want to give the authority of the Trepca mines to Kosovo. In October 2016 Kosovo Parliament starts hearings over the draft law on transforming the Trepca mining and industrial processing complex into a shareholding company: <http://www.balkaninsight.com/en/article/kosovo-parliament-to-debate-trepca-law-despite-protests-10-07-2016> However, the Serbian government rejected Pristina's decision to put the Trepca complex in the Serb-majority north of Kosovo under its control.

²⁸ Instrument for Pre-Accession Assistance (IPA II) 2014-2020, Kosovo: Construction of Hazardous waste storage facilities http://ec.europa.eu/enlargement/pdf/kosovo/ipa/2015/ipa2015_ks_05_hws.pdf

²⁹ Instrument for Pre-Accession Assistance (IPA II) 2014-2020, Kosovo: Construction of Hazardous waste storage facilities http://ec.europa.eu/enlargement/pdf/kosovo/ipa/2015/ipa2015_ks_05_hws.pdf

³⁰ Effect of pollutants from power plants in Kosovo on genetic loads of *Drosophila melanogaster*, Avdulla J Alija, Ismet D Bajraktari, Hidajete Muharremi, Nikoaus Bresgen and Peter M Eckl, SAGE, Toxicology and Industrial Health, 2014

³¹ Ibid.

A huge problem for Kosovo is the waste management (including medical waste): about 40% of waste in Kosovo is disposed illegally or burnt.³² The Waste Law³³ (No. 04-L060) was adopted in 2012 with subsequent Kosovo Waste Management Strategy³⁴ and Plan 2012-2016.³⁵ Multiple investments have been made by different donors (JICA, GiZ, EU etc.) however, the problem prevailed. In 2015, EU has launched a new intervention to support the Government of Kosovo with the construction of the hazardous waste storage facilities which is due to be finalized within the six-year period.³⁶

Climate change related legislation and institutional frameworks too are well developed in Kosovo. However, due to the financial and technical capacities the effective mainstreaming of climate change concerns into sectorial and national development priorities is very limited. In the beginning of 2015, MESP with the support from UNDP Kosovo launched development of the framework low emission climate resilient strategy (LECRDS) for Kosovo. Although not a Party to UNFCCC, in 2012, Kosovo developed its first GHG inventory for (2008-2010), and in 2014- GHG inventory for 2012-2013.

UNDP has been engaged in environmental protection activities since 2007. In July 2009, UNDP Kosovo signed a Memorandum of Understanding (MoU) with the Ministry of Environment and Spatial Planning (MESP) for the following areas of future cooperation: climate change and renewable energy; water governance; biodiversity; and lead contamination in Mitrovica. And since 2009 it supports the realization of these priorities.

The programmatic portfolio of other donors (EU, SIDA, SDC, WB) on environment-related issues fall largely under water management/governance, energy efficiency, and renewable energy thematic areas. The nexus of environment-health is largely unaddressed and might cause significant political reluctance should it be raised.

Importance of addressing pressing and long-term term strategic environmental issues in Kosovo goes far beyond its borders, impacting regional and global environment protection. For instance, Kosovo has a very the high level of animal diversity - there are an estimated 46 mammal species in Kosovo, many with regional or global conservation

³² http://www.kryeministri-ks.net/repository/docs/National_Development_Strategy_2016-2021_ENG.pdf

³³ <http://www.kuvendikosoves.org/common/docs/ligjet/Law%20on%20Waste.pdf>

³⁴ http://www.kryeministri-ks.net/repository/docs/STRATEGY_OF_THE_REPUBLIC_OF_KOSOVO_on_WASTE_MANAGEMENT.pdf

³⁵ http://mmp.rks-gov.net/repository/docs/+PRKMM_Ang_701821.pdf

³⁶ Instrument for Pre-Accession Assistance (IPA II) 2014-2020, Kosovo: Construction of Hazardous waste storage facilities http://ec.europa.eu/enlargement/pdf/kosovo/ipa/2015/ipa2015_ks_05_hws.pdf

significance.³⁷

- **Situation in Energy sector and UNDP's commitment to achieve:**

In recent years, demand for electricity in Kosovo has exceeded the supply and this problem is expected to get worse, particularly as Kosovo's economy grows. The power outages, almost an everyday occurrence in Kosovo since 1999, are one of the main obstacles to the country's economic development. The Government of Kosovo has made it a priority to modernize and improve their energy sector. This process has started from establishing the Law on Energy No. 03/L-184³⁸ and the review of the Energy Strategy of the Republic of Kosovo 2009-2018.³⁹

The National Strategy on Energy for 2009-2018 (adopted by the Kosovo Assembly on April 2010) followed by the Energy Strategy of the Republic of Kosovo 2013-2022⁴⁰ proposed by the Ministry of Economic Development (adopted in 2013) are the main documents outlining energy policies and development objectives of the energy sector. The third pillar of the Strategy highlights the need for '*Due consideration of environment protection and social issues in accordance with ECT, Kosovo is committed to implement the Acquis Communautaire on environment and social issues, in terms of exploitation energy resources, construction and operation of the energy infrastructure*'.

Kosovo adopted National Renewable Energy Action Plan 2011-2020.⁴¹ Kosovo has approved the indicative target of 9% of 1021.08 ktoe to be achieved by the end of the period (2010 – 2018). Progress Report of the 1st NEEAP 2010-2012 shows that the target is achieved between 3.1% or about 31.925ktoe.⁴² The second National Energy Efficiency Action Plan (2nd NEEP) 2010-2018 has been prepared on the basis of Article 10 of the Law on Energy Efficiency. Therefore, the calculated national indicative energy savings target for 2018 is 91.89 ktoe. Kosovo is bound to generate 25% of gross final Energy consumption from renewable energy sources, including solar energy, both for heating and electricity by 2020.

³⁷ Kosovo biodiversity assessment, USAID, 2003

³⁸ [http://mzhe.rks-gov.net/repository/docs/Ligji_per_energjiine_\(anglisht\)_dhjetor.pdf](http://mzhe.rks-gov.net/repository/docs/Ligji_per_energjiine_(anglisht)_dhjetor.pdf)

³⁹ First Energy Strategy of Republic of Kosovo 2009-2018 http://www.mei-ks.net/repository/docs/ANNEX_12_-_Kosovo_Energy_Strategy_2009-2018.pdf

⁴⁰ Ibid.

