



Results Assessment Form of ADA

Results-Assessment Form for Mid-Term and Final Project Evaluations/Reviews

This form has to be filled in electronically by the evaluator/reviewer. No evaluation report will be accepted without this form. The form has to be included at the beginning of the evaluation/review report

(Final Format Nov. 2016)

Title of project/programme (please, spell out): Integrated Territorial Development Phase 2 – InTerDev 2			
Contract Period of project/programme: 01/02/2017 to 31/01/2020			
ADC number of project/programme: 8302-00/2017			
Name of the project/programme partner: UNDP			
Country and Region of project/programme: Kosovo			
Budget of this project/programme: EUR 1,955,000.00 (ADA CONTRIBUTION: 1,650,000 EUR)			
Name of evaluation company (spell out) and names of evaluators: Eva Otero and Krenar Loshi, Independent Consultants			
Date of completion of evaluation/review:			
Please tick appropriate box:			
a) Evaluation/review managed by ADA/ADC Coordination Office		<input type="checkbox"/>	
b) Evaluation managed by project partner:		<input checked="" type="checkbox"/>	
Please tick the appropriate box:			
a) Mid-Term Evaluation	b) Final Evaluation	c) Mid-Term Review	d) Final Review
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others: please, specify:			
Project Outcome (Please, include as stated in the Logframe Matrix): Municipal public service provision in rural development is enhanced and economic activity of local micro and small businesses is expanded in a gender-equitable, socially inclusive and environmentally sustainable manner			

For Final Evaluation/Review¹: Project Outcome: To what extent has the project already achieved its outcome(s) according to the Logframe Matrix? Please, tick the appropriate box

Outcome(s) was/were:

Fully achieved: X	Almost achieved:	Partially achieved:	Not achieved:
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Please, also explain your assessment: What exactly was achieved and why? If not achieved, why not?

(Please, consider description of outcome and relevant indicators)

The general progress of the project has been impressive. Most of the targets set by the project in their logframe were met or exceeded. Since the start, InTerDev 2 has reported having reached 378 direct beneficiaries (45.7% women), over 2200 indirect beneficiaries, and supported 283 rural microenterprises to be upgraded (39.6% women-led). There were also important results that came to light during the evaluation that were not captured in the initial project logic.

The evaluation has been able to identify significant individual changes that have occurred as a contribution to the project work. The project has helped many beneficiaries to feel more motivated to work, for example in agricultural work. Many have expressed more confidence that this livelihood can work for their families. The beneficiaries have insisted that this kind of optimism and empowerment has also occurred among the women who have participated in the project as they have conquered new spaces and roles beyond their homes.

The project created an estimated 670 jobs and put a special emphasis on promoting women's employment. However, a high percentage of this employment was informal and seasonal. It also increased the production and income of many beneficiaries who reported an average monthly increase of 280 euros. However, this increase differed significantly between municipalities and also between women and men. Furthermore, many beneficiaries expanded their commercial networks and the value of their products.

The increase in income generation had a ripple effect in the municipal economy, especially in the Shtërpçë/Štrpce municipality. An indisputable change was the opening of new lines of business. Specifically, the production and marketing of raspberries, although InTerDev 2 also contributed to increasing the reputation of other products. Municipal teams have reported a significant increase in their capacity to manage and deliver social services and programs. This has been achieved through their close involvement with InTerDev, for example through the Local Action Groups (LAGs), the design and implementation of the TEPs, the information sessions for the LDF grants, their participation in the monitoring visits, etc.

Furthermore, the continuous interaction with the InTerDev team has also meant that the municipalities have opened new channels of communication with the community and that in the words of one of the people consulted "*have improved their outreach to the people*". This, in turn, has meant an increase in the community's trust in the local authorities.

¹ Please, only fill in case this is a final project evaluation/review.

For Mid-Term Evaluation/Review²: Project Outcome: To what extent do you think the project will most likely achieve its outcome(s) according to the Logframe Matrix Please, tick appropriate box

Outcome(s) will most likely be:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:

Please, also explain your assessment: (Please, consider description of outcome and relevant indicators)

Project Outputs: To what extent has the project already achieved its outputs³ according to the Logframe Matrix? Please, tick appropriate boxes

Output 1 (Please, include as stated in the Logframe Matrix):

Municipal officials have enhanced capacities in the provision of services in rural development

Output was:

Fully achieved:	Almost achieved:	Partially achieved:	Not achieved:
	X		

Please, explain your assessment: (Please, consider description of output and relevant indicators)

Target 1.1. At least 9 municipal officials enrolled in a coaching/mentoring scheme to improve public service delivery.

Progress: On-the-job coaching provided by a consulting company was identified as an effective way of building capacities of the municipal staff in certain specialized areas. However, the actual coaching only started in June 2019, even if there was a capacity needs assessment done in May 2017.

Target 1.2. At least 5 business processes in rural and economic public service delivery improved.

Progress: The activities developed under this target emerged with less clarity during the evaluation, although changes have been documented in the municipalities that have contributed to improving public services for the rural economy. The report details this in its impact chapter.

Output 2 (Please, include as stated in the Logframe Matrix):

Local micro and small enterprises and farmers have been supported to upgrade their businesses

² Please, only fill in in case this is a mid-term evaluation/review.

³ In case there are more than three outputs, please, add them.

Output 2 was:

Fully achieved: X (exceeded)	Almost achieved:	Partially achieved:	Not achieved:
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Please, explain your assessment: (Please, consider description of output and relevant indicators)

Target 2.1. At least 45 additional business initiatives are supported to be upgraded through the LDF by the end of the project.

Progress: The targets (45 businesses assisted) was exceeded. According to the latest LDF reports (see table 2) during InTerDev 2, 58 initiatives were assisted.

Target 2.2. 35% of the newly supported business initiatives through the LDF are women-led.

Progress: The percentage of funded initiatives led by women during the duration of the project was 34.48% (see figure 2), which is very close to the 35% that marked the target. It is important to note that this target was achieved without having any formal quota of positive discrimination within the LDF award mechanisms. The high participation of women among the applicants was due, among other factors, to informative sessions that specifically promoted their attendance.

Target 2.3. 40% of the newly supported business initiatives through the LDF are led by non-majority community member-led.

Progress: The percentage of grants for the non-majority population remained at 34.48% (see figure 3), very close to the 40% target set by the project. However, most of these grants were for Serbs in Shtërpcë/Štrpce which raises some questions about the validity of this target that is analysed in the chapter "cross-cutting issues".

Output 3 (Please, include as stated in the Logframe Matrix):

Bottom-up approaches and local-level concertation for employment generation in the form of Territorial Employment Pacts operate at the municipal level.

Output 3 was:

Fully achieved: X	Almost achieved:	Partially achieved:	Not achieved:
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Please, explain your assessment: (Please, consider the description of output and relevant indicators)

Target 3.1. 595 additional job opportunities created in the three municipalities by the end of the TEPs implementation (*inception updated*).

<p>Progress: Overall, 523 job opportunities created in the three municipalities</p> <p>Target 3.2. 40% of additional job opportunities are created for women through TEPs.</p> <p>Progress: Overall, 50.9% of job opportunities are created for women through TEPs.</p> <p>Target 3.3. 40% of additional job opportunities are created for non-majority communities through TEPs.</p> <p>Progress: Overall, 52% of job opportunities are created for the non-majority.</p> <p>Target 3.4. 210 additional rural micro-enterprises created or upgraded through TEPs (<i>inception updated</i>) communities through TEPs.</p> <p>Progress: Overall, 227 rural micro-enterprises created or upgraded through TEPs.</p> <p>Target 3.5. At least 20 rural micro-enterprises in organic agriculture established through TEPs.</p> <p>Progress: Initiated/in progress.</p>
<p>Impact/Beneficiaries:</p> <p>How many women, men, girls, boys and people in total have already benefited from this project directly and indirectly? Please, explain:</p> <p><i>Since the start of the project across all its components, the project has so far reached 378 direct beneficiaries (173 - 45.7% women), over 2200 indirect beneficiaries, supported 283 rural microenterprises to be upgraded (112 - 39.6% women-led), and has created over 670 job & income opportunities for residents.</i></p> <p>What exactly has already changed in the lives of women, men, girls, boys and/or institutions from this project? Please, explain:</p> <p>The project helped many beneficiaries to feel more motivated to work, for example in the agricultural sector. Many expressed more confidence that this livelihood can work for their families. The beneficiaries insisted that this kind of optimism and empowerment also occurred among the women who have participated in the project as they have conquered new spaces and roles beyond their households. On a related point, some pointed out how the perception of the role of women has changed, from being viewed as able hairdressers or tailors to being viewed as capable businesswomen.</p> <p>Many stated that they acquired new knowledge and skills that help them to carry out their work more effectively. This was largely the case among beneficiaries who were already doing the same work before the project, such as farmers, ranchers or beekeepers. Among those who attended certified vocational training (CVT), this perception was mixed. They all agreed that they had acquired new knowledge and skills but, on several occasions, they stated that not enough was being done to enable them to exercise the trade for which they were trained, as self-employed individuals.</p> <p>Which positive and/or negative effects/impacts in terms of gender can be possibly be attributed to the project? Please, explain:</p> <p>With the help of the project women were able to conquer new spaces and roles in their household and community, contributing to their self-esteem, sense of agency, economic autonomy and freedom of movement. Consequently, many felt that they could provide better for their family. In the impact survey done by the project, as much as 94 % women respondents declared that the project changed their economic situation because they could bring more resources home. However, in spite of the</p>

undoubtedly positive impact that the project has had on women, it was also found that their workload increased considerably. For example, women in Dragash/Dragaš municipality who had benefited from greenhouses stated that they had to dedicate up to 6 hours a day to their maintenance. This happened without any solid indication that the amount of unpaid housework had diminished at the same time.

If applicable, which institutions have benefitted from this project/programme and how?

The project has worked closely with a variety of public, private sector, and non-governmental sector partners in Dragash/Dragaš (DR), Shtërpçë/Štrpce (ST), and Viti/Vitina (VT) municipalities, including the Local Action Groups, local Employment Offices, Vocational Training Centres, the Local Development Fund, the local NGOs and private sector companies. These stakeholders were actively involved in the design and implementation of the project grants. As such, the project has succeeded in establishing a sound and transparent mechanism for granting aid to small businesses that enjoy the utmost confidence from both the beneficiaries and the local authorities.

Mainstreaming cross-cutting issues:

The project has mainstreamed the ADA Strategy for Kosovo 2013 – 2020 cross-cutting issues of gender, environment and human rights, as follows:

Gender:

Gender has been very much present in InTerDev 2 and that the project made considerable efforts to mainstream gender in all its strategies with considerable results. Most significantly, the women beneficiaries of the project conquered new roles as entrepreneurs mostly in the agricultural sector but also in other productive areas such as trade. Consequently, many felt that they could provide better for their family. In the impact survey done by the project as much as 94% women respondents declared that the project changed their economic situation because they could bring more resources home.

Environment:

The project has implemented capacity-building measures related to agricultural best practices on the safe use of pesticides, environmentally friendly harvesting methods, water-saving, and waste management.

Environment protection was one of the monitoring criteria applied by the project during the field monitoring visits and the small grants applications for micro-enterprises contain environmental criteria, as well. Moreover, the Value Chain analysis emphasized the protection of natural resources as a factor of growth.

The livestock sector was more focused on waste management and animal welfare, while the fruit and vegetable producers paid more attention to controlled use of pesticides. Less use of pesticides and water saving, especially among raspberry producers, was the most prevalent environmental protection measure applied.

Waste management was another environmental protection measure. Farmers improved the overall conditions through the construction of septic tanks which were periodically cleaned, and the waste used as a natural fertilizer for open fields and greenhouses.

Furthermore, farmers themselves also contributed to knowledge sharing about environmental protection.

Cooperation with collectors was another important environmental protection measure. A positive experience in this regard was the cooperation with Agro Produkt which is exporting to European countries and Canada, prompting farmers to comply with the required standards⁴.

Harvesting methods were also an important environmental protection measure through environmentally-friendly harvesting techniques to protect the flora of the national park.

Human Rights:

The promotion of human rights has been present in InTerDev 2 through the inclusion of different minorities in all project activities.

The project had specific quantitative indicators to ensure that it would benefit a "non-majority" quota and as highlighted under the chapter on effectiveness this quota has come very close to being achieved.

However, there is a caveat that should be noted for future learning. The non-majority quota was defined from a National level only. However, from the point of view of practical reconciliation and peacebuilding, it could have been interesting to have this quota defined also from the municipal level.

In this sense, the project has provided spaces for interaction between the different communities within the municipalities, although exchanges between municipalities with different ethnic majorities have probably been more significant for reconciliation than in the municipalities themselves.

Overall/Other Comments:

⁴ The evaluation could not gather information on what particular environmental standards were required of farmers in this case.

EVALUATION REPORT

INTEGRATED TERRITORIAL DEVELOPMENT 2

(InTerDev 2)

Final Project Evaluation
January 2020

Evaluation team:

Eva Otero and Krenar Loshi

1 PROJECT AND EVALUATION INFORMATION DETAILS

PROJECT INFORMATION

Project/outcome title: Integrated Territorial Development 2 (InTerDev 2)

Atlas ID: 00079191/00104334 & 00104340

Corporate outcome and output:

UNDP SP 2018-2021 (Outcome 1: Advance poverty eradication in all its forms and dimensions; Output 1.1.2 Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs)

Kosovo CPD 2016-2020 (Outcome 2. Education and employment policies and programmes enable greater access to decent employment opportunities for youth and women; Output 2.1. Implementation of territorial employment pacts at the local level)

Country: Kosovo (as per UNSCR 1244/1999)

Region: Western Balkans, ECIS

Date project document signed: 08 February 2017

Project dates: Start: 01 February 2017, Planned end: 31 January 2020

Project budget: 1,995,000 EUR (Original budget 1,955,000.00 EUR + 40,000 EUR additional funds from municipalities)

Funding source: Austrian Development Cooperation, Third Parties (Municipalities, MLSW), UNDP

Implementing party⁵: UNDP, and Local Development Fund for Output 00104340

EVALUATION INFORMATION

This evaluation has been commissioned by UNDP Kosovo. The object of the final evaluation is the project InTerDev phase 2.

The Evaluation Team was composed of an international evaluation specialist (Eva Otero) and a local evaluation specialist (Krenar Loshi), who worked jointly to achieve the expected results. The evaluation team worked under the direct supervision of the InTerDev Project Manager, in close consultation with the UNDP Programme Team.

The duration of the evaluation was from October 2019 to January 2020.

⁵ It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

2 LIST OF ACRONYMS AND ABBREVIATIONS

ADA	Austrian Development Agency
BSC	Business Support Centre of Shtërpçë/Štrpce
CSOs	Civil Society Organizations
CVT	Certified Vocational Training
DR	Dragash/Dragas municipality
EO	Employment Office
EU	European Union
GIZ	German Corporation for International Cooperation
InTerDev	Integrated Territorial Development project
LAG	Local Action Group
LDF	Local Development Fund
LED	Local Economic Development
MAFRD	Ministry of Agriculture, Forestry and Rural Development
MDP	Municipal Development Plan
MESP	Kosovo Ministry of Environment and Spatial Planning
MLSW	Kosovo Ministry of Labour and Social Welfare
ToR	Terms of Reference
SDGs	Sustainable Development Goals
SE	Social Enterprise
SMEs	Small and Medium-sized Enterprises
ST	Shtërpçë/Štrpce municipality
TEP	Territorial Employment Pact
UNDP	United Nations Development Programme
VT	Viti/Vitina municipality

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3 EXECUTIVE SUMMARY

This external final evaluation is summative in nature and focuses on the assessment of the UNDP project “Integrated Territorial Development 2 (InTerDev 2)” implemented from February 2017 to January 2020. The project builds on the ADC-UNDP “Local-level Response for Employment Generation and Integrated Territorial Development (InTerDev)” project that was implemented in southern Kosovo municipalities of Dragash/Dragaš and Shtërpçë/Štrpce from 2014 to 2017. Building

on the tested methodologies the InTerDev 2 extended its services to a new municipality of Viti/Vitina in the South-East of Kosovo as well.

The overall objective of this project was to improve sustainable income generation and job creation for women and men in these three municipalities while enhancing municipal public service provision for rural development.

Critical to this evaluation process is to ensure that the final report was relevant to the end-users. All the questions described in the original ToR were integrated into five units of analysis; relevance and design; effectiveness; impact; efficiency; and sustainability. The evaluation employed a gender and human rights sensitive approach and also analysed the crosscutting theme of the environment.

In answering the evaluation questions, the evaluation team drew from the best available evidence across a range of sources, such as interviews, surveys, focus group discussions, workshops, third party research, and documents. This information was analysed at different interconnected levels using triangulation techniques to validate the emerging threads.

This final report presents the main findings and answers those questions on the basis of evidence.