⁴¹ <https://www.energy-community.org/pls/portal/docs/2570177.PDF>

⁴² Kosovo Energy Efficiency Action Plan 2010-2018 <https://www.energy-community.org/pls/portal/docs/1280177.PDF>

WB is the largest investor in energy sector in Kosovo⁴³ providing multi-million investments in energy infrastructure, energy efficiency (with the focus on central government buildings), in clear-up and land reclamation initiatives. Various donors supported Kosovo municipalities with developing the municipal energy efficiency plans: USAID supported 4 minority municipalities (December 2015), EU project supported 14 municipalities, UNDP supported 6 municipalities, 7 municipalities did plans in their own.

UNDP has been actively involved in promoting energy efficiency for residential buildings, raising awareness of the general public and building capacities of population to afford investment in energy efficiency measures. Also, the KfW Entwicklungsbank (KfW) provides both loans and grants to support energy efficiency measures in Kosovo.

Section III: UNDP Response and Challenges

In the very challenging context, the UN and specifically, UNDP continue supporting Kosovo in achieving their development priorities. The UN Kosovo Team (UNKT), which comprises the different UN agencies, funds and programmes⁴⁴ and is present in Kosovo on the basis of the UN Security Council Resolution 1244 (1999), defined the Common Development Plan (CDP) to provide the programmatic guide to entire UN family in Kosovo. The CDP 2011 – 2015 highlighted the importance of the following four Strategic Themes: Legislative and Policy Frameworks for Social Inclusion; Accountability for Delivering on Social inclusion; Local Participation and Empowerment; and Environmental Health and Protection.

UNDP has committed to the realization of the Environment and Sustainability outcome (#3) of the UN Kosovo Programme Action Plan (KPAP) 2011-2015: ***By 2015, central and local level authorities better address the health, social and economic impact of environmental degradation and climate change in a gender sensitive manner.***

⁴³ <http://www.worldbank.org/en/country/kosovo/brief/energy-in-kosovo>

⁴⁴ UNDP, UNICEF, UNFPA, UNHCR, OHCHR, WHO, FAO, ILO, UN-HABITAT, UNOPS, UN WOMEN (formerly UNIFEM), UNV, UNESCO, UNEP, UNCTAD, UNODC, UNIDO, IOM (WORLD BANK and the IMF are also part of UNMKT but they are not UN agencies).

Towards this end, UNDP ensured the following contribution through its three project interventions. Annex 3 provides the results chain.

1. Kosovo Disaster Risk Reduction Initiative (KDDRI) project

- **General:** The KDRRI started in June 2013 with the financial support of 500,000USD from UNDP then-Bureau for Crisis Prevention and Recovery (BCPR) currently known as the Bureau for Policy and Programme Support (BPPS). In 2014, UNDP managed to fund-raise additional 300,000USD from the BPPS to expand its activities in the northern municipalities (output 2). This component is focused on addressing fragile communities in conflict-sensitive areas of northern Kosovo by building confidence and reducing disaster risk they are exposed to. The project is finalized in 09 November 2016.

- **Results Framework and its realization:**

Expected outcomes:

1. National policy framework exists that requires plans and activities at all levels
2. Disaster preparedness and contingency plans function at all levels with regular training drills and rehearsal to test and develop DRR

The realization the outcomes is expected through the following four outputs:

1. *Legislation, policies and institutional structures to reduce the risk of disasters are developed, with a special focus on vulnerable groups.*

For the realization of this output UNDP supported the EMA to draft the first Kosovo National Strategy for Disaster Risk Reduction. The technical support and guidance was provided by the Swiss platform for natural hazards (PLANAT).⁴⁵ The Strategy is cleared by MoIA and Ministry of Finance and currently at the office of prime minister awaiting the approval. According to EMA the approval is expected to be finalized in December 2016.

Also, the National Risk Assessment adopted in 2009 was reviewed and updated by another inter-ministerial working group. After its enforcement by the EMA in December 2016 the document is expected to guide the development efforts of all line ministries at the national and local levels.

During the project a number of analytical reports were produced: a) study/report on integrating DRR into development processes in Kosovo; b) Gender sensitive regulation on

⁴⁵ www.planat.ch

conducting post-disaster assessment; c) Report on integrating gender into DRR and Climate Change Adaptation (CCA) within Kosovo context.

The Working Group (WG) established for the development of the National DRR Strategy was expected to be transformed into a National DRR Platform. *De facto* this group could perform this function, however, *de jure* the NP is not yet formally established.

2. Methodologies for identifying, assessing, monitoring and communicating disaster risks are developed.

For the realization of this output UNDP in partnership and cost-sharing with UNISDR, OSCE, and SDC has established the Disaster Inventory Management System (Desinventar). Over 1500 data events are already registered in DesInventar.

UNDP supported EMA to develop their official website (www.ame.rks.gov.net) creating the link with citizens to provide relevant emergency information as well as other information on the EMA's activities, publications, public awareness materials, 112 number, etc.

The efforts were made to strengthen the capacities of the staff of the seismology division of the Kosovo Geological Survey by training them in seismic monitoring and data sharing.

Since 2010, on 13 October on the International Day for Disaster Reduction, UNDP supports central and local authorities to organize public awareness activities. Even though Kosovo is not a signature country of SFDRR (due to the political issues) the authorities follow the global DRR priorities of Sendai.

The mobile phone application (to report vulnerabilities and hazardous conditions and receive EW info) was a novel initiative in Kosovo, however, it is not fully operational due to technical issues: there is a technical issue with the functionality of the application and its links to 112 emergency number.

UNDP supported the EMA to raise awareness among the general public about the no-cost 112 emergency numbers. A series of awareness activities were organized such as TV and online quiz for children, an event at the main square in Prishtina/Priština with the participation of more than 150 elementary school children.

Also a special event was organized to raise awareness and earthquake preparedness for blind and visually impaired persons, elderly people, several public awareness events in northern Kosovo.

With the focus on improved contingency plans by UN agencies and Kosovo authorities related to migration crisis, UNDP in coordination with the entire UNKT has supported the development of the Response Plan for the Management of Potential Influx of Refugees (2015), the Inter-Agency contingency plan on Potential Refugee Influx to Kosovo (2016) and Inter-Sectorial Coordination Mechanism (2016).

3. Capacities of local communities and central authorities to design and implement local level DRR plans enhanced.

For the realization of this output UNDP supported the EMA to strengthen the cooperation with the municipality directorates for protection and rescue by organizing five different thematic regional meetings. Importantly, first time ever the representatives of the northern municipalities met their colleagues of the other Kosovar municipalities.