MAIN CONCLUSIONS

Design and relevance

The design followed a logical framework approach with an implicit ToC and it was designed in a participatory manner. The project was well structured with SMART indicators and targets (including gender and human rights ones), although they were



InTerDev 2:

Improving the livelihoods of the most vulnerable people in Dragash/Dragaš, Shtërpçë/Štrpce, and Viti/Vitina

Results



Better **capacities** for **municipal staff** in provision of services in rural development



Local micro and small enterprises and farmers have **upgraded their businesses**



Local-level concertation for **employment generation** are operationalized

Strategies



Capacity development



LDF grant scheme



Territorial Employment Pacts

The foundations



Tested methods in the municipalities of Dragash/Dragaš and Shtërpçë/Štrpce since 2014



Well researched **development potentials**



Close **cooperation** with partner **municipalities**



Strong **alignment** with National and Local Development policies

The problem



High rate and long spells of **unemployment**, lack of decent income generation, **poor public services**, and socioeconomic **exclusion** of women, youth, and other vulnerable groups in three municipalities; Dragash/Dragaš, Shtërpçë/Štrpce, and Viti/Vitina

only quantitative. This meant that although the project could capture well what happened, indicators could not fully explain why and how it happened.

The project was highly relevant to the situational context and addressed in nature the challenges and demands of the targeted beneficiaries; both women and men. The selection of the targeted population was also particularly adequate. However, in terms of scope, due to limited resources, the project still had expectations of beneficiaries or potential beneficiaries to fulfill.

InTerDev 2 was fully aligned with ADA's mandate and in keeping with UNDP thematic areas of inclusive growth and environment, the UNCDP 2016 – 2020 area on social inclusion, as well as with the SDGs. InTerDev 2 was also fully aligned with the Municipal Development Plans of the three targeted municipalities and linked well with the National Development Strategy.

Effectiveness

The general progress of the project was impressive. Most of the targets set by the project in their logframe were met or exceeded. Since the start, InTerDev 2 reported having reached 378 direct beneficiaries (45.7% women), over 2200 indirect beneficiaries, and supported 283 rural micro-enterprises (39.6% women-led). There were also important results that came to light during the evaluation that were not captured in the initial project logic.

InTerDev's monitoring system was rigorous and thorough. Component indicators were measurable and data collection systems were regular and comprehensive, producing clear and useful progress reports. However, the design, with only quantitative indicators, favored progress monitoring over impact monitoring. The project took steps to mitigate this deficiency, but this was too late for it to be used in the learning of the project.

Impact

At the individual level, the project contributed to multiple intangible and tangible changes. It increased beneficiaries' motivation to work; women conquered new spaces and roles and it improved beneficiaries' knowledge and skills, particularly among those who were already doing the same work before the project, not so much among CVT trainees. On several occasions, stakeholders explained that the duration and depth of these pieces of training were not sufficient for the trainees to obtain the necessary skills required to master a new trade.

The project created an estimate of 670 income generation opportunities and put a special emphasis on promoting women's employment. However, a high percentage of the activity was informal and seasonal.

It also increased production and the income of many beneficiaries who reported an average monthly increase of 280 euros. However, this increase differed significantly between municipalities and also between women and men. Furthermore, many beneficiaries expanded their commercial networks and the value of their products.

In conclusion, the situation of the beneficiary families undoubtedly improved although the ambition of upgrading their situation so that they were eligible for MARFD grants did not happen.

In spite of the undoubtedly positive impact that the project had on women, it was also found that the project had not yet considered how they were affected by the notion of "time poverty".

At the community level, the increase in income generation had a ripple effect in the municipal economy, especially in ST. An indisputable change was the opening of new lines of business. Specifically, the production and marketing of raspberries, although InTerDev also contributed to increasing the reputation of other products.

At the organizational level, the project contributed to positive transformations, especially in the three municipalities. Municipalities increased their capacity to manage and deliver social services; the importance of gender equality increased among municipal officials, and new channels of

communication with the community opened which increased the community trust in their local institutions.

Efficiency

InTerDev's management and governance structure was highly effective. It was particularly remarkable that no complaint or grievance ever emerged either about the flow of information or about administrative bottlenecks.

This was due to several factors. The fact the teams in DR and ST and the LDF had already worked in the first phase of InTerDev and that the entire core team was based in or near the project area was instrumental in its successful implementation. It was also important that the municipal teams of DR and ST had hardly changed even after the municipal elections of 2017. Finally, the Project Board was also highly valued.

The main partner of InTerDev was the Austrian Development Cooperation (ADA), not only as the main funder but for its programmatic involvement. At the local level, the clearest partnership that InTerDev 2 established and/or strengthened was with the municipalities of the three targeted localities which translated into a close collaboration and the contribution of 11% of the total project budget. It is also essential to highlight the positive partnership that the project established with the Local Development Fund (LDF) in outcome 2. However, coordination and/or synergies with other international organisations present in the area, including other UN agencies, could have been improved.

Finally, the investment of InTerDev 2 would not have gone so far without the experience, reputation, and trust of UNDP in Kosovo and in the project areas.

The budgetary investment is coherent with the results of the project, being the allocation to human resources particularly cost-effective. Zooming in into the budget there were only two concerns in terms of return on investment; TEP 1, i.e. vocational training and TEP 5, i.e. organic farming.

Sustainability

Overall, the evaluation found that there the stakeholders (particularly municipalities) consider the closure of Interdev 2 as quite unfortunate. This feeling could have been mitigated if UNDP had designed an exit strategy or a donor diversification strategy during the implementation of the project.

Although ADA remained committed to InTerDev's general objectives, the new initiatives the Agency planned to finance do not guarantee to cover these three municipalities. UNDP also remained committed and is making efforts to mobilize new resources. However, continuity after February 2020 is not guaranteed.

The municipalities on their part, showed great ownership over the project, especially ST and DR, while all three municipalities were determined to maintain and increase their budget to co-finance any future initiative. However, if international actors were to stop their financial support, it was not clear that local authorities had the means to implement this commitment in a meaningful way on their own.

On a more optimistic note, most of the investment made so far is likely to be sustainable i.e. most beneficiaries will continue to invest work and commitment on the issues that the project has supported.

The degree of sustainability of the results varied depending on the outcome. The installed capacity in municipalities is undoubtedly a permanent change. However, without the appropriate factors, it is difficult that these lessons will be put into practice. The sustainability of LDF itself is not guaranteed. However, LDF recipients of grants report a very high degree of sustainability of their

activities. The most sustainable results of TEPs are those associated with TEP 3, i.e. support to rural micro-enterprises. The one with the least sustainable results is TEP 5, organic farming.

Crosscutting issues

Gender has been very much present in InTerDev 2 and that the project has made considerable efforts to mainstream gender in all its strategies with considerable results. Most significantly, the women beneficiaries of the project have conquered new roles as entrepreneurs mostly in the agricultural sector, but also in other productive areas such as trade.

The promotion of human rights has been present in InTerDev 2 above all because of the respectful inclusion of different minorities in all the project's activities. The project provided spaces for interaction between the different communities within the municipalities, although exchanges between municipalities with different ethnic majorities have probably been more significant for reconciliation than in the municipalities themselves.

Environmental considerations were fully mainstreamed in many of the activities of the project. The project implemented capacity building actions and other measures (such as monitoring) related to agricultural best practices on the safe use of pesticides, environmentally friendly harvesting methods, animal welfare, water-saving or waste management.

RECOMMENDATIONS

1. URGENT FOR UNDP: It is highly recommended that a bridge project be designed that maintains the essential elements of InTerDev at least until November 2020.
2. FOR UNDP: Beyond the bridge project, it is recommended that UNDP continue building on the successes of the two phases of InTerDev and design a third phase incorporating improvements and learning.
3. FOR UNDP: In future projects, it is advisable to incorporate a specific exit strategy from the very design of the intervention. This strategy can also be complemented with a donor diversification plan.
4. FOR UNDP: In future interventions use Theory of Change (ToC) as a complementary approach to the logical framework.
5. FOR UNDP: On indicators, it is recommended to incorporate qualitative indicators that favour impact monitoring. It is also advisable to incorporate information on how the concept of "time poverty" may affect men and women differently as a consequence of the project's actions.
6. FOR UNDP: Incorporate impact monitoring to feed into project learning, using, for example, specialized monitoring software or other data generation tools, such as focus groups.
7. FOR UNDP: It is recommended that in future phases of InTerDev either the CVT component be canceled or redesigned. The component could be more effective if accompanied by paid internships in local companies.
8. For ADA: For the forthcoming funding cycle on local economic development, ADA should ensure that the SDGs and the principle of 'leaving no one behind' prevail over the general economic growth approach.
9. For municipalities: Focus on water accumulation and irrigation systems
10. For DR and ST municipalities: Promote a 'Sharr/Šar region' brand

4 INTRODUCTION AND OVERVIEW

This external final evaluation is summative in nature and focuses on the assessment of the UNDP project “Integrated Territorial Development 2 (InTerDev 2)”.

The overall objective of this assignment was assessing the project’s overall relevance, impact, effectiveness, efficiency, and sustainability. It also sought to generate knowledge, identifying best practices and lessons learned that could be transferred to other UNDP projects and programmes. The conclusions and recommendations generated by this evaluation were shared with the main users, i.e. the Project Board and other relevant stakeholders.

This evaluation involved the collective examination and assessment of the project by stakeholders and beneficiaries. The evaluation framework was people-centred whereby stakeholders and beneficiaries were the key actors of the evaluation process and not the mere objects of the evaluation.

5 DESCRIPTION OF THE INTERVENTION BEING EVALUATED

The Integrated Territorial Development - InTerDev 2 project builds on the ADC-UNDP “Local-level Response for Employment Generation and Integrated Territorial Development (InTerDev)” project that was implemented in southern Kosovo municipalities of Dragash/Dragaš and Shtërpçë/Štrpce from 2014 to 2017. Building on the tested methodologies the InTerDev 2 extended its services to a new municipality of Viti/Vitina in the South-East of Kosovo as well.

Given the high unemployment in Kosovo, the primary necessity in the municipalities of Dragash/Dragaš, Shtërpçë/Štrpce, and Viti/Vitina was to create jobs or self-employment opportunities and promoting entrepreneurship for local people focusing on the most vulnerable groups. Within this context, the overall objective of this project was to improve sustainable income generation and job creation for women and men in the municipalities of Dragash/Dragaš, Shtërpçë/Štrpce, and Viti/Vitina. Furthermore, the project intended to enhance municipal public service provision for rural development and to expand the local economic activity through the promotion of micro and small businesses.

The expected results of the project were based on three core pillars:

- **Expected Result 1:** Municipal officials have enhanced capacities in the provision of services for rural development.
- **Expected Result 2:** Local micro and small enterprises and farmers have been supported to upgrade their businesses.
- **Expected Result 3:** Bottom-up approaches and local-level concentration for employment generation in the form of Territorial Employment Pacts operate at the municipal level.

The project planned to work closely with a variety of public, private sector, and non-governmental sector partners at the local level in targeted municipalities, including Local Action Groups, Local Employment Offices, Municipal Gender Officers, Vocational Training Centres, the Local Development Fund, and the private sector companies in the area.

6 EVALUATION SCOPE AND OBJECTIVES

The object of analysis of this evaluation was the UNDP Project “Integrated Territorial Development 2 (InTerDev 2)”. Critical to this evaluation process is to ensure that the final report was relevant to the end-users, (i.e. the project beneficiaries in the three locations, the targeted municipalities, the local InTerDev teams, UNDP Kosovo, and its main donor, ADA). For this purpose, a participatory methodology was designed as described in point 7.

All the questions described in the original ToR were integrated into the units of analysis. Furthermore, under the chapter of *impact*, the evaluation went beyond the project logframe to look at it “in the round” to understand the expected and unexpected outcomes and impacts that have occurred. In answering the evaluation questions, the evaluation team drew from the best available evidence across a range of sources, such as interviews, focus group discussions, workshops, third party research, and documents. This final report presents the main findings and answers those questions on the basis of evidence.

Key evaluation questions (see annex 1 for complete evaluation matrix)

Relevance: Understanding how appropriately the identified problems and the interventions that followed responded to the needs of the targeted beneficiaries and other key stakeholders throughout the life of the project

- Design: Are the expected results clearly defined, both quantitatively and qualitatively, and are they achievable with the planned approach and resources?
- Adequacy: Is the project *addressing the nature and scope of the challenges faced by targeted beneficiaries both women and men*?
- Alignment: Were project’s interventions clearly within stakeholders’ mandate and congruent with their strategic framework?
- Adaptability: How responsive has the project been to new policies and strategy development occurring after the project design?

Effectiveness: Assessing the extent to which the project has attained its expected results (what has been done?)

- Progress: Are the different components of the project on track towards achieving the expected results and maximizing its impact?
- Monitoring, evaluating and learning: How appropriately is progress towards results measured and monitored? How is this information fed into the project to promote learning?

Impact: Building a mature understanding of how change is happening as a result of (as a contribution to) the project.

- Personal transformations: To what extent did the project contribute to positive transformations on the targeted beneficiaries and on unexpected audiences?
- Organisational transformations: Improved ability to deliver or support projects and programmes focused on social impact.

Efficiency: Assessing the extent to which the project made good use of its financial and human resources

- Value for money: How well have the various activities transformed the available resources into the intended results in terms of quantity, quality, and timeliness?
- Governance (internal coordination): To what extent were the management and administrative arrangements sufficient to ensure efficient implementation of the project.
- Partnership and alliances (external coordination): Extent towards which the project implemented the commitments to promote ownership, alignment, harmonization, management for development results and mutual accountability among all relevant stakeholders.

Sustainability: Identifying aspects of the projects that are likely to be sustained after their completion, including an analysis of the factors for sustainability.

- Process: What are the prospects that key stakeholders will remain involved in this process once the project had finished
- Results: What are the prospects for the results of the project (individual and organizational transformations) being sustained after the funding stops?

7 EVALUATION APPROACH AND METHODS

Basic evaluation principles

Constructive enquiry: This evaluation delivered constructive criticism with a sense of goodwill, aiming at empowering and not discouraging stakeholders and balancing achievements and challenges.

Simplicity and accessibility: The evaluation tools combined simplicity and accessibility, combining different approaches (quantitative and qualitative) and involving a wide range of instruments. These instruments were heavily contextualised and fully relevant to each of the audiences they were intended for.

Rigour: *Rigour is derived from a series of linked stages in the evaluation process (traceability). If these (links) can be fulfilled, then rigour can be inferred*⁶ In this evaluation exercise, the four stages were (1) Conceptualizing what InTerDev 2 needed to know in a well-defined and transparent analytical framework; (2) Designing appropriate data collection tools to gather information from identified sources; (3) Data collection: gathering evidence; and, (4) Analysis and report writing: analysing the information gathered.

Data collection - During the evaluation, the following research tools and data sources were used:

Desk review - UNDP provided a large preliminary body of documents that were further examined together with additional relevant documentation gathered during the field mission that took place from 22 to 29 October 2019. The evaluation team also reviewed a number of third-party reports and official documents (see Annex 2).

Field mission - The field mission to Kosovo took place from 22 October to 29 October. During the mission, the evaluation team interviewed different stakeholders in the three municipalities of the project and also in Prishtinë/Priština (see Annex 3 for the full agenda of the field mission).

People consulted - The evaluation team consulted a total of 61 people⁷ during the field mission (see Annex 4 for a detailed list of the categories of people consulted). The team conducted semi-structured interviews, focus group discussions and champions workshops in each of the three visited municipalities. For each of the potential groups, questions and workshops dynamics were drawn up that addressed some of the core evaluation questions and intersected with the informants' background.

Project impact survey - The evaluation team also analysed the responses to an online survey that the project had recently carried out to assess the impact of the project. The survey had 254 responses⁸ (97 female and 156 male)⁹.

On-site observations - Observation served to better understand the nature, problems, and successes of some Project's activities and processes. Due to time and resource constraints, direct observation was done informally and not related to particular activities. The evaluation team paid special attention to management processes and stakeholders' behaviours that were central to the evaluation questions.

⁶ Dee Jupp with Sohel Ibn Ali and contribution from Carlos Barahona, "Measuring empowerment: Ask them!", SIDA, 2009

⁷ 40 men and 21 women

⁸ The survey was designed and distributed by UNDP in Kosovo and the evaluation team did not have access to information about the number of people originally targeted. However, the results of this survey were never taken as statistically valid evidence and were only used as an indicator to complement other sources of information collected by the evaluation team.

⁹ One of the people who responded did not want to give their name or sex.

8 DATA ANALYSIS

The evaluation promoted an approach for interactive data collection and analysis. Information was analysed at three different but interconnected levels involving the participation of different key actors.

Level 1. Stakeholder analysis

This took place during carefully designed sessions in champions workshops and focus groups where the evaluation team collectively made sense of the information emerging involving selected beneficiaries.

Level 2. Evaluation analysis with the project's team and the project's board

The evaluation team contrasted and combined different interpretations of the same data as it was being collected. To do so, during the field mission the evaluation team held informal debriefings with key local project staff to discuss methodological and logistical issues, but also to make sense of the main themes that were emerging.

The evaluation team also analysed available information and insights during a de-briefing for the project's board with UNDP, ADA and other main stakeholders in Prishtinë/Priština on the 28th of October 2019.