UNDP with the EMA supported local 19 municipalities to design the Local Risk Assessment Document and to produce local contingency plans for 2 municipalities. Multiple training exercises, community and school drills were organized throughout the country for the representative of municipal officials.

4. The municipalities in the north of Kosovo have the capacity for prevention of, preparation to and response to natural disaster in an equitable manner.

Towards this end, UNDP supported the integration of the firefighters in northern municipalities into the Kosovo central system. This work was implemented in support to Brussels agreement as a result of which 80 civil protection officials from the northern municipalities were integrated into the EMA to receive the salary from EMA. Fire-fighters were engaged in official training courses offered by the Kosovo Academy for Public Safety.

Strong attention was paid to increase DRR capacities in the 4 northern municipalities by supporting them to develop flood prevention maps and implement infrastructure rehabilitation initiatives, whereby with little investment it was possible to address disaster risks and significantly improve the livelihoods of the target communities. Examples of the infrastructure rehabilitation work included: retaining wall (in Zvečan/Zvečan), river rehabilitation (in Zvečan/Zvečan), road rehabilitation (in Gornji

Strmac, Zubin Potok/Zubin Potok), river rehabilitation (River Vuca in Leposaviq/Leposavić), water supply system (Potok Mala village, Leposaviq/Leposavić).

Table 1: Output-based budget of the KDRRI project

Output	Budget Planned	Funds initially available	Funds Mobilized	TOTAL	% of the Total Budget realized
Output 1	160,500 \$			160,500 \$	
Output 2	163,000 \$			163,000 \$	
Output 3	176,500 \$			176,500 \$	
Output 4			300,000 \$	300,000 \$	
Administrative costs	21,525 \$			21,525 \$	
Communication costs	3,075			3,075	
Management costs	192,506			192,506	100

2. Support to Low Emission Development in Kosovo (SLED) (as part of a larger regional programme Support to Low Emission Development in South East Europe)

- **General:** SLED project geographically focused on the South East Europe (SEE) and is composed of two components. *Component 1* is regional and is implemented in Albania, FYR of Macedonia, Montenegro and Serbia (implemented by REC). *Component 2* is designed only for Kosovo to support national authorities to mainstream climate change concerns into sectorial and overall Kosovo’s development priorities (implemented by UNDP). The project was launched in July 2013 and ended on 31 December 2015. From mid-December 2015 the project implementation in Kosovo entered its second phase with 200,000Euro support from the Austrian Development Cooperation and 22,222 Euro contribution from UNDP.

- **Results Framework and its realization:**

Expected outcomes:

1. Capacity for low emission climate resilient development strengthened at national and local levels

2. Low emission climate resilient strategy and action plans developed
3. Promote sustainable energy policies and programmes and enhance public awareness concerning energy efficiency

The project's first phase supported the Kosovo institutions with capacity building on dealing with climate change issues, to develop the Kosovo Climate Change Strategy and conducted various assessments on effects of climate change in different spheres of society. It also facilitated establishment of the Climate Change Committee that with decision of the Prime Minister in August 2015. Also, the project supported Kosovo Environmental Protection Agency (KEPA) in their existing reporting system, capacities on GHG inventory quality assurance and quality control; and also weather monitoring capacity, however, this monitoring system is not yet fully aligned with the EU monitoring mechanism regulation.

Investments were made to strengthen the technical capacity for climate change scenario modelling by providing training to the Environmental Health Committee on scenario modelling with respect to health vulnerability to climate change. The Assessment Report of the Health Vulnerability was developed to provide information on potential health implications of climate change and helps to set the baseline data to plan for adaptation measures. This is an extremely challenging work as the baseline year for climate change scenario modeling is not defined, however, it is important to start exploring the ways to reveal the possible impact of changing climate on public health.

Strategic Environmental Assessment (SEA) and Environmental Impact Assessment (EIA) conducted in order to evaluate the potential impacts of new infrastructural projects. Also, the following publications were produced: An Assessment Report on EIA/SEA that Integrates Climate Change and Biodiversity; Booklet on the EIA process; Handbook on Screening and Scoping for EIA and SEA, Methods to Assess the Impacts on Habitat Species while conducting an EIA/SEA Procedure, and the Set of Procedures for the Administration of EIA and SEA. The importance of building capacities of national and local stakeholders in conducting SEA is high in Kosovo and requires regular training sessions and important follow-ups and application of the knowledge obtained.

At the local level investments were made to support six municipalities in developing the Municipal Energy Efficiency Plans, as part of their obligations to be fulfilled under the Law on Energy Efficiency. As a result, in three municipalities pilot interventions were implemented - 217,862.36 kg CO₂eq GHG emissions per year reduced as a result of implementing sustainable energy policies and energy efficiency measures. This is

equivalent of financial savings of EUR 19,850 per year and energy saving of 60% at municipal level. The energy efficiency measures also assisted Kosovo to achieve the energy saving by 9% by 2018, an objective set in the National Energy Efficiency Action Plan of the Kosovo Agency for Energy Efficiency. Promotion of energy efficiency measures in Kosovo is of high importance. Various actors are engaged in this thematic area – WB, EU, others. It is truth that most of the donors are focused on national level energy efficiency measures, leaving local level less addressed, however, it is also important to move away from ‘piloting’ to prove the concept. The municipal level authorities seem to be well informed about the issue – the challenge is to leverage funds for energy efficiency measures. The problem is systemic as the financial system in Kosovo does not allow creating a stable energy efficiency revolving fund.

Table 2: Output-based budget for the SLEED project

<i>Output</i>	<i>Budget Planned</i>	<i>Funds initially available</i>	<i>Funds Mobilized</i>	<i>TOTAL</i>	<i>% of the Total Budget realized</i>
Output 1	95,920 \$			95,920 \$	
Output 2	117,156 \$			117,156 \$	
Output 3	133,467 \$			133,467 \$	
		65,700 \$ (UNDP)	170,300 \$	236,000 \$	
Administrative costs	41,481 \$			41,481 \$	
Communication costs	5,184 \$			5,184 \$	
Management costs	151,094 \$			151,094 \$	100

3. Support MESP for Environment and Climate Change

- **General:** Funded from UNDP Track money, the project started in October 2009. This is a seed-funding to respond to emerging needs, explore various implementation modalities, and replicate and scale up if interventions receive necessary traction.