The evaluation commissioning team (UNDP Kosovo) and the rest of the project's board also played a key role at this last level of analysis by giving their feedback and insights to the initial draft of the evaluation report and acting as clearing entity for all evaluation deliverables.

Level 3. Evaluators' analysis

The information collected throughout the evaluation process was systematically processed and analysed by the evaluators. The information was compiled and codified in tables of evidence and analysed using triangulation techniques to validate the findings. The evaluation team used a Quality Data Analysis (QDA) software ([Dedoose](#)) to aid this process.

9 LIMITATIONS OF THE EVALUATION

- 1) Common time and resource constraints limited the ability to capture all the relevant information. This is particularly notable when we face complex interventions that take place in complicated social and political environments.
- 2) Some of the workshops were conducted in Albanian/Serbian assisted by a translator. As such, this introduces a non-measurable degree of deviation that should be taken into account when considering findings.
- 3) In the case of employment, the evaluation team attempted to analyse the official statistics provided by the Municipal Employment Offices in order to discern whether significant changes could be captured during the implementation of the project.
However, the comparison was not reliable for several reasons. For example, the Employment Offices did not carry out exhaustive monitoring of seasonal work (which was a high percentage of what was generated by the project); also for obvious reasons they did not capture informal work either, which was often generated by the project mainly among members of the same family.

10 FINDINGS

10.1 RELEVANCE – WHY WAS THE PROJECT NECESSARY FOR STAKEHOLDERS?



InTerDev 2:

Improving the livelihoods of the most vulnerable people in Dragash/Dragaš, Shtërpçë/Štrpce, and Viti/Vitina

Results



Better **capacities** for **municipal staff** in provision of services in rural development



Local micro and small enterprises and farmers have **upgraded their businesses**



Local-level concertation for **employment generation** are operationalized

Strategies



Capacity development



LDF grant scheme



Territorial Employment Pacts

The foundations



Tested methods in the municipalities of Dragash/Dragaš and Shtërpçë/Štrpce since 2014



Well researched **development potentials**



Close **cooperation** with partner **municipalities**



Strong **alignment** with National and Local Development policies

The problem



High rate and long spells of **unemployment**, lack of decent income generation, **poor public services**, and socioeconomic **exclusion** of women, youth, and other vulnerable groups in three municipalities; Dragash/Dragaš, Shtërpçë/Štrpce, and Viti/Vitina

The relevance chapter analyses how appropriately the problems identified by the project and the activities that followed responded to the needs of the targeted beneficiaries and other key stakeholders; and how the project design met these needs throughout the life of the project.

The chapter is divided into four sections: a) **Design** i.e. whether the expected results clearly defined, and how/if they provided the best approach to achieve the project's outcomes; b) **Adequacy**, i.e. how the project addressed the needs and priorities of targeted beneficiaries and the municipalities c) **Alignment**, this is how the project's interventions were clearly within stakeholders' mandate and congruent with their strategic framework; and d) **Adaptability**, how responsive the project has been to new challenges and opportunities occurring after project design.

10.1.1 Design

The project was **structured well** in three outcome areas; containing results, indicators, targets, and activities. All of these components were **clear** and adequately linked up.

Indicators and targets were SMART¹⁰ but only quantitative. This meant that although they could capture well what happened in the project, they could not fully explain why and how it happened.

The project had a coherent Logical Framework and a clear (although implicit) Theory of Change. Understanding this Theory as the path that explained the sequence and nature of the change being pursued: i.e. the problem being addressed; the foundations in which the project was built, the strategies to tackle the problems, and the results expected.

(see figure 1: Pathway to change).

Figure 1: InTerDev 2 Pathway to change

¹⁰ Specific, measurable, achievable, relevant, and time bound.

A very positive point in the design was a good attempt to **mainstream human rights and gender** through clear indicators and targets. Some of the environmental impacts of the project and other environmental aspects included in the project's strategies were well described in the project document and in the progress reports (see "cross-cutting issues". However, unlike gender or human rights, there are no concrete environmental indicators in the original logical framework.

One aspect highlighted by key stakeholders (in particular the three municipalities) was the **participatory** character of the design process. Not only with regard to the project in general but also to some of its components, specifically the Territorial Employment Plans and the Value Chain Analysis. This has increased the ownership and trust of these key stakeholders.

"Many stakeholders were involved. The municipality was directly involved in the design and implementation of the project. The village councils were also contacted regarding the project" (Municipal Officer in DR)

10.1.2 Adequacy

The project was highly relevant to the **situational context** and addressed in nature the challenges and demands of the targeted beneficiaries, both women and men. The beneficiaries felt needs that emerged during the evaluation, such as the lack of employment or the need to raise their income through increased production were fully in line with the strategies of the project.

The beneficiaries and other stakeholders consulted placed special emphasis on concrete aspects such as promoting women's employment; increasing the production of livestock and agricultural products such as wild fruit, raspberry, milk and honey; and expanding their capacities to process and package these products. These were all aspects that the project tackled widely in various outcomes (especially through outcomes 2 and 3).

"This is the most important project in this municipality. It makes a real impact on people's lives particularly for raspberry producers, beekeepers, and cattle breeders" (local NGO in ST).

The **selection of the targeted population** was also particularly adequate. These were vulnerable farmers who had some assets (agricultural or livestock) but did not qualify for institutional support i.e. the subsidies and grants provided by the Ministry of Agriculture (MAFRD) and/or traditional financing services like micro-grants or bank loans.

"I am aware that this (focus on most vulnerable farmers) should be the focus. This focus was real and practical, and the results were obvious" Mayor.

The **scarcity of donors** targeting this specific population made this project all the more relevant to the people's needs in Dragash/Dragaš, Shtërpçë/Štrpce, and Viti/Vitina.

However, due to limited resources (in terms of financing and time), the project was not able to reach everyone in this target group in the three municipalities. In other words, in terms of **scope**, the project still had expectations of beneficiaries or potential beneficiaries to fulfill.

Finally, the project **fully met the priorities of the targeted municipalities**, who struggled to cope with the needs and requirements of their most vulnerable residents with the budget available to them. All three targeted municipalities have co-financed the project's activities, showing full commitment and trust in the project vision and its management.

10.1.3 Alignment

InTerDev 2 was fully aligned with the ADA's mandate. Actually, the project was one of the flagship projects of the Austrian Agency and was fully in line with its strategy¹¹. Furthermore, it was in

¹¹ ADA Strategy for Kosovo 2013 – 2020

keeping with the UNCDP 2016 – 2020 area on social inclusion, as well as with the SDGs (see table 1).

It is important to note that the project, although included in the UNDP Kosovo thematic area of *inclusive growth*, also touched transversally on the other two priority areas of the Agency, i.e. governance and energy-environment.

At the municipal level, InTerDev 2 was fully aligned with the Municipal Development Plans (MDS) of the three targeted municipalities. Actually, according to municipal officials and authorities, the TEPs' actions were built on municipal needs and priorities specified in MDSs.

At the central level, the project linked well with the National Development Strategy (NDS) of Kosovo and supplemented the efforts of the MSLW-ALMP initiative and the MAFRD agricultural subsidies and grants.

The table below details how different aspects of InTerDev 2 aligned with Kosovo's, UN's and donor's strategies.

Table 1- Stakeholder's alignment to InTerDev 2

National and municipal Strategies	UNCDP, UNDP, and SDGs	ADA CROSS-CUTTING OBJECTIVES
<p>National Development Strategy (NDS) 2016-2021:</p> <ul style="list-style-type: none"> • NDS chapter 1 Increased participation of women in the labour market. • NDS chapter 3 Better linkage between education and labour market. • NDS chapter 2... Strengthening the skills of youth for the labour market. <p>Sectorial Strategy for Employment and Social Welfare 2018-2022.</p> <p>Action Plan on Increasing Youth Employment 2018-2020.</p> <p>Municipal Development Plans (MDS) for municipalities of DR, ST, and VT: chapters on Agriculture and forestry; Local economy; Nature conservation and biodiversity; and Waste management.</p>	<p>UNDP Strategic Plan 2018-2021: Outcome 1: Advance poverty eradication in all its forms and dimensions; Output 1.1.2 Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs</p> <p>UNDP Results and Resources Framework 2016 - 2020: Priority area 2 on Economic development, employment, and welfare. Outcome 2: Education and employment policies and programmes enable greater access to decent employment opportunities for youth and women. Output 2.1. Implementation of territorial employment pacts at the local level.</p> <p>UNCDP 2016 – 2020: Priority area 2 on Social Inclusion. Outcome 2.1: Education & employment policies and programmes enable greater access to decent employment opportunities for youth and women; and Outcome 2.2: Women in Kosovo increasingly enjoy their economic rights.</p> <p>SDGs SDG1: End poverty in all its forms everywhere. SDG5: Achieve gender equality and empower all women and girls. SDG8: Promote inclusive and sustainable economic growth, employment and decent work for all.</p>	<p>ADA Strategy for Kosovo 2013 – 2020 cross-cutting issues:</p> <p>Governance – transparent, participatory and accountable public administration, policies and processes, and the efficient administration of human, natural and financial resources.</p> <p>Gender equality - promotion of equal rights of men and women is, in view of the very unequal participation of women in economic, social and political life.</p> <p>Environment - in private sector development in rural areas emphasis is being put on responsible soil, waste and wastewater management, energy efficiency and renewable energy.</p>

	<p>SDG9: Build resilient infrastructure, promote sustainable industrialization and foster innovation.</p> <p>SDG10: Reduce inequality within and among countries.</p> <p>SDG12: Ensure sustainable consumption and production patterns.</p> <p>SDG16: Promote just, peaceful and inclusive societies.</p>	
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10.1.4 Adaptability

InTerDev 2 followed all the programmed strategies **without having to respond to major challenges** or changes in the contexts where it was developed. The continuity in the municipal teams and in the UNDP team was a key factor that gave solid stability to the project.

The evaluation documented **only some minor adaptations** made with regard to the TEP. For example, substituting the strategy of adapting some local dwellings into guest houses for the development of an association to promote eco-tourism in the area (see effectiveness chapter).

Another important element that potentiated stability in the project was that it was designed on the **firm foundation of InTerDev 1**. This allowed the needs analysis to be more accurate as the project only had to revise the directions already set by the beneficiaries in the previous phase. For example, in raspberries production, in phase two the project already started to address some needs of producers that had appeared during InTerDev 1, such as plant maintenance and production preservation (freezers, bars, fencing, etc.).

10.2 EFFECTIVENESS – WHAT WAS DONE?

The chapter on effectiveness analyses what the project has done. This includes an analysis of the **progress**, i.e. the extent to which different components were on track towards achieving their expected results. The chapter also includes an analysis of the **monitoring, evaluation, and learning (MEL)** system, i.e. How appropriately this progress towards results was being measured and monitored and how this information fed into the project to promote learning.

10.2.1 Progress

The general progress of the project has been impressive. Since the start, InTerDev 2 reached 378 direct beneficiaries (45.7% women), over 2200 indirect beneficiaries, and supported 283 rural microenterprises to be upgraded (39.6% women-led).¹²

In this section the evaluation analyses the progress the project has made compared to what was planned under each outcome.

¹² Project Semi-Annual Progress Report, January – June 2019

EXPECTED RESULT 1: Municipal officials have enhanced capacities in the provision of services in rural development

Overall assessment: All targets achieved

Output Indicator	Output Target 2017-2020	Evaluation assessment
Indicator 1.1. Number of municipal officials enrolled in a coaching/mentoring scheme	Target 1.1. At least 9 municipal officials enrolled in a coaching/mentoring scheme to improve public service delivery-	On-the-job coaching provided by a consulting company was identified as an effective way of building capacities of municipal staff in certain specialized areas. However, the actual coaching only started in June 2019, even if there was a capacity needs assessment done in May 2017 ¹³ .
Indicator 1.2. Number of business processes in rural and economic public service delivery improved	Target 1.2. At least 5 business processes in rural and economic public service delivery improved	The activities developed under this target emerged with less clarity during the evaluation, although changes have been documented in the municipalities that have contributed to improving public services for the rural economy. The report details this in its impact chapter.

The most valued activity in terms of training of municipalities was not included in the logical framework of the project. This was the daily involvement of municipal staff and authorities with every aspect of InTerDev 2, including involvement in the local action groups (LAGs), study visits, monitoring visits in the field, advertisement of LDF calls for proposals, involvement in the designing of TEPs, etc. All this, according to the stakeholders consulted in the municipalities, made them increase their capacities to offer better public services (see impact chapter).

EXPECTED RESULT 2: Local micro and small enterprises and farmers have been supported to upgrade their businesses

Overall assessment: Targets exceeded.

Output Indicator	Output Target 2017-2020	Evaluation observations and remarks
Indicator 2.1. Number of business initiatives supported to be upgraded through the LDF	Target 2.1. At least 45 additional business initiatives are supported to be upgraded through the LDF by the end of the project	The targets (45 businesses assisted) was exceeded. According to the latest LDF reports (see table 2) during InTerDev2, 58 initiatives were assisted.

¹³ Accelerating economic and rural development in Dragash/Dragaš, Shtërpçë/Štrpce and Viti/Vitina municipalities, Kosovo; Capacity development recommendations for INTERDEV 2 project

Indicator 2.2: Percentage of women-led business initiatives supported to be upgraded through the LDF	Target 2.2. 35% of the newly supported business initiatives through the LDF are women-led	The percentage of funded initiatives led by women during the duration of the project was 34.48% (see figure 2), which is very close to the 35% that marked the target. It is important to note that this target was achieved without having any formal quota of positive discrimination within the LDF award mechanisms. The high participation of women among the applicants was due, among other factors, to informative sessions that specifically promoted their attendance.
Indicator 2.3: Percentage of non-majority community member-led business initiatives supported to be upgraded through the LDF	Target 2.3. 40% of the newly supported business initiatives through the LDF are non-majority community member-led	The percentage of grants for the non-majority population remained at 34.48% (see figure 3), very close to the 40% target set by the project. However, most of these grants were for Serbs in Shtërpçë/Štrpce which raises some questions about the validity of this target that is analysed in the chapter "cross-cutting issues".

Table 2 - LDF Grants

LDF GRANTS	2017	2018	2019	TOTAL
⊕ Total applications	203	287	196	686
⊕ Total grants awarded	14	25	19	58

Important aspects came to light during the evaluation that were not captured in the initial project logic regarding LDF implementation.

Most relevantly, the fact that LDF succeeded in establishing a sound and transparent mechanism for granting aid to small businesses that enjoyed the utmost confidence from both the beneficiaries and the local authorities.

During the evaluation, there were no documented administrative complaints about LDF (which was remarkable). Furthermore, the LDF was particularly valued by beneficiaries and authorities.



Figure 3 - LDF Grants by gender

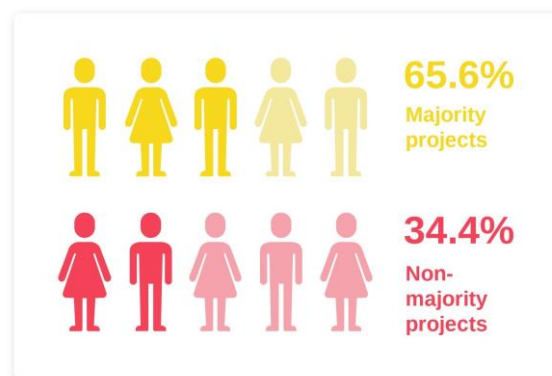


Figure 2- LDF Grants by non-majority

Authorities stated how it was the most diversified component, capturing and building on a myriad of possibilities and people's needs. Beneficiaries emphasized the transparency of the LDF calls,

among other things this was because LDF together with the InTerDev team and the municipalities ensured that applicants (and potential applicants) were fully informed on the grant procedures.

EXPECTED RESULT 3: Bottom-up approaches and local-level concentration for employment generation in the form of Territorial Employment Pacts operate at the municipal level.

Overall assessment: Most targets achieved.

Expected Result 3 related to the implementation of the strategies included in the Territorial Employment Pacts (TEPs).

The TEPs provided a set of interventions to generate and/or formalise jobs targeting primarily vulnerable individuals and were designed through participatory processes in close partnership with each municipality. The design and implementation of the TEPs also involved other stakeholders such as vocational training centres, employment offices, private sector, and civil society. The municipal Local Action Groups (LAGs) and the InTerDev local teams actively led the implementation of the actions included in the TEPs.

Most of the targets in this result were met or exceeded. Only target 3.5. referring to the number of enterprises that established organic agriculture did not reach the result planned by the project. On the other hand, target 3.1. regarding the number of jobs was also slightly below the expected results.