It is implemented in close partnership with MESP, KEPA, Trepca, and the Kosovo Hydro-Meteorological Institute (KHMI). Through this project UNDP ensures constant support to its main partners on developing strong legal and institutional frameworks for environmental policy making, environmental protection, increased awareness on environmental issues and stronger capacities of the civil society to fulfill the watchdog function on environmental issues.

- **Results Framework and its realization:**

Expected outputs:

1. *In coordination with MESP establish mechanisms for coordination on environment agenda*
2. *Conduct public awareness activities setting environmental issues as major agenda in Kosovo.*
3. *Initiation of at least one regional cooperation project related to environment and climate change.*

Towards the realization of the outputs of this component of the programme a large set of activities have been designed and implemented by UNDP in partnership with the MESP. The list includes activities such as:

- UNDP supported the establishment of a functional National Inventory System (NIS) of Kosovo. The First Kosovo GHG (greenhouse gases) Inventory (for 2008 – 2009) finalized and validated by the MESP. The second Kosovo-wide Greenhouse Gas (GHG) Inventory for the year 2012 was conducted for the basis of climate policy making. Also, the Kosovo Environment Protection Agency (KEPA) trained in the Green House Gas (GHG) monitoring and reporting procedures as required by Kyoto Protocol and EU/EC standards.
- UNDP supported the initiation of Low Emission Climate Resilient Development Strategy (LECRDS) endorsed by MESP 2014
- Feasibility study was organized for Acid Mine Drainage for Artana Mine in 2013
- Four editions of quarterly environment newsletter published in cooperation with Kosovo Environmental Protection Agency (KEPA) during 2011 - 2012
- Jointly with MESP and Mitrovica municipality, a roundtable was organized to support the Environmental Department of “Trepca” Enterprise to sensitize donors and mobilize resources. Also, to support the Trepca Complex to manage the historical industrial pollution, an environmental management and monitoring plans were drafted.
- Organized an awareness campaign “Living with Lead”, as well as the community environment and health action plans for Mitrovica and Mitrovica north.
- In collaboration with UNDP’s Support to Low Emission Development (SLED) project, a training programme was organized for the representatives of each municipality and the MESP to enable them to integrate climate change and

biodiversity concerns while writing and implementing Strategic Environmental Assessment.

- At the official request of Kosovo Environmental Protection Agency (KEPA) and Kosovo Hydro-Meteorological Institute (KHMI) the project initiated air monitoring in Glllogoc/Glogovac around the site of New Feronikeli Company where there is a concern over heavy metal contamination. The plan includes a 5-month sampling period, where samples were taken at four sites, twice a week. The samples were then transferred to an accredited lab for analyses of their heavy metal content. The accredited international lab, LL Center for Ecotoxicological Research - Podgorica for the air sample analysis has been selected. The outcomes revealed a significant content of nickel in PM10 fractions, above the specified value (EU regulated).

Table 3: Support to the MESP project for Environment and Climate Change 2010 – 2015 (TRAC resources)

<i>Output</i>	<i>Budget Planned</i>	<i>Funds initially available</i>	<i>Funds Mobilized</i>	<i>TOTAL</i>	<i>% of the Total Budget realized</i>
Output 1	394,849 \$	39,615 \$		434,464 \$	100
Administrative costs	0			0	
Communication costs	3,785 \$			3,785 \$	
Management costs	55,974 \$			55,974 \$	

Section IV: Contribution to Results

This section provides the responses to the questions formulated in the evaluation matrix along the target evaluation criteria: relevance, effectiveness, efficiency, and sustainability (Annex 2).

- **Relevance:**

The design of all three projects are **highly relevant** to the current and prospective development needs in Kosovo. The efforts of all interventions are relevant at different

levels. At the *policy level* the projects were geared to support Kosovo to harmonize its legal and regulatory framework with the EU *acquis* and were aiming to shape the policy context and define relevant standards, when possible and feasible. Each of the three project has strong policy-oriented components which is highly justified if aiming to create a solid foundation and enabling environment for shaping and implementing programmatic interventions in relevant thematic areas. This is also highly justified with the aim to consolidate efforts of different players (state and non-state actors) and create synergy by steering efforts towards shared goals.

Thus, the regulatory component of the KDRRI project complemented Kosovo's efforts of transposition of European Union (EU) Water Framework Directive (WFD) and EU Flood Directive (FD) as part of the accession process to EU. It also supported Kosovo's commitments towards Sendai Framework, namely the requirements of having National DRR Strategy. UNDP remains the main donor supporting DRR in Kosovo.

The SLED project supports Kosovo with aligning the regulatory framework with EU requirements too. The other MESP project addressed a very important gap of strengthening capacities of national and local authorities to exercise the Strategic Environmental Assessment. Obviously, the need is not fully satisfied as this effort require longer term engagement.

At the *operational level*, all three projects had a set of activities that required piloting and targeted interventions at the national or local levels. The implementation of those activities were implemented in highly consultative way, with the engagement of all relevant stakeholders, and with respect to gender considerations. Either micro-projects within the KDRRI project designed to address specific risks in target communities or the intervention within the MESP project to support the Hydro-meteorological Institute of the MESP to collect solid evidence and highlight the impact of environmental pollution to health, all these efforts are highly justified in Kosovo context. The KDRRI project output 4 has very high relevance both from policy perspective – adding strongly to creating positive dialogue between the northern municipalities and the national authorities – and from operational perspective – providing much needed solutions to urgent risks at the community level.

Importantly, all three projects were designed to include strong capacity development component into both policy and operational level activities, creating preconditions for longer term impact of each project.

The projects are also highly relevant to the UNDP mandate and strategic priorities set in

both CDP 2011 – 2015 and the UN Kosovo Programme Action Plan (KPAP) 2011-2015. Instead, the design of all projects were rather ambitious and required careful adjustments during the implementation.

- **Effectiveness:**

Expected outcomes per project:

<i>KDRRI project</i>	<i>SLED project</i>	<i>MESP project</i>
National policy framework exists that requires plans and activities at all levels. / Disaster preparedness and contingency plans function at all levels with regular training drills and rehearsal to test and develop DRR.	To achieve long-term, measurable reductions in greenhouse gas emissions while at the same time ensuring sustainable development in Kosovo.	To ensure constant support to its main partners on developing strong legal and institutional frameworks for environmental policy making, environmental protection, increased awareness on environmental issues and stronger capacities of the civil society to fulfill the watchdog function on environmental issues.

If the effectiveness of the programme should be measured vis-à-vis the expected outcomes, then it could only be classified as moderately unsatisfactory according to UNDP rating scale. Particularly, related to the outcomes such as integrate climate risks and opportunities in the development policies, strategies and plans (SLED project), or fully ensuring operational contingency plans at all levels with regular training drills (KDRRI project), or a strong CSO performing the watchdog function (MESP project). However, there are two major issues that has to be acknowledged and accounted for:

1. The constrains the programme was experiencing: significant lack of technical capacities, lack of funds as Kosovo is not eligible to GEF and other global funds, or high political sensitivity attached to northern municipalities, little budget allocated within the programme and extremely little financial allocations at the national and particularly local levels. All these provides pitfalls for the programme to identify and constantly overcome.
2. The common problem with very many if not every development programme or project, namely, being overambitious and setting objectives that are hard to fully achieve within the target time frame. In case of the KDDRRI, MESP, and SLED project – the expected outcomes are highly ambitious yet, the progress achieved is

exceptional given the highly constrained context. For instance, the programme cannot yet provide solid evidence on measurable reduction in greenhouse gas emission. The baseline year must be established to measure GHG reduction in line with set target, which could be done when Kosovo would become member of UNFCCC. However, the UNDP has trained GHG team, how to set the baseline year and how to communicate it with UNFCCC in future. As Kosovo not party to UNFCCC is not obliged to set base line year. Otherwise the GHG optional reduction for Kosovo is elaborated in Strategy.

While lignite based electricity generation will remain the predominant electrical energy source for the foreseeable future, the climate change strategy, developed within the project and endorsed by the Ministry of Environment and Spatial Planning, is an important first step towards implementation of a low emission development response in Kosovo. Establishment of the Kosovo Climate Change Committee and the work done towards formulating concrete nationally appropriate mitigation measures (NAMAs) are also worth appraisal. UNDP remains among the few and definitely the strongest organization advocating for environmentally sound development and continuously highlighting rather unpopular among today's politicians *development-environment-health* nexus in Kosovo.

Therefore, the fair rating of the effectiveness of the programme implementation is ***satisfactory***.

- ***Efficiency:***

Often, in the absence of similar programmes for comparison, analysis of efficiency, specifically when based on benefits and costs, is essentially a qualitative process. There are here main considerations that could contribute to concluding on the efficiency of the programme implementation:

1. Within this programme UNDP has supported activities that were otherwise unlikely to be funded either by the national or local authorities or through other development partners. Programme addressed the most challenging but critical steps in ensuring long-term system change regarding environmental protection: development of Climate Change Strategy and building capacities for SEA, raising public awareness; and suchlike.
2. Within the programme, small allocations such as 10,000USD or 15,000USD risk mitigation interventions at the local level helped to address pressing risks and visibly improve the situation for the local communities. See the pictures 1 and 2

illustrating the situation before and after the KDDRI intervention in the Banjska village in northern Kosovo.

3. Using its extremely limited core funding UNDP explored and piloted solutions turning them into separate projects. In this sense, the cost of exploration and show-casing the opportunity that is worth to pursue, and potential benefits to explore (street lightening in municipalities, or building capacities of local actors, or exploring the nexus of health-development-environment, and suchlike) are highly valuable but intangible for efficiency calculation.

With all above-mentioned the efficiency of the programme can be rated as **satisfactory**.



Banjska village in northern Kosovo **before** risk mitigation intervention



Banjska village in northern Kosovo **after** risk mitigation intervention

Sustainability:

The programme created strong preconditions for sustainable impact. Specifically, two elements are critical here: creating solid analytical or regulatory framework and building capacities of the national and local stakeholders. Thus, for instance, the National DRR Strategy, as well as the Framework Climate Change Strategy were developed in highly consultative fashion with the engagement of all relevant ministries and agencies. The inter-ministerial working group was established. This affected the duration of the process but was highly justified in order to create necessary ownership over the process and its outcomes and provide 'on-job training' regarding the content of a DRR strategy (including study visits to Switzerland).

However, there is a significant risk here: While all the analytical reports and Strategies produced within the programme provide necessary factual and legal foundation for effective realization of DRR or environmental protection measures, not timely realization of their recommendations would lead to ‘aging’ of data and loss of relevance of the proposed recommendations. In the resource constraint context this is a very plausible scenario. Taking into consideration this risk, the overall sustainability of the programme could be rated as **satisfactory**.

Impact:

At this stage it is too early to search for reliable evidence for programme impact. However, the programme has demonstrated strong preconditions for impact by influencing and shaping policies on DRR/Environment/CC in Kosovo. These policies could have an impact only if being followed up adequately and timely before the policies cease to be relevant and reach its sunset.

Importantly, the capacity development efforts target the key players on the field: ministries and municipalities. Only limited number of activities were planned and implemented to ensure substantial and long lasting impact. Efforts on raising public awareness however relevant are required regular follow up otherwise, they would not ensure long-lasting impact and expected change in behavior.

With best assumption of the expected impact of the programme and acknowledging all the challenges to face, the estimation of that impact could be considered as **moderate**.

Stakeholders and Partnership Strategy:

To achieve the target objectives to the level feasible, UNDP has been engaged in partnerships with the key players in DRM/Environment/CC sectors at the national level, namely, the EMA for DRM sector, MESP for the Environment and CC sectors. At the local level, the primary focus is on strengthening municipalities and helping them to achieve their development priorities. The list of stakeholders consulted for the realization of the programme is fairly large and goes beyond national or local authorities. UNDP cooperated with some non-governmental organizations that have relevant portfolio in the region like Regional Environmental Centre (REC). Building trustful relationships with potential donors has enabled UNDP to mobilize additional resources for the realization of all three projects.

Additionally, UNDP’s stronger role among international donor community is necessary to advocate for more environmentally-sensitive activities across their programmatic

portfolios. This should help to better position UNDP in Kosovo and most importantly to continue raising issues that others do not address yet.

UNDP's activities could have benefited from more active engagement of CSOs as those who could watchdog, monitor, and flag the important issues specifically focused on environment, health, development.

As suggested by all stakeholders contacted, UNDP has gained trust and build up strong relationships with the main stakeholders and beyond. This is particularly true for the national authorities and the ministries/agencies UNDP is working with (i.e. MESP and EMA) as well as donor community. This helped UNDP to mobilize additional resources for the successful realization of the project objectives.

The stakeholders and partnership UNDP employed could be considered as highly ***satisfactory***.