<i>Output Indicator</i>	<i>Output Target 2017-2020</i>	<i>Cumulative status of the Indicator 2017-2020¹⁴</i>
Indicator 3.1. Number of job opportunities created through municipal TEPs	Target 3.1. 595 additional job opportunities created in the three municipalities by the end of the TEPs implementation (<i>inception updated</i>)	Overall, 523 job opportunities created in the three municipalities
Indicator 3.2. Share of job opportunities created for women through TEPs	Target 3.2. 40% of additional job opportunities are created for women through TEPs	Overall, 50.9% of job opportunities are created for women through TEPs
Indicator 3.3. Share of job opportunities created for non-majority communities through TEPs	Target 3.3. 40% of additional job opportunities are created for non-majority communities through TEPs	Overall, 52% of job opportunities are created for non-majority communities through TEPs
Indicator 3.4. Number of rural micro-enterprises created or upgraded through TEPs	Target 3.4. 210 additional rural micro-enterprises created or upgraded through TEPs (<i>inception updated</i>)	Overall, 227 rural micro-enterprises created or upgraded through TEPs
Indicator 3.5. Number of rural micro-enterprises in organic agriculture established through TEPs	Target 3.5. At least 20 rural micro-enterprises in organic agriculture established through TEPs	Initiated/in progress

However, the progress of this Expected Result is best understood if analysed according to the five areas of intervention that were designed in the Territorial Employment Pacts (TEP).

¹⁴ Ibid.

TEP 1 – Certified Vocational Training (CVT): This component aimed at upgrading the skills of 30 people considered hard-to-place in the labour market. The project identified and trained these 30 people, 10 per community. In addition, it provided them with the necessary tools so that they could develop the work for which they were trained.

TEP 2 - Eco-tourism: The objective of this component was to promote employment opportunities for youth and women in the sector of rural tourism. In the original design of the TEP, the strategy was to adapt local dwellings to become rural guest houses. However, due to the scarcity of demand from the community a grant was only allowed in Dragash/Dragaš for a family to make the necessary reforms for a guest house. The project decided to change its strategy and set up a local association in the three municipalities to promote eco-tourism. The association aimed to provide information on guest houses, cycling and hiking trails, etc. Local guides were also trained.

TEP 3 - Rural micro-entrepreneurship: The project aimed at generating and formalised rural employment through the upgrading of rural micro-enterprises. At the time of the evaluation, the vast majority of targeted beneficiaries had been supported. This meant upgrading economic activities such as greenhouses, raspberry production, beekeeping, and honey production, cow milk production, processing and storage activities.

TEP 4 - Social entrepreneurship: This component was about supporting social entrepreneurship as a means to generate and formalise jobs. Good progress was made in all three municipalities. In ST and in VT two women enterprises had been established with 40 and 13 members respectively. In DR, InterDev 2 strengthened the social enterprise set up during the first phase (InTerDev 1), which meant a considerable increase in its membership.

TEP 5 - Organic farming: This component of organic farming was intended to promote employment opportunities especially for women, engaging them in organic artisanal agricultural products. The project made little progress in this regard though. Although the relevance and potential of this sector have been clearly identified, in practice the project was only able to offer a few pieces of training to interested people.

10.2.2 Monitoring Evaluation and Learning

InTerDev's monitoring system **was rigorous and thorough**. Component indicators were clear and measurable and data collection systems by local coordinators and other stakeholders, most relevantly LDF staff, were regular and comprehensive.



Figure 4 - Monitoring visit

Also noteworthy is the **gender disaggregation** that was carried out consistently as well as disaggregation by type of community.

Progress reports were **clear and timely** and provided sufficient information to meet the requirements of UNDP and the major donor ADA.

Another positive aspect of the monitoring system was the valuable information that local coordinators **collected informally**, especially in ST and DR where coordinators were part of the community. This information often fed into the Project Board's meetings and progress reports.

However, because the logical framework **indicators and targets were only quantitative**, monitoring was more likely to capture information about processes; i.e. how activities were implemented, rather than impact.

Another factor that reinforced this tendency was that in general, monitoring ended when the activity ended. For example, CVT monitoring would end once the trainees finished their training and

were given their tools. There were exceptions to this rule though, e.g. LDF staff stated that in this component monitoring visits were made to grant beneficiaries months after they had completed their projects.

The lack of impact monitoring was already pointed out in the mid-term evaluation of InTerDev 2. The project reacted to the evaluation's recommendations by designing a comprehensive impact survey to which 254 beneficiaries responded. The local coordinators were in charge of collecting the information.

The survey had an excellent technical quality and captured very rich information that fed into this report. However, these types of actions should have been carried out earlier and more frequently in order to influence the project learning.

10.3 IMPACT – WHAT WAS ACHIEVED?

The effectiveness chapter of this report analysed what was done. This impact chapter addresses what was achieved. In other words, it analyses how change happened as a result of (or as a contribution to) the project in three spheres: a) **personal transformations**, b) **community transformations**, and c) **organisational transformations**.

In these cases, the report presents concrete evidence (as well as a line of reasoning) from which we can conclude, with some level of confidence, that the project made an important contribution to these documented changes¹⁵.

10.3.1 Personal transformation

“I am independent, and I have my own business” Woman beneficiary

This sphere refers to individual changes that can be **intangible** and often subtle such as improved self-awareness (sense of agency, empowerment), improved social awareness, or improved skills, capacity and knowledge. It also refers to **tangible** transformations like how women and men access better-institutionalized services or how they exercise formal control over additional resources (for example financial resources, tools or jobs).

The evaluation identified significant individual changes that occurred as a contribution to the project work. This information came from the analysis of the reports, interviews with various stakeholders, and, above all, from the testimonies of the beneficiaries in the workshops and through the impact survey.

Intangible personal transformations include:

The project helped many beneficiaries to feel more **motivated** to work, for example in the agricultural sector. Many expressed more **confidence** that this livelihood can work for their families. The beneficiaries insisted that this kind of **optimism and empowerment** also occurred among the **women** who have participated in the project as they have **conquered new spaces and roles** beyond their households. On a related point, some pointed out how the perception of the role of women has changed, from being viewed as able hairdressers or tailors to being viewed as capable businesswomen.

Many stated that they acquired **new knowledge and skills** that helped them to carry out their work more effectively. This was largely the case among beneficiaries who were already doing the same work before the project, such as farmers, ranchers or beekeepers. Among those who attended certified vocational training (CVT), this perception was mixed. They all agreed that they had acquired new knowledge and skills but, on several occasions, stated that not enough was being done to ensure they could exercise the trade for which they were trained as self-employed individuals.

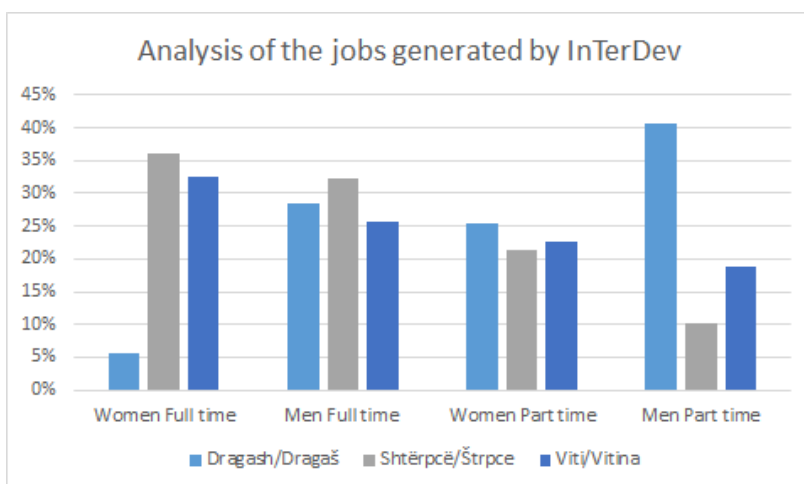
¹⁵ https://www.betterevaluation.org/en/plan/approach/contribution_analysis

Probably one of the most significant intangible changes achieved by the project was the increase in **confidence in the functioning of official aid concessions**, including those of the **MARFD**, particularly among LDF beneficiaries.

Although the institutions that benefited the most from an **increase in trust** on the part of the community was undoubtedly the **municipalities themselves** (see organisational changes).

Tangible transformations include:

The project created an estimate of 670 jobs¹⁶, many during the raspberry season. A very positive aspect of job creation was the emphasis that the project gave to women's employment. However,



according to the beneficiaries consulted, a high percentage of this **employment was informal** as it took place between families and neighbours with a high rate of seasonality. Furthermore, the degree of stability of the jobs; i.e. whether they were full-time or part-time, varied according to municipality and sex, being ST the municipality that generated the most job stability (see table 3)¹⁷.

Table 3- Analysis of jobs generated (from the survey)

The vast majority of these jobs were **generated through outcome 2** (LDF Grants) and **outcome 3**, especially through support to micro-enterprises. Vocational training also generated employment but to a much lesser extent. Of the 30 people who benefited only a few had obtained stable employment, the majority used their acquired skills in a more sporadic way.

Thanks to the intervention of the project, many of the beneficiaries **increased their production** and their **income** (an average of 280 euros per month).

“Before (this) grant our annual yield was around 1100 kg of raspberries. After (the) grant our annual yield in 2019 was 2300 kg of raspberries” Survey respondent

In the municipality of ST alone, **an increase of 4.5 million euros was reported** from the raspberry campaigns during the years of the project by around 400 producers.

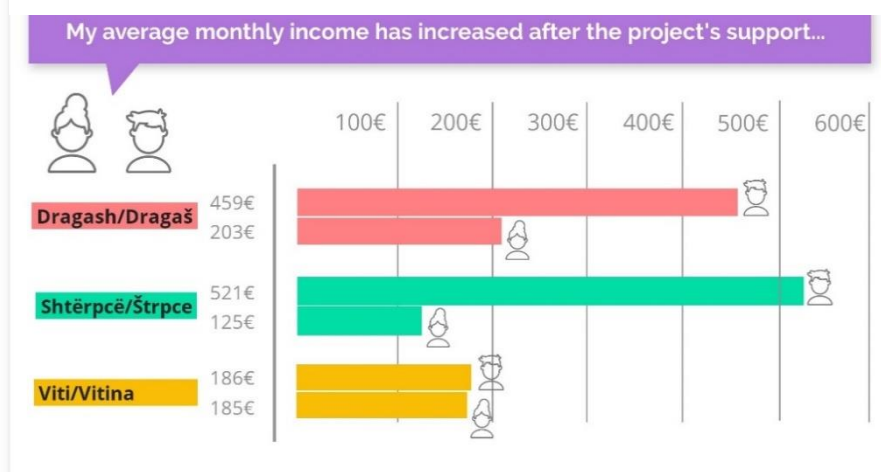
¹⁶ Progress report January – July 2019

¹⁷ The evaluation could not clearly determine the reasons for these differences between the various communities, beyond the more conservative nature of DR and the recent incorporation of VT.

However, the increase in income differs significantly between municipalities and also between women and men (except in Viti/Vitina), (see figure 5).

It is also important to note that the beneficiaries, especially in DR and ST, established solid sales channels inside and outside Kosovo and therefore expanded their **commercial networks**.

Figure 5 - Increased income (from survey)



“Without InTerDev 2 supporting me, it would have been almost impossible for me to enter the market” Survey respondent

Several beneficiaries reported **improved working conditions**. For example, better efficiency in the use of time thanks to new tools or processes introduced by the project.

“Now I have all the tools and systems needed for raspberry cultivation. My job is much easier now than before the grant” Survey respondent

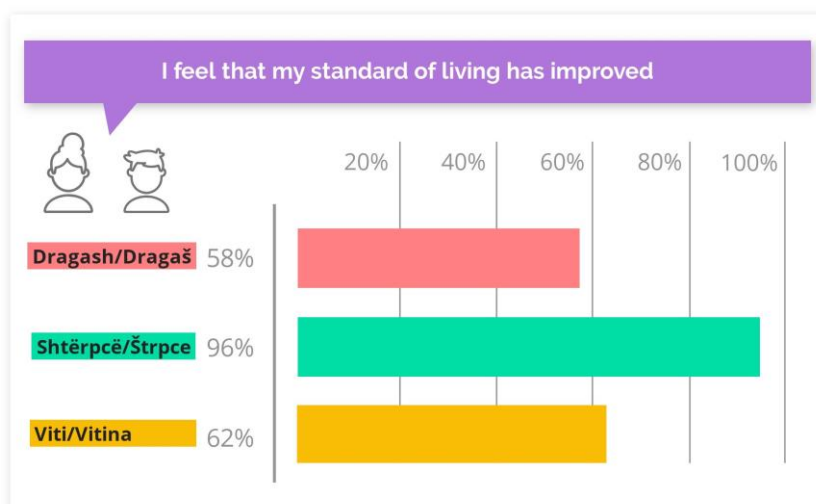
Cases were also documented where the project contributed to **the value** of certain products by supporting their refrigeration, processing or packaging.

“(the) support gained through Interdev 2 project has not directly increased the amount of milk I produce but it has directly improved the quality and reduced the losses that are usually caused by the inability to maintain the milk in optimal conditions. So, I can freely say that about 50% has increased my milk profits”. Survey respondent

The latter has occurred mostly through **social enterprises** and is still demanded by many of the individual beneficiaries consulted by the evaluation.

In conclusion, the **situation of the beneficiary families** has undoubtedly **improved**. A total of 78% of the survey respondents agreed or very much agreed that their standards of living improved after their engagement with InTerDev 2. Although, there were significant differences depending on the municipality (see figure 6).

Figure 6: Improved living conditions (from survey)



However, the project's ambition to improve the profile of beneficiaries so that they were eligible for **MARFD** grants did not happen. The evaluation could only document one case in Pavla (DR). Nevertheless, several of the beneficiaries were able to access the Ministry's subsidies rather than the grants.

The **women** beneficiaries consulted during the evaluation were unanimously delighted to have participated in the project and **genuinely empowered** but

there was a caveat about gender equality worth noting, the concept of “**time poverty**”. This notion has important links between the impact on gender equality and income poverty, as the recent Word Survey on the *Role of Women in Development* states¹⁸. Conceptually, time poverty can be understood as the fact that some individuals do not have enough time for rest and leisure after taking into account the time spent working, whether in the labour market, for domestic work, or for other activities such as fetching water.

In spite of the undoubtedly positive impact that the project had on women, it was also found that their workload increased considerably. For example, women in DR who had benefited from greenhouses stated that they had to dedicate up to 6 hours a day to their maintenance. This happened without any solid indication that the time dedicated to unpaid housework had diminished significantly at the same time.

10.3.2 Community transformation

"Made a huge impact on the local market. Income has increased. This has a ripple effect in the local economy" Civil Society Actor

This refers to changing attitudes, collective behaviours, social norms, values or overall quality of life in a given **community**.

Methodological caveat

In the case of InTerDev 2, it would have been important to determine what is considered a "community". The concept can range from an extended family to a complete municipality. This definition is important for determining to what extent the project reached a critical mass. Whether it was enough to change a community or whether it produced a sum of individual or family changes that were not enough to impact the community as a whole.

This said many beneficiaries and other stakeholders talked unprompted about how the project contributed to **women's empowerment** in the communities. They talked about aspects such as their self-esteem, sense of agency, economic autonomy, and freedom of movement. Although, it was not possible to determine whether this empowerment really meant a sustainable shift in collective values. In general, these types of transformations are complex and generational, although the project has undoubtedly done its bit for it to go in the right direction.

According to key stakeholders, in DR and ST in particular, the increase in income generation had a **ripple effect in the municipal economy** as people had more money to spend.

As already anticipated in the "individual transformations", the **level of employment rise** was significant enough so that it can be considered a change in the municipality, especially during the raspberry campaign in DR and ST. Although, as already pointed out, the type of employment that was generated, even though it was important in terms of magnitude, it was mostly precarious and informal. Within a Theory of Change approach, subsequent projects could consider the next steps to make these jobs more stable and eventually increase the number of taxpayers.

An indisputable change at the community level to which the project contributed significantly was the **opening of new lines of business**. Specifically, the production and marketing of raspberries was very incipient at the beginning of InTerDev 1 and is now a consolidated sector, especially in ST.

¹⁸ UN General Assembly, “World Survey on the Role of Women in Development; Report of the Secretary-General: *Why addressing women’s income and time poverty matters for sustainable development*”, June 2019

Not only have local raspberries gained a reputation. The project also contributed to increasing the **reputation of other products** from targeted municipalities. For example, the local honey in ST won two gold medals in the international honey fair held in Tuzla, BiH in September 2019¹⁹.

10.3.3 Organisational transformations

"The perception of the people is that the municipality is more involved. They perceive that it had a bigger role in their lives" Civil Society Actor

This sphere refers to changes in, for example, laws or regulations that govern a given community/region/country. They could also mean transformations in organizations, such as new budgets, departments, systems or structures.

In this sense, the project contributed to positive transformations, **especially in the three municipalities**, and to a lesser extent in the social enterprises.

Municipal teams reported a significant **increase in their capacity** to manage and deliver social services and programs. This was achieved through their close involvement with InTerDev, for example through the Local Action Groups (LAGs), the design and implementation of the TEPs, the information sessions for the LDF grants, their participation in the monitoring visits, etc. The formal coaching designed by InTerDev 2 for municipal staff also contributed to improvements in **municipal planning and reporting** especially in DR.

Very relevantly, the importance of **gender equality** increased among municipal officials and authorities. This was evidenced by the multiple referencing made during the data collection of the evaluation and by the presence of gender experts in the municipalities.