Theory of Change or Results/Outcome Map:

While in general the Theory of Change (ToC) provides a high-level roadmap towards the expected programme outcome, it lacks specificity, which makes it rather ambitions. Understandably, this is one of the ways to address upfront uncertainties while designing the programme. To address this weakness, the ToC requires iterative relevance checks during its implementation, which does not seem to be the case for this programme. To be fair to the programme team it has to be mentioned that quite often, such iterative relevance checks depend on the donors' requirements and expectations. For this programme, each project had its own donor, each of which had its own set of requirements.

Despite that, the programme achievements are building up towards the expected outcome, accounting dully to the emerging needs along the project implementation. This is largely the achievement of the programme management. While it is critical to maintain necessary level of flexibility in the programme to address emerging risks (both treats and opportunities that might hinder of facilitate the realization of the programme objective), it is also important to clearly define the accountability mechanism on what and how to be held responsible for.

And last but not the least, the programme implementation required careful and tailored risk management processes. In the lack of corporate-wide policy on risk management for

programming at UNDP (the policy is being currently developed) it is difficult to expect more than the programme team has managed throughout the whole implementation period.

In conclusion, the ToC could be considered as *moderate*.

Cross-cutting issue: Gender

Gender mainstreaming and women empowerment in UNDP projects in Kosovo are well institutionalized as a process. Gender expert provides clearance (using 3-grade gender marker⁴⁶) to the project design prior to the submitting for the management approval. This is a strong screening phase that provides necessary quality assurance.

UNDP Kosovo has adopted Gender Equality Strategy 2014-2017⁴⁷ where UNDP committed promote gender mainstreaming and gender equality in its own programmes and strengthening these concepts among national and international partners. The latter could have been taken more strong emphasis throughout the implementation of the targeted three projects.

Kosovo has adopted the Law on Gender Equality⁴⁸ to support the realization of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and a number of relevant EU directives. The Law prescribed having relevant officials for Gender Equality in municipalities. This creates a powerful channel for ‘vertical sensitization’ reaching up to the level of local municipalities and their portfolio of activities.

Section V: Recommendations

The following general and specific recommendations are proposed to strengthen UNDP’s efforts in generating significant and long-lasting impact in DRR, environment, and energy efficiency sectors in Kosovo. The recommendations should be considered when feasible and justified.

⁴⁶ Gender marker includes the following 3 grades: 1 if project has some contribution to gender empowerment, 2 if project has some objectives with the focus on gender, and 3 if project is pure gender focused.

⁴⁷ <http://www.ks.undp.org/content/dam/kosovo/docs/womenPub/Kosovo%20GES%202014-2017.pdf>

⁴⁸ <http://www.assembly-kosova.org/common/docs/ligjet/05-L-020%20a.pdf>

1. **Continue advocating for the environmental issues** at all levels in Kosovo. Importance of this work depends on UNDP's capacities to create support a) within the local civil society organizations, and b) among donor community. Towards this end, its recommended:
 - design and implement interventions to strengthen national and local CSOs and their function as watchdogs on DRR, environment, and energy related issues. It is recommended to explore opportunities with OSCE of setting up an Aarhus Centre in Kosovo.
 - initiate dialogue with donor organizations on prioritizing environmentally sound development in Kosovo, exploring already existing platforms (such as Water platform);
 - explore options to address waste management issues in the country.

2 Raise an issue and advocate for creating business environment that respects environment. Engage IMF⁴⁹ and WB in dialogue to find entry point(s) affordable for the current development priorities and needs. Became an advocate of such an economic growth that is achieved hand-in-hand with efficient use of resources and sustainable environment protection. Towards this end, show-case this approach first through UNDP's interventions – partner up with relevant UNPD projects on local economic development to show-case environmentally sound development. Share lessons learned.

3. Continue exploring the nexus of development-health-environment in Kosovo potentially linking it with human security: building evidence base on the linkages, advocating for immediate response when necessary, and creating capacities of national and local stakeholders to effectively address associated risks.

14. Explore possibilities for **targeted funding from UN Trust Fund on Human security** to address development-health-environment-human security nexus.

15. **Explore innovative modalities in promoting energy efficiency measures at the local level - Green Municipality Model.** Herewith, an indicative suggestion based on three recommendations: 1. Explore economic instruments for environmental protection also as suggested in the KES; and 2. Create visible impact at the local

⁴⁹ <http://www.imf.org/external/pubs/ft/scr/2016/cr1622.pdf>

level by generating ‘critical mass of intervention’ at the local level. This implies, moving away from piloting energy efficiency measures at the local level and investing in micro-projects on street lighting and ensuring the scale of investment.

Based on these recommendations a model of Green Municipality Model is proposed: open tender for 2 or more municipalities (as financially feasible) to become a Green Municipality. Contractually agree with the municipality that the fiscal benefits from UNDP’s investment in energy efficient street lightening starting from the second year of the exploitation of those streets could be earmarked for specific activities directly contributing to ‘environmentally sound development’. The latter has to be specified individually in case of each municipality. By this, UNDP will generate a significant impact in the target municipality(ies), help municipalities to release some funds (which has already been piloted for municipality of Glllogoc and Obiliq), and actually, ensure that those funds will be used for the purposes directly related to environmental protection, creating a sort of ‘second generation funding’ (whereby initial funding serves the purpose twice). Create a Mayors’ platform to share experience and lessons learned.

6 Explore non-traditional modalities in promoting environmentally sound business models: work with young generation. Partner up with UNICEF to set up and replicate a ‘Young Environmental Entrepreneurs Academy’ whereby students would learn the basics of environment protection and would be able to practice those skills in small-scale interventions: for instance, exploring eco-business models in the National Parks, whereby the created benefits (in terms of products) could be distributed free-of-charge to local schools or other social facilities. Explore opportunities for joint venture and private equity capital to support the activities of the Academy. Explore the power of Kosovo diaspora across the globe.

7. Continue local level DRR interventions to address specific disaster risks (retrofitting of schools, retaining wall, etc.). This projects always creates necessary traction from the local community and local authorities stimulating follow-up measures. Ensure that the implementation of such interventions is being granted to the full charge and responsibility of the target municipalities and not UNDP staff to avoid creating parallel structures and strengthening public administration system at the local level.

8. Importantly, ***follow-up on Strategies developed*** within the programme (Climate Change Strategy and the DRR Strategy) through supporting their realization, monitoring, and regular review. To strengthen the ties with the neighborhood countries, initiate a ***peer-review process*** of the implementation of these Strategies with Macedonia, Albania, and other countries as deemed relevant and feasible. Peer review is a strong governance mechanism as well as a learning tool to strengthen capacities of the parties engaged.

9. Invest in developing and updated (when relevant) the ***local level risk assessment and the local contingency plans***. This can be a valuable source for the national level risk assessment and the national level contingency planning. Create at the local level the model how DRR can be mainstreamed in budget allocations for municipalities. The process of this work itself will yield necessary benefits with regard to building capacities and raising awareness at the local level, creating thereby solid foundation to advocate for DRR inclusion in development planning also at the national level. Importantly, the training and other capacity development activities at the local level should be linked with building necessary capabilities to effectively address the existing and emerging disaster risks as defined by the local level risk assessment.

10. Continue developing capacities of local stakeholders in at least two ways: 1. While facilitating or funding any analytical work, organize it in such a way that it is a product of local experts working under the direction of international experts when relevant. This goes beyond simple consultations with national experts and required their engagement in data collection, analysis, and writing. In this way, the process itself will be highly valuable in terms of building capacities and creating necessary ownership. This could potentially facilitate the effective realization of the analytical recommendations when produced. This will also require adequate fund allocation for such work, whereby national experts get paid, and specific time allocated for such process. 2. Identify capacity gap for the effective implementation of the Strategies UNDP supported to design and follow up on bridging those gaps.

11. Introduce necessary flexibility in its programming to allow addressing emerging needs. Ensure non-ear-market budget allocations (at least through UNDP core funding) to explore new opportunities and ensure necessary responsiveness of the project or programme.

12. Further strengthen gender equality and gender mainstreaming in Environment/DRR/CC programme through: a) ensure **gender-specific indicators are built into programme and supporting projects** design at the level of outcomes and outputs respectively. Partner up with UN Women to discuss how best this could be done taking into account the UN Women global flagship initiative on Gender Inequality of Risk; b) building capacities of the national and local partners to mainstream gender in Environment/DRR/CC activities; c) engage actively the municipal Gender Focal points into the realization of the programme.

13. Process wise, it is strongly recommended to carry out a **relevance check of the ToC** on regular basis (regularity should be decided by the programme team to fit the purpose).

Section VI: Conclusions

<i>Evaluation criteria</i>	<i>Rating Score</i>
Relevance	Highly satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Sustainability	Satisfactory
Impact	Moderate
Stakeholders and Partnership Strategies	Highly Satisfactory
Theories of Change or Results /Outcome Map	Moderate

Annex 4 provides UNDP rating score.

Overall rating of the programme: Satisfactory

UNDP's activities are proven to be satisfactory to ensure that **by 2015, central and local level authorities better address the health, social and economic impact of environmental degradation and climate change in a gender sensitive manner.**

The programme tailored to the existing and most importantly emerging needs at the national and local level given the strategic development priorities of Kosovo. It has found a niche where few if any other partners are working. In some cases, UNDP is the only organization in the country addressing the very sensitive issues that other organizations are not – namely, the nexus of health-development-environment.

Programme has demonstrated strong achievements in creating necessary preconditions for enabling environment in Kosovo, such an environment whereby issues of DRR, Environment, and CC become prioritized and are indivisible part of the overall development priorities. It is critical to continue these efforts to strengthen and maintain the achievements already made and to pave the way to higher-level outcomes in DRR/Environment/CC sectors. There is a solid base of evidence to assume of positive spill-over effects to other sectors should this work continue and become more articulated among development priorities of Kosovo.

Much has yet to be done in building capacities, mobilizing funding, and ensuring adequate law enforcement, particularly regarding the nexus of health-development-environment. However, the walking makes the road. Well balanced and consistent steps towards the goal, this is the guarantee of success of UNDP's Environment/DRR/CA programme in Kosovo.

Annex 1: List of stakeholders consulted

1. Mrs. Shkipe Deda-Gjurgjiali, Environment, Climate and Disaster Resilience Portfolio Manager,
2. Mr. Mustafa Murturi, Resource Mobilization and Monitoring Associate,
3. Mr. Mentor Berisha, Project Associate
4. Mr. Muhamet Malsiu, Head of Environment Protection Department, Ministry of Environment and Spatial Planning
5. Mr. Bedri Dragusha, Head of Kosovo Energy Efficiency Agency, Ministry of Economic Development
6. Mr. Afrim Berisha, Environment Protection Agency (KEPA), Ministry of Environment and Spatial Planning
7. Mrs. Letafete Latifi Hydrometeorology Institute of Kosovo
8. Mrs. Brikena Sylejmani, Gender Program Associate, UNDP
9. Mr. Salim Jenuzi, Dragash Mayor of Dragash Municipality,
10. Mr. Shaban Shabani, assembly member/ Dragash,
11. Mr. Flamur Sylejmani, members of municipal working group/ Dragash
12. Mr. Florim Krasniqi, members of municipal working group/ Dragash
13. Meeting with SE “Dragash women in business” Takim
14. Mr. Hazer Dana, Director of “SHARR” national park
15. Mr. Pashk Buzhala- Head of EHC – MoH,
16. Mr. Avdullah Alija – Envir. Research Unit, University of Prishtina,
17. Mr. Gazmend Zhuri – Kosovo Pulmonologists Association
18. Mr. Agron Bektashi, REC
19. Mr. Avdullah Nishori, REC
20. Mr. Visar Kelmendi GET (Green Energy Technologies)
21. Mr. Burim Gerguri, municipality of Obiliq
22. Mr. Alush Beqiri, EMA, Director of Department for Prevention
23. Mr. Hajriz Sejdiu – EMA, Director of Department for Preparedness
24. Mr. Agim Gashi – Adviser to the minister of Internal affairs for disaster management
25. Mr. Nijazi Miftari – Head of division for risk assessment, EMA
26. Mr. Shemsi Mustafa – Head of the division of seismology, Kosovo Geological Survey,
27. Mr. Sylejmon Latifi – Water department – MESP,
28. Mr. Burim Seferi – Head of Disaster Management Programme, Red Cross of Kosova
29. Mrs. Zana Hoxha-Edip, KDRRI Project Manager
30. Representatives of 4 municipalities (Mitrovicë/a north, Leposaviq/Leposavić, Zubin Potok and Zveçan/ Zvečan)
31. Mr. Andrew Russell, UNDP Resident Representative
32. Ms. Ardiana Efendija-Zhuri, Senior National Programme Officer, Swiss Cooperation Office
33. Ms. Rasa JAUTAKAITE-TUNAITIENE, Policy Officer, European Union Office in Kosovo