The continuous interaction with the InTerDev team also meant that the municipalities **opened new channels of communication with the community** and that, in the words of one of the people consulted, *"have improved their outreach to the people"*. This, in turn, meant an increase in the community's trust in the local authorities.

One factor that considerably helped to increase **confidence** was the involvement of municipalities in providing **infrastructure** such as roads and waterways that complemented InTerDev2's actions.

Finally, the municipalities also acquired closer lines of **collaboration among themselves** and with other organizations, most relevantly with the Municipal Employment Offices.

The impact of the project on **Social Enterprises** was also relevant. For example, the Mladi na selo founded during the first phase of InTerDev went from 15 founding partners to 40 members.

10.4 EFFICIENCY – HOW WELL WERE THE RESOURCES USED?

In this chapter, the evaluation assesses the extent to which the project made good use of its human and financial resources.

Firstly, under **governance and coordination**, the report analyses the extent to which the management and administrative arrangements sufficiently ensured the efficient implementation of the project. Secondly, under section **partnerships**, the evaluation assesses how the project promoted ownership and alignment among the relevant stakeholders. It also addresses the added value that UNDP brought to these partnerships and to the project in general.

Finally, the chapter tackles the all-encompassing concept of **value for money** (V4M). This is how well the various activities transformed the available financial and human resources into the intended results, which in turn, contributed to desired objectives/changes.

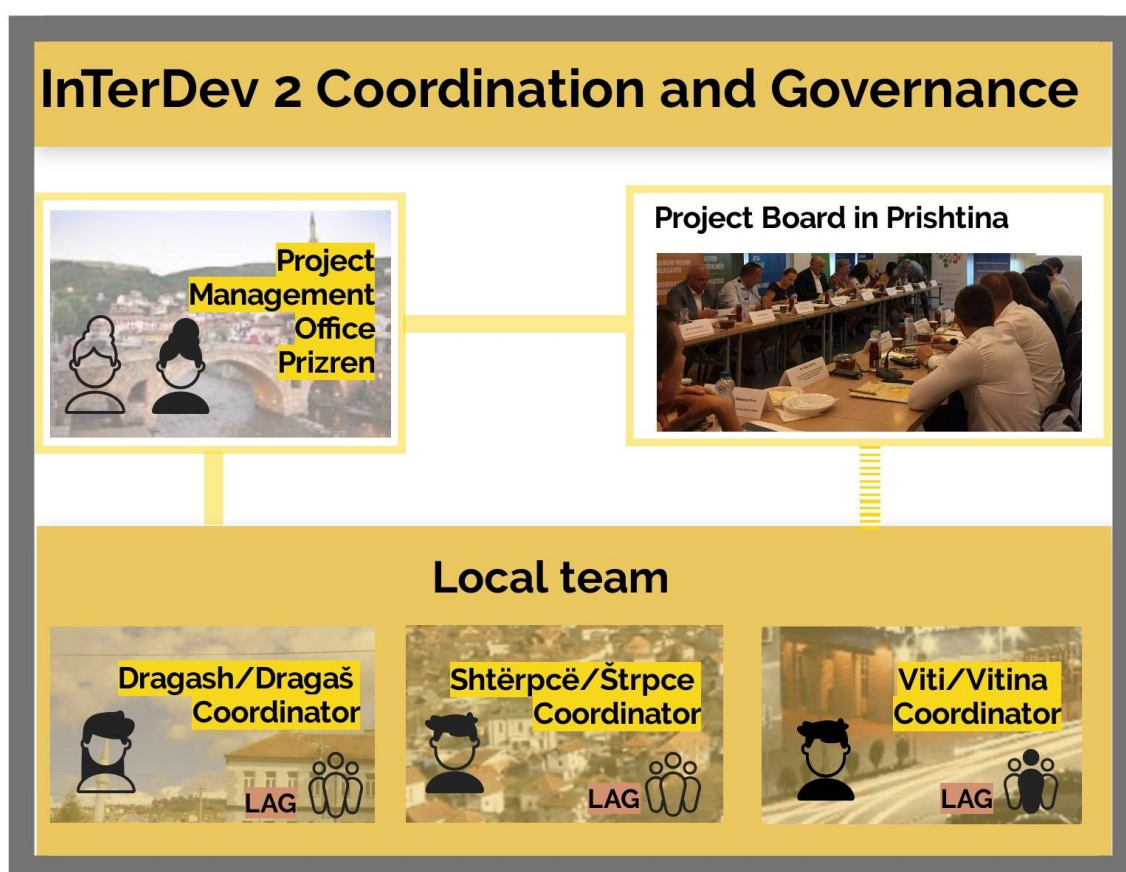
¹⁹ <https://www.kosovo-online.com/vesti/drustvo/pet-zlatnih-i-jedna-srebrna-medalja-u-bih-za-kosovski-med-19-9-2019>

10.4.1 Governance and coordination

The project was led by a management unit based in Prizren composed of a **Project Manager** and an Administration and Finance Assistant. The Project Manager coordinated a local project team consisting of **three Local Coordinators**, one for each municipality. The Local Coordinators worked closely with the **Local Action Groups** (LAGs) which differed in their composition depending on the municipality, but it always had a strong involvement of the municipality staff.

The project was governed by a **Project Board** which was composed of a broad representation of the three municipalities including the Mayors, gender experts and the most relevant members of the LAG. It also included the Local Coordinators, the LDF Secretary, representatives of ADA (main funder), the Project Manager, and various senior members of UNDP in Kosovo (see figure 7).

Figure 7- Coordination and governance



As the project was administered by UNDP, InTerDev 2 also received support from the main UNDP office in Prishtinë/Priština with various administrative and logistical services and above all with solid programmatic assistance.

Several **positive aspects** stemmed from the coordination and governance structure of the project.

First, the fact that the entire core team was **based in or near the project area** was instrumental in its successful implementation. This meant, for example, that project staff (and staff from LDF) were able to rigorously monitor activities and work side by side with municipal authorities and staff (through the LAGs), which greatly increased the quality of the outputs and the local ownership. This point was particularly noteworthy in the case of the Local Coordinators in DR and ST who lived in these municipalities and they were known and respected personalities within the local community.

Another important aspect that facilitated the smooth implementation of the project was that the entire management team, in addition to the teams in DR and ST and the LDF, **had already worked in the first phase** of InTerDev. The DR coordinator even came from managing other UNDP projects

in the municipality and had been the face of UNDP in DR for about 10 uninterrupted years. The fact that **the team remained unchanged** spoke volumes about the style of **management** of the project which was **always empowering**. It also allowed the project to build on the vast experience of the first phase.

The same thing happened in the **municipal teams of DR and ST that hardly changed** even after the municipal elections of 2017. This was obviously not the case for VT, which joined the project in the second phase of InTerDev. In fact, the level of functionality of the LAG in VT was not at the same level as in the other two municipalities. In DR and ST the LAGs were broader and more plural, and the roles of the members were clearer than in VT where the burden of project LAG fell largely on one person (see figure 7).

The role and functioning of the **Project Board were also highly valued** by stakeholders. It was highlighted as a space for the exchange of information and debate on the progress of the project. In addition to the Project Board, the **communication channels** between the different parties involved in the project were **fluid**.

Particularly noteworthy is the fact that during the evaluation **no complaint or grievance ever emerged either about the flow of information** (e.g. presentations or quality of reports) or about **administrative bottlenecks** (e.g. late payments or cumbersome mechanisms).

10.4.2 Partnerships and alliances

The main partner of InTerDev was the **Austrian Development Agency (ADA)** which was instrumental in the development of InTerDev 2, not only because it was the main funder but also because it was involved programmatically both through the Project Board and through continuous monitoring visits.

At the local level, the clearest partnership that InTerDev 2 established and/or strengthened was with **the municipalities** of the three targeted localities.

This partnership translated, as discussed in several parts of this report, into a close collaboration during the design and implementation of much of the project's activities. An important indication of the quality of this partnership was that the **three municipalities contributed more than 11% of the total project budget**. Actually, the three partner municipalities **reconfirmed and amplified** their financial commitments for a number of service lines under the municipal TEPs during the project's span (EUR 65,000 by DR Municipality, EUR 90,000 by ST Municipality and EUR 65,000 by VT Municipality).

Other notable alliances established by the project at the local level were with **Municipal Employment Offices, Vocational Training Centres and Private sector** enterprises, especially with the companies that guaranteed the purchase of products produced by InTerDev's beneficiaries.

It is also essential to highlight the positive partnership that the project established with **the Local Development Fund (LDF)**, which was the key piece that efficiently managed the grants programmed under outcome 2.

Coordination and/or synergies **with other international organisations** present in the area, including other UN agencies, **could have been improved** (always bearing in mind that there were few international donor interventions in the targeted area). In this sense, the project only held some coordination meetings with Helvetas and Caritas in DR and GIZ in ST.

Finally, at the state level, the **Ministry of Labour and Social Welfare** also made a small contribution to the project budget (3%) that strengthened national ownership.

UNDP added value

The investment of InTerDev 2 would not have gone so far without the experience, reputation, and trust of UNDP in Kosovo and in the project area.

Firstly, the fact that the implementing partner was a **UN entity (UNDP) added value** to the project by linking it to the global SDG agenda. The Mayors of the three municipalities stated that they felt part of a larger, global project.

Furthermore, UNDP had vast experience in targeting vulnerable populations in the project area. For example, through the profiling system developed for the Territorial Employment Pacts in the Municipalities of Fushë Kosovë/Kosovo Polje and Obiliq/Ć, as well as for the TEPs in Dragash/Dragaš and Shtërpçë/Štrpce under the InTerDev 1. Additionally, UNDP also had experience working with Viti/Vitina municipality through interventions such as the Support to Anti-Corruption Efforts in Kosovo and the Active Labour Market Programmes (ALMP 2).

UNDP's vast experience allowed InTerDev 2 to work with a solid network based on trust (particularly with beneficiaries and municipalities) acquired after years of work.

10.4.3 Value for money

Value for money is a concept that encompasses the three Es: Economy (reduction of cost), Efficiency (relation between investment and results) and Effectiveness (to what extent expected aims have been accomplished) (see Figure 8).



Figure 8 - Value for money

According to figure 9, which illustrates the budgetary distribution of the project, **65% of the financial resources were directly allocated to the implementation of the three outcomes**. Nonetheless, there is a big difference between the resources devoted to outcomes 2 and 3 (29% and 33% of the total budget respectively) and what was devoted to outcome 1 (3% of the total).

This difference is **consistent with the level of results achieved** through outcome 1. As noted under the impact chapter, the greatest contribution to the capacity of municipalities was not achieved through the activities planned under this outcome, but through the daily interaction of municipal staff with the project team. The vast majority of results and contributions to changes occurred thanks to the strategies implemented under outcome 2 (related to LDF grants) and outcome 3 (related to the design and implementation of TEPs).²⁰

²⁰ Project budget 30 June 2019

INTERDEV 2 ALLOCATION OF FUNDS

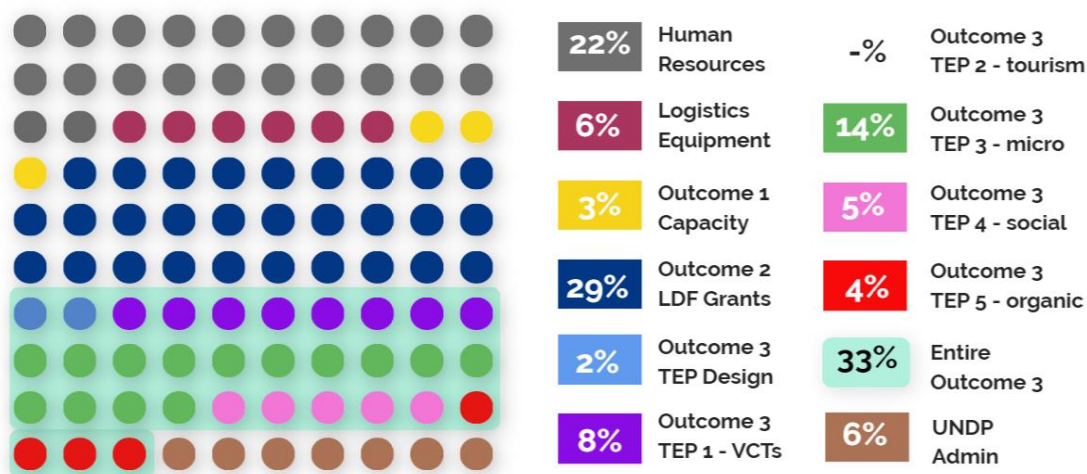


Figure 9- Allocation of funds

The **allocation of human resources** was particularly cost-effective. The project invested 22% of the budget in a very well-oiled team which, as analysed under governance and coordination, was key to the success of InTerDev 2. The project would never have been successful without the experience, commitment, knowledge of the context and trusting relationships established by this team with municipalities and beneficiaries.

Zooming in into the budget the evaluation found only two concerns in terms of return on investment.

The first refers to the investment in TEP 1, i.e. vocational training. According to the budget, 8% of the total was invested in this component, which benefited only 30 individuals. In addition, as was analysed under the impact chapter only a few of these individuals got stable jobs.

Another cause of concern is the 4% of the budget dedicated to organic farming. This component was highly relevant and had enormous potential in the area. However, as indicated under the effectiveness chapter, the activities implemented by the project under this theme were still very incipient. If some kind of longer-term accompaniment was not envisaged, it was easy for this investment not to produce any tangible results (see sustainability chapter).

10.5 SUSTAINABILITY – WHAT WILL BE LEFT AFTER THE FUNDING STOPS?

This chapter identifies those aspects of the project that are likely to be sustained after its completion. These aspects can be approached from two points of view. The extent to which the **process** is sustainable, i.e. the extent to which key stakeholders will remain committed to the project's objectives; and the extent to which the **results** of the project could be used or sustained after the funding stops.

10.5.1 Process

Overall, the evaluation found that there the stakeholders (particularly municipalities) consider the closure of Interdev 2 as quite unfortunate. ADA carried out a competitive process for a new project about Market System Approach, and while there were expectations, there were no guarantees that the three municipalities would benefit.

ADA will continue to be involved and committed to creating jobs and expanding markets that benefit the most vulnerable. However, it was not decided (at the time of the evaluation) what geographical

scope the initiative was to have and therefore whether it was going to cover the three municipalities of InTerDev 2.

The new ADA initiative planned to end its inception phase in September 2020 at the earliest. Also, the MSA approach would not have a tangible effect on beneficiaries until the medium term, as it seeks to change the way that markets work. Consequently, at best (if the new ADA initiative was to cover all three municipalities) their actions would not be visible until well into 2021 and stakeholders were concerned about what would happen in the meantime.

The general feeling was that InTerDev 2 was only halfway there in terms of its potential scope; i.e. the **target population of the project was much larger than the families that have been able to attend**. Moreover, the project was perceived as very successful which created **expectations** among those who already benefited and those who could potentially benefit in the future.

This sense of confusion and disappointment among stakeholders could have been mitigated if UNDP and its local counterparts had designed, during the implementation phase, an exit strategy or a donor diversification strategy so as not to have to rely exclusively on the Austrian Agency.

UNDP, for its part, remained committed to InTerDev's objectives and to the municipalities and was making efforts to mobilize new resources. However, beyond February 2020 continuity was not guaranteed. This situation also left the professional future of the InTerDev team in suspense, which, as already analysed under the chapter on efficiency, was one of InTerDev's biggest assets.

Municipalities, especially ST and DR, were determined to maintain and **increase their budget to co-finance this type of project** (to the extent of their possibilities), not only with financial resources but also with **complementary services**, such as road construction and water supply. They also felt that the project had **capacitated local civil servants** and authorities and that they were more ready to continue this type of work more effectively. However, if international actors were to stop their financial support, it was not clear that local authorities had the means to implement this commitment in a meaningful way on their own.

"It is going to be really hard if UNDP does not continue. We will stop in the middle of the road. UNDP can find a new donor because the results are there" Mayor

On a more optimistic note, most of the **investment made so far by InTerDev is likely to be sustainable** i.e. most beneficiaries will continue to invest work and commitment on the issues that the project supported. In the survey conducted by the project, 97% of respondents in ST, 62% in DR and 92% in VT replied that they were extremely confident or very confident that their business will develop and grow more in the future²¹. This was coherent with the testimonies collected during the beneficiary's workshops.

"I see that this business is profitable and has constant market demands for our products"
Farmer from DR

It seemed clear though that market fluctuations would be critical in ensuring sustainability. For example, in 2018, lower raspberry prices, due to overproduction in Poland, meant less income for InTerDev producers to the extent that some of the farmers abandoned the crop.

However, the **market seemed guaranteed** and the beneficiaries tended to think that the issue to tackle was raising production rather than opening new business opportunities. There were variances depending on the municipality though. While in ST 91% of survey respondents were very confident or extremely confident about the current business climate in their municipality, only 66% of respondents thought the same in VT and 46% in DR²².

²¹ No significant differences were detected in the perceptions of men and women in this aspect, especially in TS where the responses are more even.