Annex 2: Evaluation Matrix

Criteria	Questions to be addressed	Data collection methods
Relevance	To what extent the programme is in line with UNDP and national priorities as well as the needs of the target groups (men and women)?	Desk review Interviews Group discussion
	Whether the programme is based on UNDP competitive advantages in Kosovo, further strengthening the role of the organization?	Desk review Interviews Group discussion
	Whether the programme design and implementation is responsive to UNDP principles of gender equality, human rights, and human development?	Desk review Interviews Group discussion
	Whether the chosen method of delivery the expected outcome is the most appropriate one?	Desk review Interviews Group discussion
	Whether the logical model of the programme is sound, feasible, and adequate to the development context in Kosovo?	Desk review Interviews Group discussion
Effectiveness	What is the progress made to towards the achievement of the outcome?	Desk review Interviews Group discussion
	How effective was the component 1 of the programme in contributing to the achievement of the expected outcome?	Desk review Interviews Group discussion
	What is the engagement and contribution of the partners?	Desk review Interviews Group discussion
	Which positive and negative changes could be attributed to UNDP intervention?	Desk review Interviews Group discussion
	How different groups (men and women, boys and girls, handicaps, economically disadvantaged groups, etc.) benefited from the programme?	Desk review Interviews Group discussion
Efficiency	Whether the outputs were delivered in time and from the economic use of resources?	Desk review Interviews Group discussion
	To what extent the partnership modalities were conducive to the delivery of the outputs?	Desk review Interviews Group discussion
	What was the quality of the monitoring system throughout all projects, allowing adequate learning and implementation?	Desk review Interviews Group discussion
Sustainability	What preconditions are created to ensure the sustainability of the outcome (structures, funding, staff capacities, etc.)?	Desk review Interviews Group discussion
	To what extent the focus of the implementation was on building national capacities to ensure further sustainability?	Desk review Interviews Group discussion

	How committed are the partners towards the outcome?	Desk review Interviews Group discussion
	Is there any indication of possible long-term impact of the outcome to the development context in Kosovo?	Desk review Interviews Group discussion
Impact	Is there evidence of long lasting desired changes? Has the initiative influenced policy making at different levels? Has the programme impacted the desired target actors and how?	Desk review Interviews Group discussion
Stakeholders and Partnership Strategy	Has the UNDP's partnership strategy been appropriate and effective? What has been the degree of stakeholder (including beneficiary) and partner involvement in the various processes related to the outcome and the establishment of national ownership and sustainability? How did UNDP interact with its partners? How UNDP has defined the influence of partners and other stakeholders into achievement of planned outcomes? Did UNDP include appropriate <i>exit strategies</i> in its activities?	Desk review Interviews Group discussion
Theory of Change or Results/Outcome Map	What are the underlying rationales and assumptions or theory that defines the relationships or chain of results that lead initiative strategies to intended outcomes? What are the assumptions, factors or risks inherent in the design that may influence whether the initiative succeeds or fails?	Desk review Interviews Group discussion

Annex 3: Results Map

Outcome	By 2015, central and local level authorities better address the health, social and economic impact of environmental degradation and climate change in a gender sensitive manner		
Projects	<i>Kosovo Disaster Risk Reduction Initiative</i>	<i>Support for Low Emission Development in Kosovo</i>	<i>Support for the Ministry of Environment and Spatial Planning (MoESP) Project for Environment and Climate Change</i>
Project level outcomes	<p>1. National policy framework exists that requires plans and activities at all levels</p> <p>2. Disaster preparedness and contingency plans function at all levels with regular training drills and rehearsal to test and develop DRR</p>	<p>1. Capacity for low emission climate resilient development strengthened at national and local levels</p> <p>2. Low emission climate resilient strategy and action plans developed</p> <p>3. Promote sustainable energy policies and programmes and enhance public awareness concerning energy efficiency</p>	
Outputs	1. Legislation, policies and institutional structures to reduce the risk of disasters are developed, with a special focus on vulnerable groups.	<p>1.1 National climate monitoring and reporting system for adaptation and low emission strengthened</p> <p>1.2 Improvement of the technical capacity for climate change scenario modeling at Kosovo level</p> <p>1.3 Assessment of the current vulnerabilities and adaptation of the selected priority sectors</p> <p>1.4 Increase of the capacity for socio-economic</p>	1. In coordination with MESP establish mechanisms for coordination on environment agenda

		<p><i>assessment of future climate change impacts in selected sectors</i></p> <p><i>1.5 Development of the capacities to integrate climate risks and opportunities in the development policies, strategies and plans</i></p> <p><i>1.6 Establishment of the Kosovo Climate Change Committee</i></p>	
	<p><i>2.Methodologies for identifying, assessing, monitoring and communicating disaster risks are developed.</i></p>	<p><i>2.1 Development of the framework low emission climate resilient strategy (with co-financing from UNDP)</i></p> <p><i>2.2 Baseline assessments of the potential to reduce sectoral GHG emissions and sectoral adaptation potential</i></p> <p><i>2.3 Development of sectoral strategies and action plans</i></p>	<p><i>2. Conduct public awareness activities setting environmental issues as major agenda in Kosovo.</i></p>
	<p><i>3.Capacities of local communities and central authorities to design and implement local level DRR plans enhanced.</i></p>	<p><i>3.1 Training of municipal officers and design of energy saving projects</i></p> <p><i>3.2 Support to municipal energy efficiency projects</i></p> <p><i>3.3 Communication strategy</i></p>	<p><i>3. Initiation of at least one regional cooperation project related to environment and climate change.</i></p>
	<p><i>4.The municipalities in the north of Kosovo have the capacity for prevention of, preparation to and response to natural disaster in an equitable manner.</i></p>		

Annex 4: UNDP Scoring Scale

Code	Rubric for assigning rating for each criteria	Value
HS	Highly Satisfactory: All parameters were fully met and there were no shortcomings in the evaluation report	6
S	Satisfactory: All parameters were fully met with minor shortcomings in the evaluation report	5
MS	Moderately Satisfactory: The parameters were partially met with some shortcomings in the evaluation report	4
MU	Moderately Unsatisfactory: More than one parameter was unmet with significant shortcomings in the evaluation report	3
U	Unsatisfactory: Most parameters were not met and there were major shortcomings in the evaluation report	2
HU	Highly Unsatisfactory: None of the parameters were met and there were severe shortcomings in the evaluation report	1