²² As above.

A factor that strongly emerged concerning the sustainability of the market was the need to strengthen and protect the **local brand** of certain products (for example, creating an *appellation of origin*).

Finally, as pointed out under the impact chapter, there was an extended assumption in the project that their activities could upgrade farmers so that they could receive **grants from the Ministry of Agriculture**. This happened very rarely, even considering that recently the criteria for accessing these grants were more "relaxed". It would have been more realistic to aim for the subsidies of the Ministry that seemed more accessible for this type of population.

10.5.2 Results

In order to make a clear analysis of the sustainability of the results, the report has organised them by outcomes.

OUTCOME 1 - Capacity Building

The installed capacity in municipalities, i.e. the new knowledge and skills acquired by authorities and civil servants, was undoubtedly a **permanent change**. However, according to representatives of the three municipalities, without the appropriate factors (e.g. a donor-supported programme framework), it was difficult for all these lessons to be put into practice.

OUTCOME 2 - The Local Development Fund (LDF)

The sustainability of LDF itself (the organisation and the grants-system) was **not guaranteed**. This seemed unfortunate after eight years of solid work and having built a tremendously efficient and transparent scheme of grants management for one of the most vulnerable groups in the region.

One of the main factors why LDF found itself in this situation was that its small team focused on rigorously designing, implementing and monitoring the projects they had been entrusted with (among them, the management of grants for InTerDev 1 and 2). However, the team did not have additional capacity to diversify LDF's clientele (as in dedicated expertise on resource mobilisation). LDF, like InTerDev, depended exclusively on ADA funds and at the time of the evaluation it had not been possible to commit additional funds or projects that guaranteed the continuity of the organisation.

However, **LDF recipients of grants report a very high degree of sustainability** of their activities. For example, the case of greenhouses, dairy producers and raspberry producers and processors.

OUTCOME 3 - The Territorial Employment Pacts (TEPs)

The components of TEPs had different degrees of sustainability. The following is an analysis of each of the components.

TEP 1 – Certified Vocational Training (CVT)

As stated previously in the report, not all of the 30 recipients of vocational training were in full-time employment or viably self-employed. Only in ST reported that a large majority of them had found work but even in ST there was the general situation that although CVT trainees used their tools to work, they did it only sporadically, and often from home, i.e. in a precarious and uncertain employment situation. As noted earlier, some of the respondents thought that the **sustainability of this component could be greater if VTCs were coupled with work practices**.

TEP 2- Tourism

As explained in the chapter on effectiveness under progress, the project successfully adapted to the changing demands of the beneficiaries under this component. The main tangible results of the tourism strategy were a guest house in DR (that had not yet been inaugurated) and a tourism association with guides who had received basic training. The two results were still **too incipient to assess their sustainability**. However, several voices expressed that at least the association would need more support in order to become fully functional.

Under this component, promotional material was also produced. This material was known by stakeholders and was being disseminated. However, these isolated actions did not seem to be part of a solid communication campaign by the municipalities.

TEP 3- Microenterprises

The small grants given to families under this component were **being used to a large extent** and the results were sustainable. However, the evaluation also got a few testimonies indicating that in many cases if families did not continue receiving **support** the situation could be easily reversed.

In this sense, it is important to note that although beneficiaries had largely improved their living standards thanks to the project (see figure 6), they were still a **very vulnerable population** and any unexpected life blow could make them regress to a precarious and insecure life.

The type of support that beneficiaries required to make the project results more sustainable were mainly equipment for preserving and processing products (cheese making machines, preservers, refrigerators, etc.).

“Processing is the future” (ST farmer)

TEP 4- Social Enterprises

The project in its second phase set up two social enterprises that were **still too new** to assess their sustainability. An optimistic indicator though would be that at least two of the social enterprises set up in the first phase (InTerDev 1) were still working and had grown considerably. However, it is important to consider that the social enterprises of the first phase continued to have support from the InTerDev team during the second phase, which may not be the case for the enterprises set up under InTerDev 2.

TEP 5 - Organic farming

The sector of organic agriculture emerged strongly from several stakeholders as being one with great potential in the area. It was clear that there was interest on the part of key stakeholders which was an essential factor for the sustainability of any action in this area.

However, there was also unanimity that the **process of adaptation to organic agriculture and its subsequent commercialization was a long process** that required a lot of support. That was why the specific actions that InTerDev 2 carried out in this component (mainly training) could become a lost investment if a solid follow-up plan is not put in place.

10.6 CROSS-CUTTING ISSUES – WERE ALL IMPORTANT ASPECTS THOUGHT OUT?

10.6.1 Gender

Throughout the report, the relevant gender aspects have been highlighted in each chapter. The conclusion is that gender was very much present in InTerDev 2 and that the project made considerable efforts to mainstream gender in all its strategies with **significant results** as already noted in the impact chapter.

Most significantly, **women beneficiaries of the project conquered new roles** as entrepreneurs mostly in the agricultural sector but also in other productive areas such as trade. Consequently, many felt that they could provide better for their family. In the impact survey done by the project as much as 94% women respondents declared that the project changed their economic situation

because they could bring more resources home.

In terms of how this had changed their power situation within the family, there were **significant differences depending on the municipalities**, as figure 10 illustrates.

These results were not surprising since the social contexts in the different municipalities were very different. DR repeatedly emerged as a much more conservative context than the rest. VT, on the other

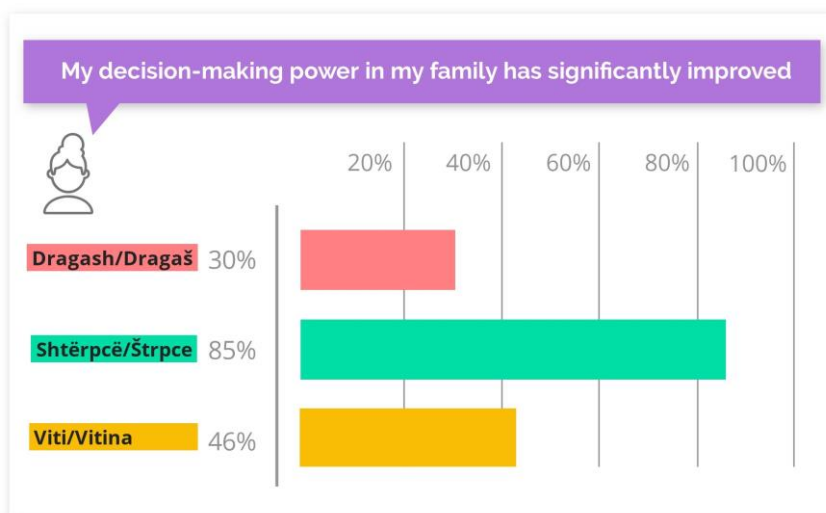


Figure 10- Women decision making power

hand, had not been in the project long enough for significant changes to have had taken place in power relations within the families.

In general, the project benefited both men and women. This should be celebrated while encouraging future initiatives to go deeper in their gender analysis taking into account variables such as *"time poverty"*.

10.6.2 Human Rights

The promotion of human rights was present in InTerDev 2 above all because of the **respectful inclusion of different minorities** in all the project's activities.

Many of the people consulted have highlighted the multiple spaces, such as training, study tours or exchanges between municipalities that had **promoted conciliation** between the different populations present in the targeted region.

The project in turn, as noted in the "design" section, had specific quantitative indicators to ensure that it would benefit a "non-majority" quota, and as highlighted under the chapter on effectiveness, this quota came very close to being achieved.

However, there is a **caveat** that should be noted for future learning. The non-majority quota was defined from a National level only. However, from the point of view of practical reconciliation and peacebuilding, it could have been interested to have this **quota defined** also from the **municipal level**.

10.6.3 Environment

The project implemented **capacity-building measures** related to agricultural best practices on the safe use of pesticides, environmentally friendly harvesting methods, water-saving, and waste management.

Environment protection was one of the **monitoring criteria** applied by the project during the field monitoring visits and the small grants applications for micro-enterprises contained environmental criteria. Moreover, the Value Chain analysis emphasized the protection of natural resources as a factor of growth.

The livestock sector was more focused on **waste management** and **animal welfare**, while the fruit and vegetable producers paid more attention to the controlled **use of pesticides**. Less use of pesticides and water saving, especially among raspberry producers, was the most prevalent environmental protection measure applied.

“I am taking care of less use of pesticides; I am taking care of the proper use of water-saving as well as about treating raspberries in a natural way as much as possible”. (ST farmer)

Waste management was another environmental protection measure. Farmers improved the overall conditions through the construction of septic tanks which were periodically cleaned, and the waste used as a **natural fertilizer** for open fields and greenhouses.

Furthermore, farmers themselves also contributed to **knowledge sharing** about environmental protection.

“As a professional beekeeper, I am always taking care of the environment. What I am doing is I am always trying to promote environmental practices to all farmers in my area by explaining them to use fewer pesticides, to save water, to take care of animals”. (ST farmer)

Cooperation with collectors was another important environmental protection measure. A positive experience in this regard was the cooperation with Agro Produkt²³ which is exporting to European countries and Canada, prompting farmers to comply with the required standards.

Harvesting methods were also an important environmental protection measure through environmentally-friendly harvesting techniques to protect the flora of the national park.

“Collection of forest fruits and medical herbs require certain criteria that are applied in our farm too. Special attention needs to be paid to the collection of fruits and minimization of damage”. (DR farmer)

²³ The evaluation could not gather information on what particular environmental standards were required of farmers in this case.

11 CONCLUSIONS

DESIGN AND RELEVANCE

The design followed a logical framework approach with an implicit ToC and it was designed in a participatory manner. The project was well structured with SMART indicators and targets (including gender and human rights ones), although they were only quantitative. This meant that although the project could capture well what happened, indicators could not fully explain why and how it happened.

The project was highly relevant to the situational context and addressed in nature the challenges and demands of the targeted beneficiaries; both women and men. The selection of the targeted population was also particularly adequate. However, in terms of scope, due to limited resources, the project still had expectations of beneficiaries or potential beneficiaries to fulfill.

InTerDev 2 was fully aligned with ADA's mandate and in keeping with UNDP thematic areas of inclusive growth and environment, the UNCDP 2016 – 2020 area on social inclusion, as well as with the SDGs. InTerDev 2 was also fully aligned with the Municipal Development Plans of the three targeted municipalities and linked well with the National Development Strategy.

EFFECTIVENESS

The general progress of the project was impressive. Most of the targets set by the project in their logframe were met or exceeded. Since the start, InTerDev 2 reported having reached 378 direct beneficiaries (45.7% women), over 2200 indirect beneficiaries, and supported 283 rural micro-enterprises (39.6% women-led). There were also important results that came to light during the evaluation that were not captured in the initial project logic.

InTerDev's monitoring system was rigorous and thorough. Component indicators were measurable and data collection systems were regular and comprehensive, producing clear and useful progress reports. However, the design, with only quantitative indicators, favored progress monitoring over impact monitoring. The project took steps to mitigate this deficiency, but this was too late for it to be used in the learning of the project.

IMPACT

At the individual level, the project contributed to multiple intangible and tangible changes. It increased beneficiaries' motivation to work; women conquered new spaces and roles and it improved beneficiaries' knowledge and skills, particularly among those who were already doing the same work before the project, not so much among CVT trainees. On several occasions, stakeholders explained that the duration and depth of these pieces of training were not sufficient for the trainees to obtain the necessary skills required to master a new trade.

The project created an estimate of 670 income generation opportunities and put a special emphasis on promoting women's employment. However, a high percentage of the activity was informal and seasonal.

It also increased production and the income of many beneficiaries who reported an average monthly increase of 280 euros. However, this increase differed significantly between municipalities and also between women and men. Furthermore, many beneficiaries expanded their commercial networks and the value of their products.

In conclusion, the situation of the beneficiary families undoubtedly improved although the ambition of upgrading their situation so that they were eligible for MARFD grants did not happen.

In spite of the undoubtedly positive impact that the project had on women, it was also found that the project had not yet considered how they were affected by the notion of “time poverty”.

At the community level, the increase in income generation had a ripple effect in the municipal economy, especially in ST. An indisputable change was the opening of new lines of business. Specifically, the production and marketing of raspberries, although InTerDev also contributed to increasing the reputation of other products.

At the organizational level, the project contributed to positive transformations, especially in the three municipalities. Municipalities increased their capacity to manage and deliver social services; the importance of gender equality increased among municipal officials, and new channels of communication with the community opened which increased the community trust in their local institutions.

EFFICIENCY

InTerDev's management and governance structure was highly effective. It was particularly remarkable that no complaint or grievance ever emerged either about the flow of information or about administrative bottlenecks.

This was due to several factors. The fact the teams in DR and ST and the LDF had already worked in the first phase of InTerDev and that the entire core team was based in or near the project area was instrumental in its successful implementation. It was also important that the municipal teams of DR and ST had hardly changed even after the municipal elections of 2017. Finally, the Project Board was also highly valued.

The main partner of InTerDev was the Austrian Development Cooperation (ADA), not only as the main funder but for its programmatic involvement. At the local level, the clearest partnership that InTerDev 2 established and/or strengthened was with the municipalities of the three targeted localities which translated into a close collaboration and the contribution of 11% of the total project budget. It is also essential to highlight the positive partnership that the project established with the Local Development Fund (LDF) in outcome 2. However, coordination and/or synergies with other international organisations present in the area, including other UN agencies, could have been improved.

Finally, the investment of InTerDev 2 would not have gone so far without the experience, reputation, and trust of UNDP in Kosovo and in the project areas.

The budgetary investment is coherent with the results of the project, being the allocation to human resources particularly cost-effective. Zooming in into the budget there were only two concerns in terms of return on investment; TEP 1, i.e. vocational training and TEP 5, i.e. organic farming.

SUSTAINABILITY

Overall, the evaluation found that stakeholders (particularly municipalities) consider the closure of Interdev 2 as quite unfortunate. This feeling could have been mitigated if UNDP had designed an exit strategy or a donor diversification strategy during the implementation of the project.

Although ADA remained committed to InTerDev's general objectives, the new initiatives the Agency planned to finance do not guarantee to cover these three municipalities. UNDP also remained committed and is making efforts to mobilize new resources. However, continuity after February 2020 is not guaranteed.

The municipalities on their part, showed great ownership over the project, especially ST and DR, while all three municipalities were determined to maintain and increase their budget to co-finance any future initiative. However, if international actors were to stop their financial support, it was not

clear that local authorities had the means to implement this commitment in a meaningful way on their own.

On a more optimistic note, most of the investment made so far is likely to be sustainable i.e. most beneficiaries will continue to invest work and commitment on the issues that the project has supported.

The degree of sustainability of the results varied depending on the outcome. The installed capacity in municipalities is undoubtedly a permanent change. However, without the appropriate factors, it is difficult that these lessons will be put into practice. The sustainability of LDF itself is not guaranteed. However, LDF recipients of grants report a very high degree of sustainability of their activities. The most sustainable results of TEPs are those associated with TEP 3, i.e. support to rural micro-enterprises. The one with the least sustainable results is TEP 5, organic farming.

CROSSCUTTING ISSUES

Gender has been very much present in InTerDev 2 and that the project has made considerable efforts to mainstream gender in all its strategies with considerable results. Most significantly, the women beneficiaries of the project have conquered new roles as entrepreneurs mostly in the agricultural sector, but also in other productive areas such as trade.

The promotion of human rights has been present in InTerDev 2 above all because of the respectful inclusion of different minorities in all the project's activities. The project provided spaces for interaction between the different communities within the municipalities, although exchanges between municipalities with different ethnic majorities have probably been more significant for reconciliation than in the municipalities themselves.

Environmental considerations were fully mainstreamed in many of the activities of the project. The project implemented capacity building actions and other measures (such as monitoring) related to agricultural best practices on the safe use of pesticides, environmentally friendly harvesting methods, animal welfare, water-saving or waste management.

12 RECOMMENDATIONS

URGENT – For UNDP

1. Design and fund a bridge project at least until November 2020

The most vulnerable aspect of InTerDev 2 is the sustainability of several of its results due to how abrupt its closure could be. This type of abrupt closure could also have a negative impact on the reputation and on the trust that UNDP has built with its partners and beneficiaries in the three municipalities. It is therefore highly recommended that a bridge project be designed that maintains the essential elements of InTerDev at least until November 2020, when it is known what form the new ADA-funded intervention will take.

These essential aspects should include retaining the talent and experience of InTerDev's core team.

For UNDP

2. Design and fundraise for InTerDev 3 beyond November 2020

Beyond the bridge project, it is recommended that UNDP continue building on the successes of the two phases of InTerDev and design a third phase incorporating improvements and learning.

In this third phase, special care should be taken to establish synergies with other international actors present in the area, especially ADA (if applicable), to ensure that InTerDev's approach is complementary to the rest of the initiatives.

For UNDP

3. Include an exit strategy and/or donor diversification strategy

In future projects, it is advisable to incorporate a specific exit strategy from the very design of the intervention. This strategy can also be complemented with a donor diversification plan. In this case, UNDP would have to ensure that it has the capacity (i.e. appropriate profiles) for resource mobilization, either within the project team or in the Prishtinë/Priština office.

Adopting a ToC approach complementary to the logical framework can help to update the objectives and concrete plans of a potential exit strategy.

For UNDP

4. Incorporate a ToC approach complementing the logical framework

In future interventions **use Theory of Change (ToC)** as a complementary approach to the logical framework. The elements that a ToC should contain a description of the motivational horizon and the pathway to change, an update of the context in which the project operates, a description of the main stakeholders (change agents, partners, opposers, etc.), the preconditions to reach such changes, and the assumptions behind the occurrence (or not) of the desired transformations.

The ToC is a dynamic tool that should be checked from time to time. It is also a tool that allows looking beyond the objectives that the project had set. For example, in the case of InTerDev 2, a review of the ToC could question not only if the project created employment but how to lay the groundwork for this employment to be of quality.

For UNDP

5. Improve design by adding new variables

The design was one of the highlights of InTerDev. However, several aspects could be improved. Firstly, it is recommended to incorporate qualitative indicators that favour impact monitoring. It is also advisable to incorporate information on how the concept of "time poverty" may affect men and women differently as a consequence of the project's actions.

For UNDP

6. Incorporate impact monitoring to feed into project learning

The impact survey carried out by the project was an excellent attempt at impact monitoring. However, in the future it is recommended to simplify this data collection technique, using, for example, specialized monitoring software or other data generation tools, such as focus groups. This simplification would allow repeating the impact monitoring regularly during the project's implementation so that it feeds into the ToC sessions.

For UNDP

7. Revise the CVT component

Vocational training has borne some fruit, but the strategy was not cost-effective. It is recommended that in future phases of InTerDev either this component be cancelled or redesigned. In this sense, possibly the component could be more effective if accompanied by paid internships in local companies.

For ADA

8. Ensure any approach is leaving no one behind

For the forthcoming funding cycle on local economic development, ADA should ensure that the SDGs and the principle of 'leaving no one behind' targeting the most deprived and vulnerable people are sustained and prevail over the general economic growth approach.

For municipalities

9. Focus on water accumulation and irrigation systems

Step up the capital investments in the expansion of the water accumulation and irrigation systems, which have proven to be vital to the needs of farmers and in accelerating local economic growth.

For DR and ST municipalities

10. Promote a 'Sharr/Šar region' brand

Jointly engage in 'Sharr/Šar region' product branding and marketing regulation, establishing adequate quality assurance criteria and funding mechanisms that protect local 'Sharr/Šar region' products and producers/farmers.

13 LESSONS LEARNED AND BEST PRACTICES

Looking beyond the limits of the project

Probably the most important lesson learned through InTerDev 2 is the need to look beyond the strict limits of the project. This means establishing spaces where strategic decisions are discussed and made beyond the progress of the implementation of the activities and their immediate results.

These questions could include what can happen when the funds are exhausted (exit strategy) or what are the real changes the project is contributing to and what should happen in order to build on those changes (from generating jobs to generating taxpayers).

These would also be spaces to challenge the assumptions underpinning the different project components. For example, to what extent it is realistic for a significant proportion of beneficiaries to access Ministry grants; or what would be the critical mass needed for changes to be considered collective.

That is to say, spaces for reflection about the "what", the "so what?" and the "then what?".

Involvement of municipalities

A best practice of InTerDev has been how it has involved the different partners and especially the municipalities. The fact that they have been involved in all aspects of the project has meant that there has been a huge increase in local ownership. Furthermore, this interaction has been the main tool for installing capabilities.

Relaying local expertise

The fact that the entire InTerDev 2 team was based in the project area has been one of the essential factors of its success and should be considered a best practice.

It has not only meant that the project was able to benefit from their experience and knowledge, but it also contributed to the general efficiency of the project (in terms of its value for money).

14 ANNEXES

Annex 1. Evaluation Matrix

Annex 2. List of documents consulted

Annex 3. Full agenda for the field mission

Annex 4. List of people interviewed

Annex 5. ToR for the evaluation

Annex 6. Data collection tools (Champions workshops)

Annex 7. Data collection tools (Interviews and focus groups guidelines)

Annex 8. Project results framework

Annex 9. Code of conduct signed by the lead evaluator

14.1. ANNEX 1. EVALUATION MATRIX

KEY Questions to be Addressed by Evaluation	Sources	Data collection tools
1. Relevance: Understanding how appropriately the identified problems and the interventions that followed responded to the needs of the targeted beneficiaries and other key stakeholders throughout the life of the project.		
Adequacy: Is the project addressing the nature and scope of the challenges facing by targeted beneficiaries both women and men? In addressing these challenges, to what extent has taken into account the felt needs and demands as well as the assets and resources of key stakeholders including beneficiaries?	Internal documents External documents Beneficiaries Project Board Field staff Authorities Other key partner (like NGOs) Bellwethers Other International organisations	Desk review In-depth interviews Focal Groups Champion workshops Direct Observation
Alignment: Were project's interventions clearly within stakeholders' mandate and congruent with their strategic framework?	Internal documents External documents Project Board Authorities Bellwethers Other International organisations	Desk review In-depth interviews Focal Groups
Adaptability: How responsive has the project been to new policies and strategy development occurring after project design?	Internal documents External documents Beneficiaries Project Board Field staff Authorities	Desk review In-depth interviews Focal Groups

	Other key partner (like NGOs) Bellwethers Other International organisations	
Future: What are the areas of relevance for future interventions in the target area? Are they in line with what the project proposes)	Internal documents External documents Beneficiaries Project Board Field staff Authorities Other key partner (like NGOs) Bellwethers Other International organisations	Desk review In-depth interviews Focal Groups Champion workshops
2. Efficiency: Assessing the extent to which the project made good use of its financial and human resources		
Value for money: How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to what it as planned and what was achieved)	Internal documents Beneficiaries Project Board Field staff	Desk review In-depth interviews
Governance (internal coordination): To what extent the management and administrative arrangements sufficient to ensure efficient implementation of the project. FOCUS: · Clarity and adequacy of roles; responsibilities; decision making procedures; and information flows.	Internal documents Project Board Field staff	Desk review In-depth interviews Focal Groups
Partnership and alliances (external coordination): Extent towards the project implemented the commitments to promote ownership, alignment, harmonization, management for development results and mutual accountability among all relevant stakeholders.	Internal documents External documents Project Board Field staff Authorities Other key partner (like NGOs) Bellwethers Other International organisations	Desk review In-depth interviews Focal Groups

3. Effectiveness: Assessing the extent to which the project has its expected results (what has been done?)		
Design: Are the expected results clearly defined, both quantitatively and qualitatively, and are they achievable with the planned approach and resources?	Internal documents Project Board Field staff	Desk review In-depth interviews Focal Groups
Progress: Are the different components of the project on good track toward achieving the expected results and maximizing impact? What challenges have been faced? What has been done to address the potential challenges/problems?	Internal documents Beneficiaries Project Board Field staff Authorities	Desk review In-depth interviews Focal Groups Champion workshops Direct Observation
Monitoring, evaluating and learning: How appropriately is progress towards results measured and monitored? How is this information feed into the project to promote learning?	Internal documents Project Board Field staff	Desk review In-depth interviews Focal Groups
4. Impact: Building a mature understanding of how change is happening as a result of (as a contribution of) the project, including an analysis of unexpected changes and expected changes in unexpected audiences.		
Personal transformations: To what extent did the project contributed to positive transformations on the targeted beneficiaries and on unexpected audiences?	Internal documents External documents Beneficiaries Project Board Field staff Authorities Other key partner (like NGOs) Bellwethers	Desk review In-depth interviews Focal Groups Champion workshops Direct Observation
Organisational transformations: Improved ability to deliver or support projects and programmes focused on social impact (budgets allocations, new departments, new or strengthen policies, etc.)	Internal documents External documents Beneficiaries Project Board	Desk review In-depth interviews Focal Groups Champion workshops

	Field staff Authorities Other key partner (like NGOs) Bellwethers	Direct Observation
Equal and fair impact: What type of differentiated effects are resulting from the project in accordance with the sex, ethnic group, of the beneficiary population, and to what extent?	Internal documents External documents Beneficiaries Project Board Field staff Authorities Other key partner (like NGOs) Bellwethers	Desk review In-depth interviews Focal Groups Champion workshops Direct Observation
Unpacking the connection between strategies and impact. <ul style="list-style-type: none"> · To what degree beneficiaries react favourably to the capacity development/grant giving mechanism available · To what degree beneficiaries acquire the intended knowledge, skills, attitudes, confidence and commitment based on their participation in a capacity development event or the qualification for financial support. · To what degree beneficiaries apply what they learned or what they have acquire during when they are back on the job · To what degree targeted outcomes occur as a result of the capacity development/grant giving mechanism. 	Internal documents External documents Beneficiaries Project Board Field staff Authorities Other key partner (like NGOs) Bellwethers	Desk review In-depth interviews Focal Groups Champion workshops Direct Observation
5. Sustainability: Identifying aspects of the projects that are likely to be sustained after their completion, including an analysis of the factors for sustainability.		
Process: What are the prospects that key stakeholders will remain involved in this process once the project had finished?	Internal documents External documents Beneficiaries Project Board Field staff Authorities Other key partner (like NGOs) Bellwethers Other International organisations	Desk review In-depth interviews Focal Groups Champion workshops

<p>Results: What are the prospects for the results of the project (individual and organizational transformations) being sustained after the funding stops?</p>	<p>Internal documents External documents Beneficiaries Project Board Field staff Authorities Other key partner (like NGOs) Bellwethers Other International organisations</p>	<p>Desk review In-depth interviews Focal Groups Champion workshops Direct Observation</p>
<p>Thinking about future:</p> <ul style="list-style-type: none"> · Does the project have a concrete and realistic exit strategy to ensure sustainability? · In case of sustainability risks, are sufficient mitigation measures proposed? 	<p>Internal documents Beneficiaries Project Board Field staff Authorities Other key partner (like NGOs)</p>	<p>Desk review In-depth interviews</p>

14.2. Annex 2. List of InTerDev 2 documents consulted

- Project Document
- Mid Term Evaluation Report (13 Dec 2018)
- Logframe Matrix
- Budget Summary
- Impact Survey results
- AWP 2017
- AWP 2018
- AWP 2019
- Inception Report to ADA (Reporting period: 1st February 2017 to 20th of May 2017)
- Project Progress Report (Feb - December 2017)
- Project Progress Report (January-December 2018)
- Project Progress Report (January-June 2019)
- First PBM Minutes (05 July 2017)
- Second PBM Minutes (13 Feb 2018)
- Third PBM Minutes (05 Sep 2018)
- Minutes of the meeting-Coordination Meeting with other donors (June 2018)
- TEP Interventions matrix
- TEP Dragash
- TEP Shterpce
- TEP Viti
- Value chain analysis in Viti
- Executive Summary of Final evaluation of InTerDev 1
- UNDP Management Response to Mid-term Evaluation INTERDEV 2 (21 Dec 2018)
- Capacity Development Recommendations for InTerDev 2 Project

14.3. Annex 3. Definition of field mission

The field mission took place from 22 October to 29 October. It therefore had 6 working days and a weekend organised as followed:

22 October	23 October	24 October	25 October	26 October	27 Oct.	28 October	29 October
Prishtina/Prishtina	Viti/Vitina	Štrpce/Shtërpçë	Dragash/Dragaš	Prishtina/Prishtina	n/a	Prishtina/Prishtina Suharekë/SuvaReka	Prishtina/Prishtina
8.00-9.30: Team meeting (at hotel) 10:00-11:00: Briefing meeting with UNDP management team 11:00-13:00: Meeting with project team	8.00: Travel 9.30-10.30 Joint Interview with Municipal officials (1) Mayor - Sokol Haliti ; LAG Chair - Granit Abdyli , LAG member – Fadile Demelezi 10.30.12.00 Joint Interview with CSOs (1) NGO - Grate e Goshices – Nuriye Bajrami	8.00: Travel 9.30-10.30 Joint Interview with Municipal officials (1) Ivica Tanasijević - Deputy Mayor; Dusan Krstić - Head of Mayor office; Milos Djukić - Project LAG member and representative of DAFRD Rodoljub Mladenovic - Director of Cadastre; Irena Milenkovic - Head of administration, Mayor Cabinet 10.30.12.00 Joint Interview with CSOs (1) NVO BSC –Štrpce (Aleksandar Kojic)	8.00: Travel 9.30-10.30 Joint Interview with Municipal officials (1) Shaban Shabani - Mayor of Dragash Municipality Flamur Sylejmani - LAG coordinator; Lindita Piraj - MOGE LAG member; Fitim Kurtishi - Employment Office LAG member 10.30-12.00 Joint Interview with CSOs (1) Gjejrane Lokaj - Women Initiative Association	9.00-13.00 Information analysis and Presentation preparation (at hotel)	n/a	8.00: Travel 9.00-11.00 Meeting with LDF in Suharekë/Suva Reka	9.00-12.00 Presentation finalization (at hotel)
13:00-14:00: Lunch	12.00-13.00: Lunch	12.00-13.00: Lunch	12.00-13.00: Lunch	13:00-14:00: Lunch	n/a	11.00-12.00: Lunch	12.00-13.00: Lunch
14.30-15.30: Interview with ADA	13.00-16.00 Workshop with individual beneficiaries (1) 1.Valbona Ajeti – TEP 3; 2.Ramiz Kurteshi- TEP 3; 3. Hekrush Haziri – TEP3 4. Hesat Rrahmani- TEP 3	13.00-16.00 Workshop with individual beneficiaries (1) 1. Slobodan Staletović TEP 3/Group B 2.Vlastimir Stojčeto vić- LDF Beneficiary	13.00-16.00 Workshop with individual beneficiaries (1) 1.Nail Garipi - Beneficiary - TEP action 3 - Group A- Raspberry cultivation; 2. Lindon Gërdellaj - Beneficiary of LDF third call;	n/a	n/a	13.00-15.00: Separate Interviews with stakeholders in Prishtina (2 each/TBD) Meeting with Ex Swiss Helvetas/S4RE Mimoza Mirashi (Place TBD) from 13:00h; Meeting with Mustafe Kastrati GIZ from	13.00-15.00 Debriefing/prese ntation meeting with Project Board and Project Team

	<p>5. Burim Syla – LDF</p> <p>6. Mahir Agushi – LDF</p> <p>7. Flakron Halabaku – TEP 1</p> <p>8. Mimoza Mala – LDF</p> <p>9. Mahmudije Frangu - TEP 3;</p> <p>10. Nexhmije Shabani -TEP 3;</p> <p>11. Valdete Sahiti-LDF;</p> <p>12. Shqipe Ramadani-VCH;</p> <p>13. Perparim Zeqiri -LDF;</p> <p>14. Granit Abdyli LAG chair and DAFRD representative</p> <p>15. Fadile Demelezi – LAG member and DAFRD representative</p>	<p>3. Arsenije Milosavljević TEP 3/Group A</p> <p>4. Stojan Radonoćević /TEP 3 –Group A</p> <p>5. Jelena Durlević – TEP 3 /Group A</p> <p>6. Novica Dobrosavljević - LDF beneficiary</p> <p>7. Zvonimir Stojanović - Value Chain Beneficiary</p> <p>8. Shukrije Dervishi - LDF beneficiary;</p> <p>9. Danijela Djordjević - TEP 3 beneficiary;</p> <p>10. Miloš Djukić - Project LAG member and representative of DAFRD</p>	<p>3. Tosun Hyseni-Beneficiary - TEP action 3/Group B - Cow-breeding;</p> <p>4. Lirim Fazliu-Beneficiary of TEP 3 and LDF third call</p> <p>5. Sato Ferit - TEP Action 2;</p> <p>6. Hakim Qafleshi - Value chain (Youth tourism NGO) ;</p> <p>7. Nadil Dauti - TEP Action 5;</p> <p>8. Emsal Nebiu-TEP Action 3-Group A;</p> <p>9. SE MNS - TEP Action 4;</p> <p>10. Redil Asllani - LDF third call beneficiary;</p> <p>11. Melihate Ramadani- TEP Action 1;</p> <p>12. Azemine Domuzeti- LDF second call beneficiary;</p> <p>13. Flamur Sylejmani - LAG coordinator</p>			14:00h at GIZ premises	
Logistics: n/a	Logistics: Translation	Logistics: Translation	Logistics: Translation	Logistics: n/a		Logistics: n/a	Logistics: n/a

14.4. ANNEX 4. LIST OF PEOPLE INTERVIEWED

UNDP TEAM

1. Valbona Bogujevci, Assistant Resident Coordinator
2. Shkipe Deda- Gjurgjiali, Environment and Energy Portfolio Manager
3. Anton Selitaj, Programme Associate

INTERDEV TEAM

4. Vlora Elshani, Project Manager
5. Kaltrina Salihu, Municipal Project Support Officer (Dragash/Dragas)
6. Ivica Samardzic, Municipal Project Support Officer (Shterpce/Strpce)
7. Mehmet Rashiti, Municipal Project Support Officer (Viti/Vitina)
8. Ardiana Ostrozubi, Financial Assistant

ADA

9. Arsim Aziri, Deputy Head of Office

LDF

10. Bernardina Krasniqi, Head
11. Meriton Krasniqi, Financial Administrator

MAFRD

12. Hysni Thaqi – Director of Department of Advisory and Technical Services/MAFRD

MLSW

13. Fisnik Lakna – Head of Division for Vocational Training/MLSW Employment Agency

GIZ

14. Mustafe Kastrati, Officer

HELVETAS/S4RE

15. Mimoza Mirashi, Officer

DRAGASH/DRAGAS MUNICIPALITY

MUNICIPAL REPRESENTATIVES

16. Shaban Shabani- Mayor
17. Fitim Kurtishi -Employment Office LAG member
18. Flamur Sylejmani- LAG coordinator; Agriculture sector
19. Lindita Piraj- MOGE LAG member

CHAMPIONS WORKSHOP

- 20. Flamur Sylejmani - LAG coordinator
- 21. Azemine Domuzeti - LDF
- 22. Emsal Nebiu - TEP 3
- 23. Hakim Qafleshi - Value chain (Youth tourism NGO);
- 24. Lindon Gërdellaj - LDF
- 25. Lirim Fazliu - TEP 3 and LDF
- 26. Melihate Ramadani - TEP 1
- 27. Nadil Dauti - TEP 5
- 28. Redil Asllani - LDF
- 29. Sato Ferit - TEP 2
- 30. SE MNS - TEP 4
- 31. Tosun Hyseni- Beneficiary - TEP 3

LOCAL NGO

- 32. Mimoza Berisha - Women Initiative Association (2010)

SHTËRPCE/STRPCE MUNICIPALITY

MUNICIPAL REPRESENTATIVES

- 33. Irena Milenkovic- Head of administration, Mayor Cabinet
- 34. Milos Djukić - Project LAG member and representative of DAFRD
- 35. Rodoljub Mladenovic- Director of Cadastre;
- 36. Sabri Murseli, Employment Office LAG member

CHAMPIONS WORKSHOP

- 37. Jelena Durlević – TEP 3
- 38. Arsenije Milosavljević - TEP 3
- 39. Igor Jocinac
- 40. Novica Dobrosavljević - LDF
- 41. Shukrije Dervishi - LDF
- 42. Slobodan Staletović - TEP 3
- 43. Stojan Radonoćević - TEP 3
- 44. Vlastimir Stojčetočić - LDF
- 45. Zoran Stojanović
- 46. Zvonimir Stojanović - Value Chain

LOCAL NGO

- 47. Nenad Janicevic, NVO BSC

VITI/VITINA MUNICIPALITY

MAYOR REPRESENTATIVES

- 48. Sokol Haliti, Mayor
- 49. Artan Elezi, Head of Agricultural Department

CHAMPIONS WORKSHOP VITI

- 50. Granit Abdylil, LAG Chair
- 51. Fadile Demelezi, LAG member
- 52. Burim Syla – LDF
- 53. Hesat Rrahmani – TEP 3
- 54. Nexhmije Shabani – TEP 3
- 55. Mahir Agushi – LDF
- 56. Mahmudie Frangu – TEP 3
- 57. Perparim Zeqiri – LDF
- 58. Ramiz Kurteshi – TEP 3
- 59. Valbona Ajeti – TEP 3
- 60. Valdete Sahiti – LDF

LOCAL NGO

- 61. Nuriye Bajrami, NGO Grate e Goshices

14.5. ANNEX 5. TOR FOR THE EVALUATION

(Separate Annexes for the Evaluation Specialists)

14.6. ANNEX 6. CHAMPION WORKSHOP

SETTING

Create an environment, most often modeled after a café (or living rooms in houses), i.e. small round tables, block paper, colored pens, and optional “talking stick” item. There should be four chairs at each table (optimally). We will do three tables

WELCOME AND INTRODUCTION

The facilitator (Krenar) begins with a warm welcome and an introduction to the World Café process, setting the context, and putting participants at ease.

SMALL GROUP ROUNDS

The process begins with the first of three 15 minutes rounds of conversation for the small group seated around a table. At the end of the 15 minutes, each member of the group moves to a different new table. They will leave one person as the “table host” for the next round, who welcomes the next group and briefly fills them in on what happened in the previous round.

QUESTIONS

Every table will talk about a **question** specially crafted for the specific context and desired purpose of the evaluation. Proposed questions:

On relevance

This is the information about the context. We want to learn from beneficiaries about their communities a) demographics b) community history c) their organization – who does what; who makes decisions (incl. gender analysis) d) resources/assets e) challenges. With this info we can assess:

- Adequacy: Is the project addressing the nature and scope of the challenges facing by targeted beneficiaries both women and men? In addressing these challenges, to what extent has taken into account the felt needs and demands as well as the assets and resources of key stakeholders including beneficiaries?
-

QUESTION: Tell us about your community – a) tell us about the people living here; b) how you organize yourselves – who makes decisions; c) what are your assets and your challenges d) how they have varied over the years

Effectiveness /impact

This information is about their relationship with the project. We want to know what activities were present in the community and what benefits/challenges they have had and who has been involved (included gender analysis). With this info we can feed into:

- a) Progress: Are the different components of the project on good track toward achieving the expected results and maximizing impact? What challenges have been faced? What has been done to address the potential challenges/problems?
- b) Impact - What has changed? (Personal, organizationally, networks)

QUESTION: Tell us about the project a) tell us what was done in this community b) who was involved and why c) what went well and what could have been done better

Sustainability

We need info about the future expectations of the beneficiaries and the factors that need to be in place to ensure sustainability. With this info we will feed into the evaluation question:

- a) What are the prospects for the results of the project (individual and organizational transformations) being sustained after the funding stops?

QUESTION: Tell us what needs to happen to sustain the work of the project?

HARVEST

After the small groups, hosts are invited to share insights or other results from their conversations with the rest of the large group (5 minutes each).

FINAL PLENARY (30 MINUTES)

14.7. Annex 7. Interviews and focus groups guidelines

Evaluation questions	Simplified issues in English (to be translated)	Focus with the UNDP management	Municipal project officers	Donor	Bellwether	RR/DRR UNDP	Focus with Soc Entreprises	Focus with municipal & LAG	Focus with MDC & LDF	Workshops with champions
Adequacy: Is the project addressing the nature and scope of the challenges facing by targeted beneficiaries both women and men? In addressing these challenges, to what extent has taken into account the felt needs and demands as well as the assets and resources of key stakeholders including beneficiaries?	Is the project addressing people's needs and demands? How?	X	X		X	X				X
Alignment: Were project's interventions clearly within stakeholders' mandate and congruent with their strategic framework?	Not for interview . For desk review									
Adaptability: How responsive has the project been to new policies and strategy development occurring after project design?	How has the project responded to unexpected challenges/opportunities occurring during its implementation?	X	X					X	X	
Future: What are the areas of relevance for future interventions in the target area? Are they in line with what the project proposes)	Emergent needs and demands of the people in the two municipalities.			X	X	X				
Value for money: How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to what it as planned and what was achieved)	How wisely has resources been spent? What is the most (and the least) cost-effective strategy? Why?	X	X						X	

Governance (internal coordination): To what extent the management and administrative arrangements sufficient to ensure efficient implementation of the project.	What works in terms coordination of the project? Where are the bottle-necks?	X	X							
Partnership and alliances (external coordination): Extent towards the project implemented the commitments to promote ownership, alignment, harmonization, management for development results and mutual accountability among all relevant stakeholders	How does the project relates with partners outside UNDP? What works? What doesn't? What added value brings UNDP?	X	X	X	X		X	X	X	
Design: Are the expected results clearly defined, both quantitatively and qualitatively, and are they achievable with the planned approach and resources?	Not for interview . For desk review									
Progress: Are the different components of the project on good track toward achieving the expected results and maximizing impact? What challenges have been faced? What has been done to address the potential challenges/problems?	Are the different components of the project on good track to achieve the expected results? What challenges have been faced? How are they being tackled?	X	X							
Monitoring, evaluating and learning: How appropriately is progress towards results measured and monitored? How is this information feed into the project to promote learning?	Not for interview . For desk review									
Personal transformations: To what extent did the project contributed to positive transformations on the targeted beneficiaries and on unexpected audiences?	Help us identify changes in concrete people that the project has contributed to. (Sense of agency, new knowledge, ideological shifts, access to services, access to employment, access to new sources of income, new networks, etc.)	X	X	X		X	X	X	X	X

Organisational transformations: Improved ability to deliver or support projects and programmes focused on social impact (budgets allocations, new departments, new or strengthen policies, etc.)	Is there anything that is done differently in your organisation as a result of this project? (budgets allocations, new departments, new or strengthen policies, etc.)	X	X	X		X	X	X	X	X
Equal and fair impact: What type of differentiated effects are resulting from the project in accordance with the sex, ethnic group, of the beneficiary population, and to what extent?	<i>Follow up in personal and in organisational transformations. Follow up in desaggregated data in progress reports.</i>									
Sustainability Process: What are the prospects that key stakeholders will remain involved in this process once the project had finished?	Once the project has finished, how are you planning to be involved with the different components?	X		X		X	X	X	X	
Sustainability Results: What are the prospects for the results of the project (individual and organizational transformations) being sustained after the funding stops?	What are the prospects for the results of the project (individual and organizational transformations) being sustained after the funding stops?	X	X				X	X	X	X
Thinking about future: Does the project have a concrete and realistic exit strategy to ensure sustainability?	Does the project have a concrete and realistic exit strategy to ensure sustainability? Explain which one	X	X						X	

14.8. Annex 8. Project framework and main results reported until August 2019 (Source: INTERDEV 2 project progress report August 2019)

EXPECTED RESULT 1

Municipal officials have enhanced capacities in provision of services in rural development

Output Indicator	Output Target 2017-2020	Indicator status %	Cumulative status of the Indicator 2017-2020
Indicator 1.1. Number of municipal officials enrolled in a coaching/mentoring scheme	Target 1.1. At least 9 municipal officials enrolled in a coaching/mentoring scheme to improve public service delivery	Achieved	<p>2019: Selected municipal officials will further strengthen their service delivery capacities in summer/autumn of 2019.</p> <p>2018: 9 municipal officials enrolled in a coaching/mentoring scheme to improve the public service delivery</p> <p>2017: The CNA report is completed, recommendations are elaborated with Municipalities and the coaching mentoring plan is in place for improvement of public service delivery; 6 municipal officials enrolled in a coaching/mentoring scheme to improve the public service delivery</p>
Indicator 1.2. Number of business processes in rural and economic public service delivery improved	Target 1.2. At least 5 business processes in rural and economic public service delivery improved	In progress	<p>2019: Continuing the work from 2017-2018, the project is going to additionally support improvements in planning/monitoring and reporting, as well as youth engagement and youth and gender-sensitive planning/budgeting.</p> <p>2018: The roll out of the public service delivery improvement scheme in specific areas (land issues, farm management and sustainable agriculture, and collection of data and M&E), has been implemented. Continuing the work from 2017, overall 3 business processes in rural and economic public service delivery improved.</p> <p>2017: The roll out of the public service delivery improvement scheme is</p>

			launched and so far, 2 business processes in rural and economic public service delivery improved.
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EXPECTED RESULT 2

Local **micro and small enterprises** and farmers have been supported to **upgrade their businesses**

<i>Output Indicator</i>	<i>Output Target 2017-2020</i>	<i>Indicator status %</i>	<i>Cumulative status of the Indicator 2017-2020</i>
Indicator 2.1. Number of business initiatives supported to be upgraded through the LDF	Target 2.1. At least 45 additional business initiatives are supported to be upgraded through the LDF by the end of the project	In progress	<p>Overall, 39 business initiatives have been supported and upgraded through the LDF in 2017-2018, and 19 additional are expected to be completed till the end of 2019. Overall, it is expected that at the end of the project, 58 business initiatives will have been supported to be upgraded.</p> <p>2019: 17 new business initiatives started implementation. It is expected that 2 additional business initiatives will be implemented until the end of 2019 (results from the field visits/reserve list, LDF Call 2019).</p> <p>2018: 25 initiatives were supported and upgraded through the LDF under the Second LDF Call (2018). One awarded project out of the originally awarded 26 was cancelled.</p> <p>2017: 14 business initiatives were supported and upgraded through the LDF under the First LDF Call (2017);</p>

Indicator 2.2: Percentage of women-led business initiatives supported to be upgraded through the LDF	Target 2.2. 35% of the newly supported business initiatives through the LDF are women-led	In progress	<p>Overall, 35.7% of the supported business initiatives through the LDF are women-led (20 out of 56). With additional two projects expected to be implemented (men-led), the expected overall performance is 20 women-led businesses supported out of 58 - 34.5%.</p> <p>2019: 17.6% (3 out of the 17) of newly contracted business initiatives, are women-led (the Third LDF Call (2018)). 2 expected additional projects are men-led, therefore the expected 2019 performance is 3 women-led businesses out of 19 - 15.8%.</p> <p>2018: 36% (9 out of the 25) of the newly awarded business initiatives through the LDF are women-led (the Second LDF Call (2018))</p> <p>2017: 57% (8 out of the 14) of the newly supported business initiatives through the LDF are women-led (the First LDF Call (2017))</p>
Indicator 2.3: Percentage of non-majority community member-led business initiatives supported to be upgraded through the LDF	Target 2.3. 40% of the newly supported business initiatives through the LDF are non-majority community member-led	In progress	<p>Overall, 35.7% of the supported business initiatives through the LDF are non-majority community member-led (20 out of 56). With additional two projects expected to be implemented (majority community-led), the expected overall performance is 20 non-majority community member-led businesses supported out of 58 - 34.5%.</p> <p>2019: 23.5% (4 out of the 17) of the newly contracted business initiatives through the LDF are non-majority community member-led (the Third LDF Call (2019)). 2 expected additional projects are majority community-led, therefore the expected 2019 performance is 4 non-majority community member-led businesses out of 19 - 21%.</p> <p>2018: 40% (10 out of the 25) of the newly awarded business initiatives</p>

			<p>through the LDF are non-majority community member-led (the Second LDF Call (2018))</p> <p>2017: 43% (6 out of the 14) of the newly supported business initiatives through the LDF are non-majority community member-led (the First LDF Call (2017))</p>
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EXPECTED RESULT 3

Bottom-up approaches and local-level concertation for **employment generation** in the form of Territorial Employment Pacts operate at the municipal level.

Output Indicator	Output Target 2017-2020	Indicator status %	Cumulative status of the Indicator 2017-2020
Indicator 3.1. Number of job opportunities created through municipal TEPs	Target 3.1. 595 additional job opportunities created in the three municipalities by the end of the TEPs implementation (<i>inception updated</i>)	In progress	<p>Overall, 523 job opportunities created in the three municipalities</p> <p>2019: 26 job opportunities created</p> <p>2018: 497 job opportunities created</p> <p>2017: initiated</p>
Indicator 3.2. Share of job opportunities created for women through TEPs	Target 3.2. 40% of additional job opportunities are created for women through TEPs	Achieved, surpassed	<p>Overall, 50.9% of job opportunities are created for women through TEPs</p> <p>2019: 38.4% of job opportunities are created for women</p> <p>2018: 51.7% of job opportunities are created for women</p> <p>2017: initiated</p>
Indicator 3.3. Share of job opportunities created for non-majority communities through TEPs	Target 3.3. 40% of additional job opportunities are created for non-majority communities through TEPs	Achieved, surpassed	<p>Overall, 52% of job opportunities are created for non-majority communities through TEPs</p> <p>2019: 15.4% of job opportunities are created for non-majority communities</p>

			<p>2018: 53.8% of job opportunities are created for non-majority communities</p> <p>2017: initiated</p>
<p>Indicator 3.4. Number of rural micro-enterprises created or upgraded through TEPs</p>	<p>Target 3.4. 210 additional rural micro-enterprises created or upgraded through TEPs (<i>inception updated</i>)</p>	Achieved, surpassed	<p>Overall, 227 rural micro-enterprises created or upgraded through TEPs</p> <p>2019: 11 rural micro-enterprises upgraded</p> <p>2018: 216 rural micro-enterprises created or upgraded</p> <p>2017: initiated</p>
<p>Indicator 3.5. Number of rural micro-enterprises in organic agriculture established through TEPs</p>	<p>Target 3.5. At least 20 rural micro-enterprises in organic agriculture established through TEPs</p>	Initiated	Initiated, and expected to be concluded in the second half of 2019

14.9. Annex 9. United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

To be signed by consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

AGREEMENT TO ABIDE BY THE CODE OF CONDUCT FOR EVALUATION IN THE UN SYSTEM

NAME	OF	CONSULTANT:	EVA	OTERO	CANDELERA
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Name	of	Consultancy	Organisation	(where relevant):	<u>N/A</u>
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I CONFIRM THAT I HAVE RECEIVED AND UNDERSTOOD AND WILL ABIDE BY THE UNITED NATIONS CODE OF CONDUCT FOR EVALUATION.



18 September 2019

Signature:
