



**IEO** | INDEPENDENT  
Evaluation Office  
United Nations Development Programme

# ANNEXES

## INDEPENDENT UNDP KOSOVO PROGRAMME EVALUATION

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# Annex 1. TERMS OF REFERENCE

## Cluster Evaluation of UNDP Country Programmes in Europe and the Commonwealth of Independent States

### 1. Background to the evaluation

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is undertaking a cluster evaluation of UNDP Country Programmes in 10 countries and 1 territory of Europe and the Commonwealth of Independent States (RBEC) each of which goes to the UNDP Executive Board in 2020 for the approval of their new Country Programme Documents (CPDs).

Each of the 11 countries (and territory) will undergo an Independent Country Programme Evaluation (ICPE), examining UNDP's work at the country level during the ongoing programme cycle 2016-2020. Results of the ICPEs are expected to provide a set of forward-looking recommendations as input to the new CPD development process for the next country programme development.

The UNDP programme countries under review, which can be grouped under three sub-regions based on their unique challenges and priorities, include:

- **Central Asia:** Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan
- **South Caucasus and Western CIS:** Armenia, Azerbaijan, Belarus and Georgia
- **Western Balkans & Turkey:** North Macedonia, Serbia and Kosovo\*

The outputs of this cluster evaluation will include 11 Independent Country Programme Evaluation (ICPE) Reports and a Regional Synthesis Report building on the ICPEs.

### 2. RBEC Regional Context and UNDP Programme

The countries of Europe and the Commonwealth of Independent States have recorded upward human development progress and significantly improved states capacity over the past two decades. All countries have achieved middle income status and eradicated extreme poverty during this period. At the same time, region has witnessed growing disparities in terms of income distribution, gender, and access to quality and affordable public services.

While many countries have reached high and very high Human Development Indices, an estimated 70 million people in the region live on less than 10 USD/day and are vulnerable to poverty. According to the last regional HDR report for the region (2016), some countries identified up to 50 per cent of their workforce (particularly youth) as either long-term unemployed or engaged in precarious, informal employment. Social exclusion also affects ethnic minorities, including Roma communities, people living with disabilities and in ill-health. Some of the countries in the region have seen rapid growth in HIV infection rates.

The countries of the region face similar governance challenges. Many are in need of public management reform, greater recognition and enforcement of the rule of law and access to justice, improved compliance with human rights and other international conventions, as well as greater engagement of women and civil society in government policy setting and decision making. The region is vulnerable to natural disasters including climate change related issues such as flooding, droughts, seismic risks, and environmental risks, some of which are

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\* All references to Kosovo shall be understood to be in the context of the Security Council Resolution 1244 (1999)

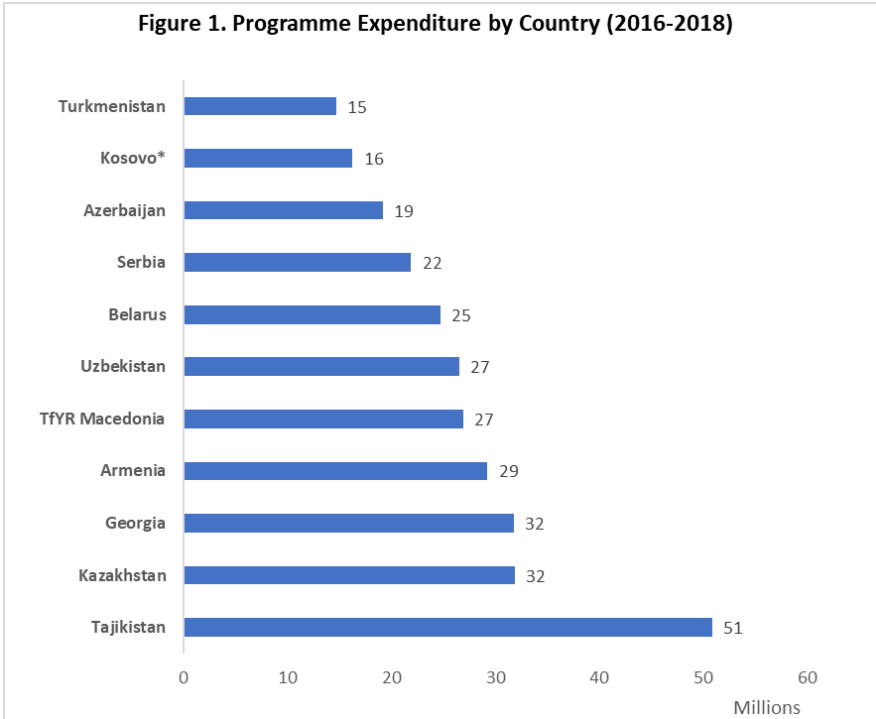
exacerbated by human activities such as unsustainable water and land management practices, and high reliance on fossil fuels. All of these risks pose long terms threats to human security and biodiversity.

Geopolitical tensions continue to affect the region due to on-going conflicts and the heritage from past conflicts. This is exacerbated by the geographical position of this region located at the juncture between Western Europe, Asia, and the middle east, making the region an important transit area but also a source and destination for human migration.

Policy reforms at the sub regional level (Western Balkans, Central Asia, South Caucasus and Western CIS) are influenced by the aspirations of countries to integrate with larger country groupings neighboring the regions, in particular the European Union.

**UNDP Programming in the region**

Between 2016-2018 (the review period), UNDP programmes in the 10 countries and 1 territory under review have aimed to contribute to sustainable and inclusive growth, accounting for almost 38% of the expenditure



(core and non-core), followed by support to institutions to deliver on universal access to basic services (32%) and democratic governance (15%), and lowering the risk of natural disasters including from climate change (10%). Gender equality and women’s empowerment cuts across all outcome areas, with evidence of explicit support to promote women’s empowerment. Efforts are also being made to assist countries mainstreaming the SDGs. Figure 1 highlights the total programme expenditures by country for the 11 UNDP country programmes under review, the thematic distribution of which varies by country taking into account context, economic and

social challenges in the three RBEC sub-regions.

**3. Scope of the evaluation**

The focus of the evaluation is the current country programme cycle (2016-2020) in the 10 countries and 1 territory, covering activities until the end of 2018. It will also include any ongoing projects and activities from the previous programme cycle that either continued or conclude in the current programme cycle.

The scope of each of these ICPEs will include the entirety of UNDP’s activities in the country and therefore will cover interventions funded by all sources, including core UNDP resources, donor funds, government funds. Each of the ICPEs will pay particular attention to their sub-regional and regional development context within which the UNPD programme has operated. The roles and contributions of UNV and UNCDF in joint work with UNDP will also be captured by the evaluation.

## 4. Key Evaluation Questions and Guiding Principles

The ICPEs will address the following three questions.:

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programmes desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analyzed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be assessed under evaluation question 3. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan<sup>1</sup>, as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Special attention will be given to integrate a gender equality approach to data collection methods. To assess gender across the portfolio, the evaluation will use the gender marker<sup>2</sup> and the gender results effectiveness scale (GRES).<sup>3</sup>

The regional synthesis will build on the findings from the ICPEs to analyze UNDPs corporate-level programme policy issues in addressing the unique challenges and priorities in the region, with special consideration to similarities across the three RBEC sub-regions, to consider the contribution of UNDP through its advisory and programmatic support at the regional level.

## 5. Approach and Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards<sup>4</sup>. Methods for data collection will be both quantitative and qualitative. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and project managers at the country level, Istanbul Regional Hub and at the UNDP Headquarters. Specific evaluation questions and the data collection method will be further detailed and outlined in an evaluation matrix.

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<sup>1</sup> These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

<sup>2</sup> A corporate tool to sensitize programme managers in advancing GEWE through assigning ratings to projects during project design to signify the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

<sup>3</sup> The GRES, developed as part of the corporate evaluation on UNDP's contribution to gender equality and women's empowerment, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

<sup>4</sup> <http://www.uneval.org/document/detail/1914>

**Stakeholder Analysis:** The evaluation will follow a participatory and transparent process to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase of each ICPE, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.

**Desk review of documents:** The evaluation team will undertake an extensive review of documents. This will include, among others, background documents on the regional, sub-regional and national context, documents prepared by international partners and other UN agencies during the period under review; project and programme documents such as workplans, progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs) and project and programme evaluations conducted by the country office, regional bureau and partners, including the quality assurance and audit reports. All project, programme and background documents related to this evaluation will be posted on a dedicated IEO SharePoint website. IEO will share the link to this website with the Regional Hub and Country Offices.

**Pre-mission survey:** A pre-mission survey will be administered for the UNDP Country staff and their counterparts in the country; and one for the UNDP RBEC Regional Programme staff (at Headquarter and Istanbul Regional Hub) at the onset of data collection.

**Project and portfolio analysis:** A number of projects that represent a cross section of UNDPs work will be selected for in-depth review and analysis at both the country and regional level based on the programme coverage (projects covering the various thematic and cross-cutting areas); financial expenditure (a representative mix of both large and smaller projects); maturity (covering both completed and active projects); and the degree of “success” (coverage of successful projects, as well as projects reporting difficulties where lessons can be learned).

**Country missions and Key Informant Interviews:** Country missions for data collection will be undertaken to the UNDP programme countries to gather evidence and validate findings. Field visits will be undertaken to projects selected for in-depth review. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

**Triangulation:** All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to guide how each of the questions will be addressed and organize the available evidence by key evaluation question. This will facilitate the analysis and support the evaluation team in drawing well substantiated conclusions and recommendations.

**Evaluation quality assurance:** Quality assurance for the evaluation will be ensured by a member of the International Evaluation Advisory Panel, an independent body of development and evaluation experts. Quality assurance will be conducted in line with IEO principles and criteria, to ensure a sound and robust evaluation methodology and analysis of the evaluation findings, conclusions and recommendations. The expert will review the application of IEO norms and standards to ascertain the quality of the methodology, triangulation of data and analysis, independence of information and credibility of sources. The evaluation will also undergo internal IEO peer review prior to final clearance.

## 6. Management arrangements

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the evaluation in consultation with the UNDP offices, the respective governments, the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) and other key partners at national, regional and international levels. IEO will lead and manage the evaluation and meet all costs directly related to the conduct of the evaluation.

**UNDP Country Offices in the RBEC region:** Each of the UNDP offices in the 10 RBEC countries and a territory will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications to the draft report on a timely basis. The CO will provide support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; assistance for field site visits). To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the CO and IEO will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference, where findings and results of the evaluation will be presented. Once finalized, the CO will prepare a management response in consultation with the Regional Bureau and support the outreach and dissemination of the final evaluation report.

**UNDP RBEC and its Regional Hub:** IEO will work closely with the Istanbul Regional Hub in coordinating the implementation of the ICPEs. UNDP RBEC and its Regional Hub will make available to the evaluation team all necessary information regarding UNDP's Regional programming and Hub activities and provide factual verifications to the draft report on a timely basis. The Regional Hub and the Bureau will help the evaluation team identify and liaise with key partners and stakeholders and help in arranging meetings and interviews. To ensure the anonymity of interviewees, UNDP staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the regional Hub and Bureau will participate in discussions on emerging conclusions and recommendations from the regional synthesis and support the outreach and dissemination of the final report.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the RBEC cluster evaluation. The likely composition of the evaluation team will be as follows.

- **IEO Evaluation Team:** IEO will put together an evaluation team comprising of three Lead Evaluators. Each of the three Lead Evaluators will have the responsibility for leading and coordinating the ICPEs for the countries in their respective RBEC sub-regions. Working together with an external research/ consultancy firm, they will be responsible for the finalization of the ICPE reports for their assigned countries and finalizing the sub-regional synthesis reports for their sub-region and contribute in the finalization of the regional synthesis report. One of the Lead Evaluators will have the additional responsibility for the overall coordination of the entire cluster evaluation process and deliverables.
- **External Consultancy Team:** IEO will launch a 'Request for Proposals/ Expression of Interest' inviting consulting firms/ think tanks/ research institutions/ individual consultants and put together a team of evaluation experts with substantial work experience and knowledge of the countries in the region/ sub-region and bring to the team their evaluation expertise in one or more of the UNDP work areas in the region, which include:
  - **Governance and Inclusive Sustainable Development** (including rule of law, justice, public administration, service delivery, poverty reduction, economic transformation and related areas)
  - **Environment and Natural Resources Management** (including climate change adaptation, resilience and disaster risk reduction, environmental governance and related areas)

IEO will recruit up-to a maximum of three external consultancy teams to cover UNDP countries in each of the three sub-regions, with one Team Leader for each of the three sub-regions.

Under the direct supervision of the IEO Lead Evaluator, the recruited consulting teams will be responsible for research, data collection, analysis of findings, conclusions and recommendations leading to the preparation of the ICPE reports. The Team Leaders for the three sub-regions will also be responsible for drafting a sub-regional synthesis report and contribute in the finalization of the regional synthesis report.

## 7. Evaluation process

The cluster evaluation will be conducted according to the approved IEO evaluation processes and methodologies. The following represents a summary of the key evaluation phases and the process, which will constitute the framework for conduct of the RBEC cluster evaluation.

**Phase 1: Preparatory work.** The IEO will prepare the TOR and evaluation design and recruit the external consultancy teams and finalize the Evaluation teams for the each of the three RBEC sub-regions. In order to allow for comparability and a strong high-level synthesis across the ICPEs, the evaluation design will identify and include the evaluation components to be used in the sub-regional synthesis. With the help of the UNDP country offices, IEO will initiate data collection. The evaluation questions will be finalized in an evaluation matrix containing detailed questions and means of data collection and verification to guide data collection, analysis and synthesis.

*External Consultancy Teams on-boarding workshop (Skype Meeting):* Following the finalization and recruitment of the external consultancy teams for the three RBEC sub-regions, IEO Lead Evaluators, will organize a virtual on-boarding orientation workshop for the Team Leaders and Members of the external consultancy teams. The purpose is to orient the Teams on the ICPE code of conduct, methodology and quality assurance procedures, evaluation templates and processes, clarification on the roles and responsibilities of the IEO team members and the external consultancy teams, expected outputs and the quality of deliverables and finalization of the detailed work-plans for the ICPEs in the three sub-regions.

**Phase 2: Desk analysis.** Evaluation team members will conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection. The data collection will be supplemented by administering survey(s) and interviews (via phone, Skype etc.) with key stakeholders, including country and regional office staff. Based on the desk analysis, survey results and preliminary discussion with the regional and country level staff, the evaluation team will prepare an initial draft report on the emerging findings, data gaps, field data collection and validation mission plans.

**Phase 3: Field data collection.** This will be an intense 3-4 weeks period during which the evaluation teams will conduct the ICPE country missions (5-7 days per country) with back-to-back country missions. During this phase, the evaluation team will undertake missions to the ICPE countries to engage in data collection activities and validation of preliminary findings. The evaluation team will liaise with regional hub and the country office staff and management, key government stakeholders, other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debriefing presentation of the key preliminary findings at the country office. IEO Lead Evaluators will join the External Evaluation Teams in most of the ICPE Country missions.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the IEO Lead Evaluators, together with the external consultancy team will initiate the analysis and synthesis process to prepare the ICPE report for each of the countries in their respective RBEC sub-region. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO staff and then circulated to the



respective country office and the UNDP Regional Bureau for any factual corrections. The second draft will be shared with national stakeholders in each country for further comments. Any necessary additional corrections will be made, and UNDP country office management will prepare the required management response, under the oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation will be presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the final country evaluation report will be published.

The individual ICPE reports will be used for preparing the three sub-regional evaluation synthesis reports and. IEO Lead Evaluators will lead the preparation of the overall regional synthesis report in consultation with the three sub-regional Team Leaders. Prior to finalization, this will be shared with the Regional Hub and the Bureau for any factual corrections and comments.

**Phase 5: Publication and dissemination.** The ICPEs and the Regional Synthesis Report with their brief summaries will be widely distributed in hard and electronic versions. The individual ICPE reports will be made available to the UNDP Executive Board at the time of approval of the new Country Programme Documents in June and September 2020. The UNDP country offices and the respective Governments will disseminate the report to stakeholders in each country. The individual reports with the management response will be published on the UNDP website<sup>5</sup> as well as in the Evaluation Resource Centre. The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.<sup>6</sup>

The Regional Synthesis Report will be presented to the Executive Board at its Annual session in June 2020. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The RBEC Regional Bureau will be responsible for generating a management response, which will be published together with the final report.

## 8. Evaluation timeline and responsibilities

The timeframe and responsibilities for the evaluation process are tentatively<sup>7</sup> as follows:

Timeframe for the cluster evaluation of UNDP 11 Country Programmes in Europe and the CIS Region		
Activity	Responsible party	Proposed timeframe
<b>Phase 1: Preparatory work</b>		
TOR – approval by the Independent Evaluation Office	IEO	Sep 2018
Launch ‘Request for Proposals/ Expression of Interest’ for external consultancy teams	IEO	Oct 2018
Finalization of the External Consultancy Team	IEO	Nov-Dec 2018
On-boarding workshop for the Team Leaders of external consultancy teams (workshop date will depend on the recruitment of the external consulting teams)	IEO Evaluation Team	Jan-Feb 2019
<b>Phase 2: Desk analysis</b>		

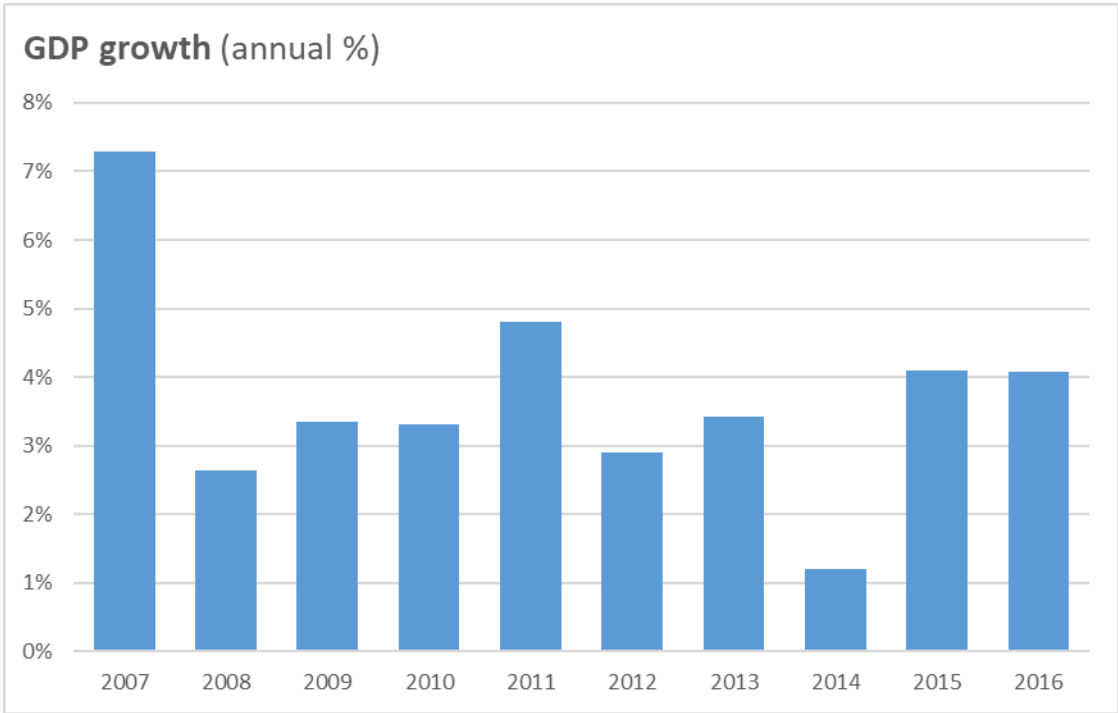
<sup>5</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

<sup>6</sup> [erc.undp.org](http://erc.undp.org)

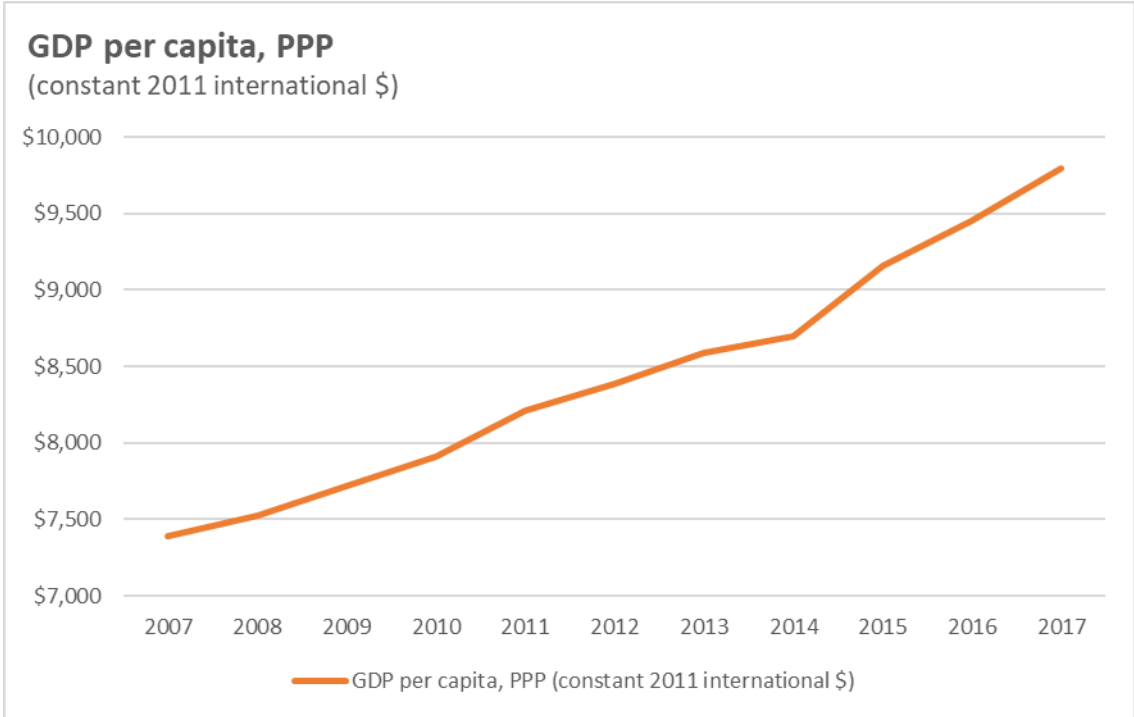
<sup>7</sup> The timeframe and deadlines are indicative and may be subject to change.

Preliminary analysis of available data and context analysis	External Team/LE	Consulting	Jan-Mar 2019
Launch of pre-mission surveys (Country offices, RBEC Regional Programme and Regional Hub)	External Team/LE	Consulting	Jan/Feb 2019
Preparation of draft pre-mission country analysis papers	External Team/LE	Consulting	15 Mar 2019
<b>Phase 3: Data Collection and Validation</b>			
Data collection and validation country missions (5-7 days per country over a period of 3-4 weeks with back-to-back country missions)	External Team/LE	Consulting	May/ Early June 2019
<b>Phase 4: Analysis, report writing, quality review and debrief</b>			
ICPE Analysis and Synthesis	LE/External Team	Consulting	Jun-Jul 2019
Zero draft ICPE report for clearance by IEO and EAP	LE/External Team	Consulting	Aug 2019
First draft ICPE report for CO/RBEC review	CO/RBEC/LEs		Sep 2019
Final (Second draft) ICPE report shared with GOV	CO/GOV/LEs		Sep-Oct 2019
Sub-regional evaluation synthesis report	LE/TLs		Sep-Oct 2019
UNDP management response to ICPE	CO/RBEC		Oct 2019
Regional evaluation synthesis report (Draft)	LE/TLs		Oct 2019
Final ICPE debriefing with national stakeholders	CO/LEs		Nov-Dec 2019
Final Regional Synthesis Paper	LEs		Nov-Dec 2019
<b>Phase 5: Production and Follow-up</b>			
Editing and formatting	IEO		Dec 2019
Final report and Evaluation Brief	IEO		Jan 2020
Dissemination of the final report	IEO/CO		Feb 2020
<b>Phase 6: Executive Board Presentation</b>			
EB Paper	EM/LE		Feb 2020
EB Presentation	IEO		May-Jun 2020

# Annex 2. KOSOVO AT A GLANCE



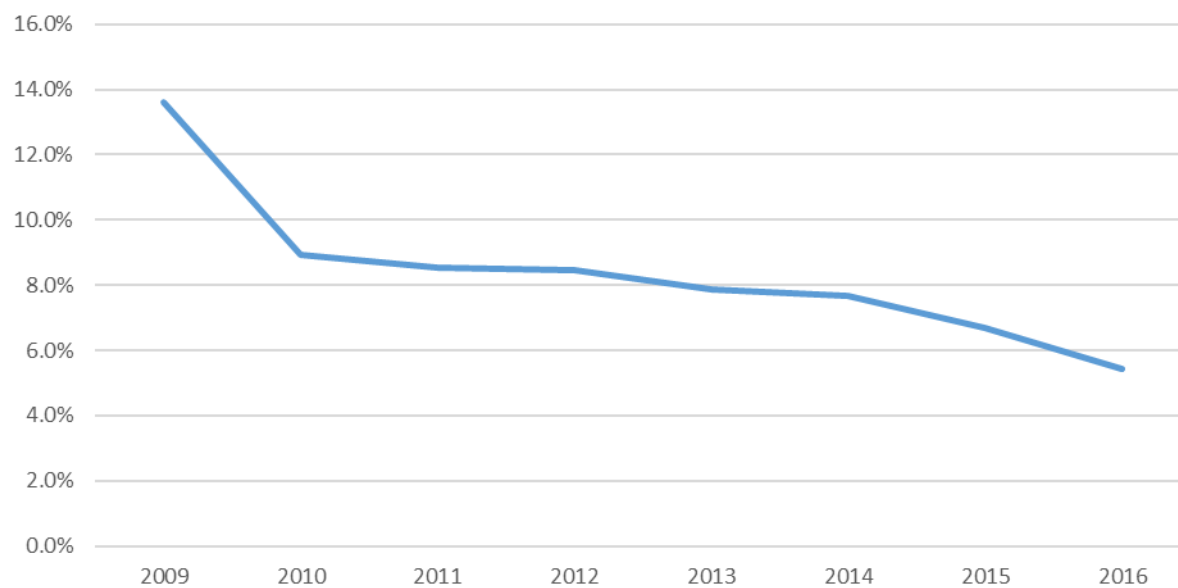
Source: World Bank, WDI (2018)



Source: World Bank, WDI (2018)

## Net ODA recieved

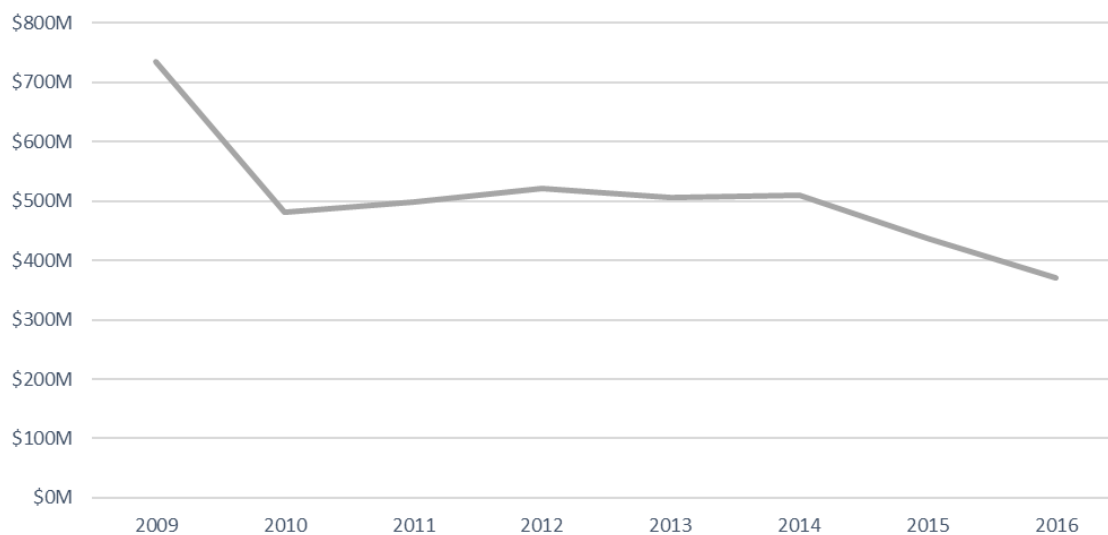
% of GNI



Source: World Bank, WDI (2018)

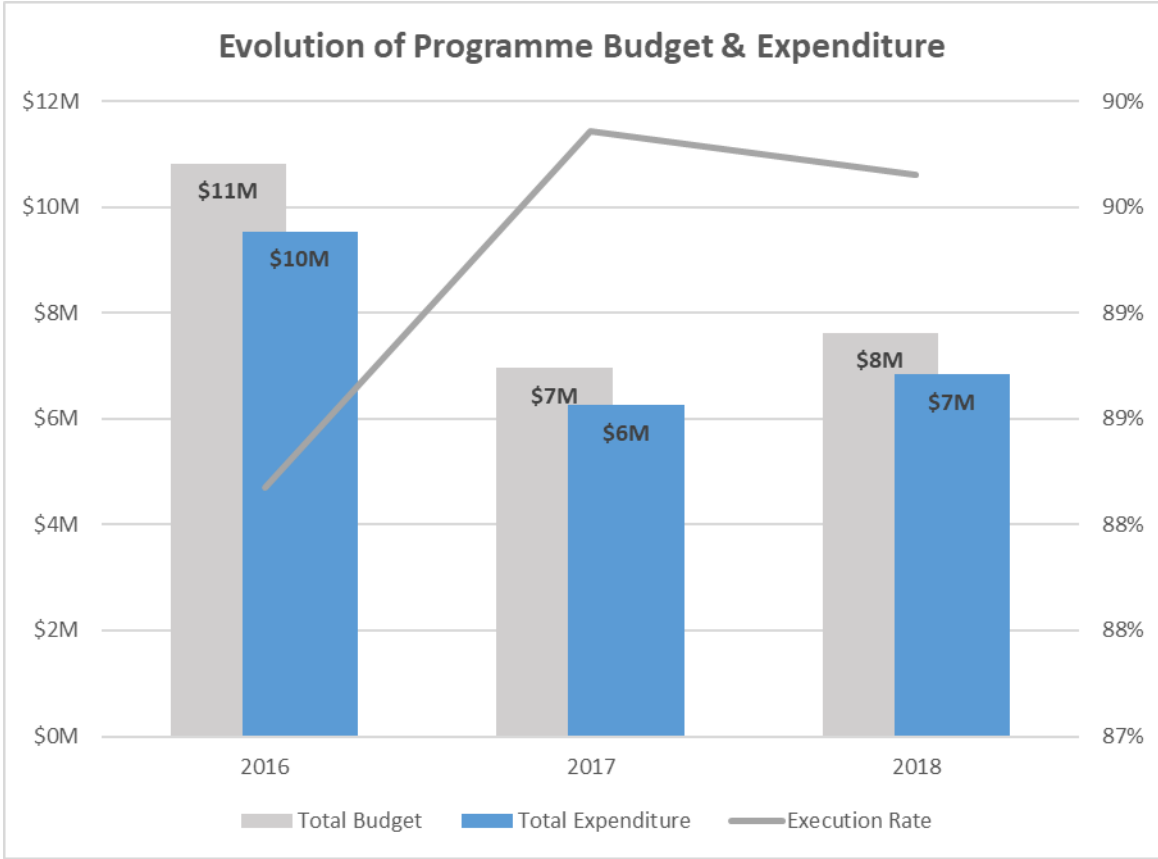
## Net ODA recieved

constant 2015 USD in millions

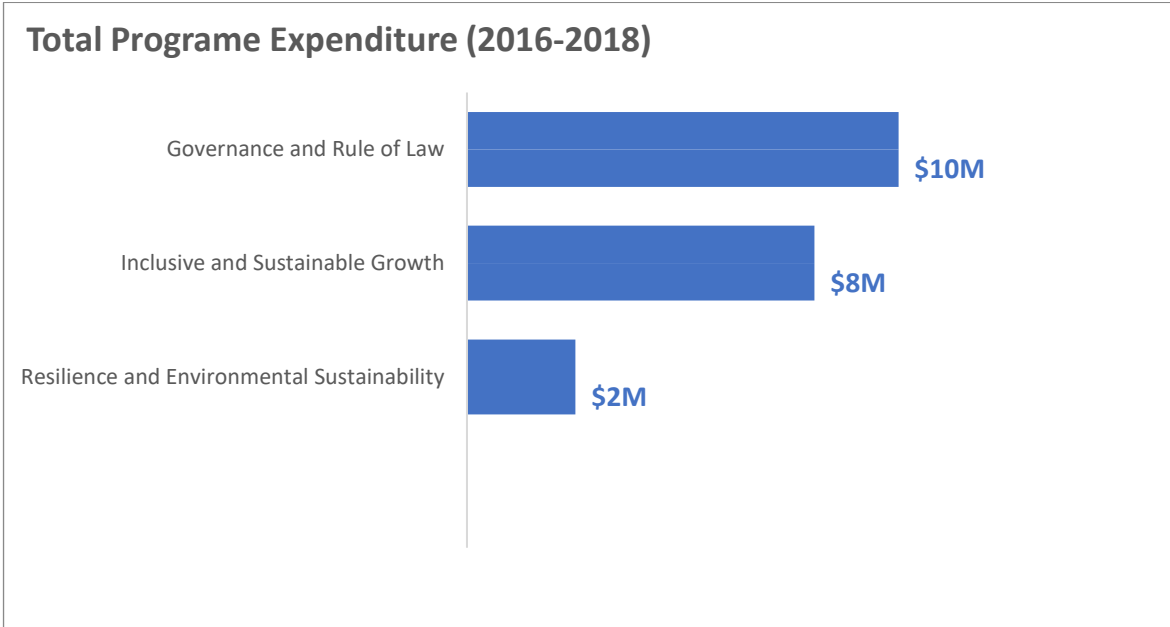


Source: World Bank, WDI (2018)

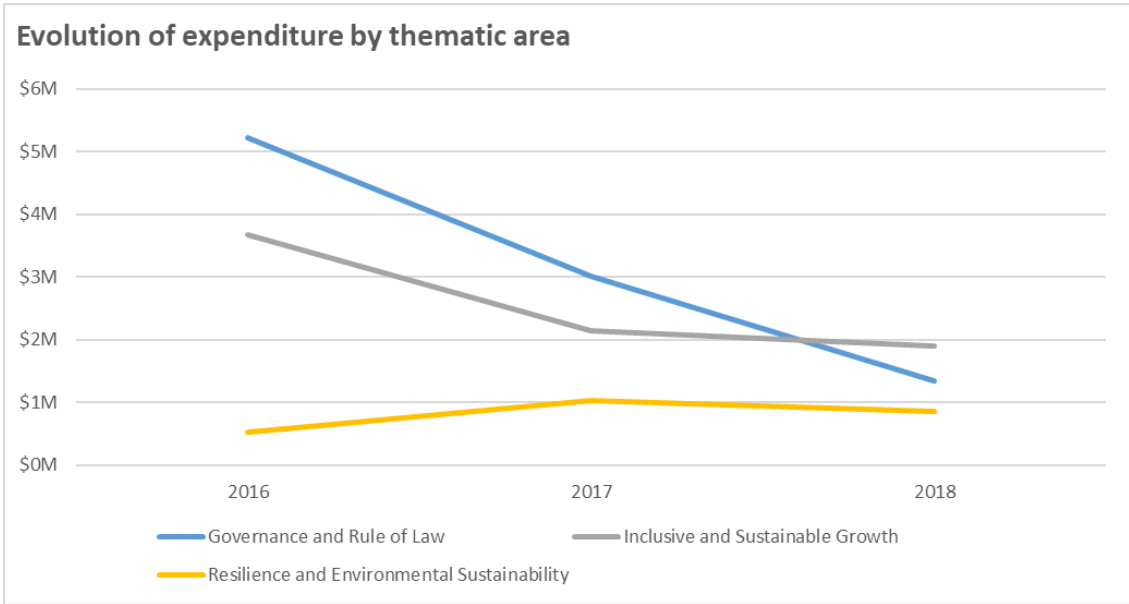
# Annex 3. UNDP KOSOVO OFFICE AT A GLANCE



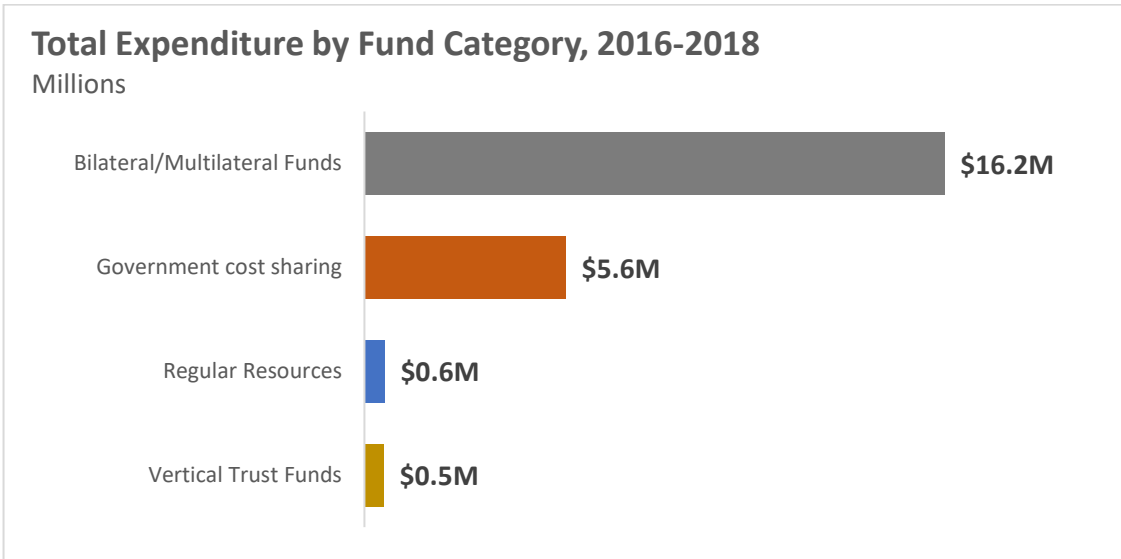
Source: UNDP ATLAS, Power BI, Feb 2019



Source: UNDP ATLAS, Power BI, Feb 2019



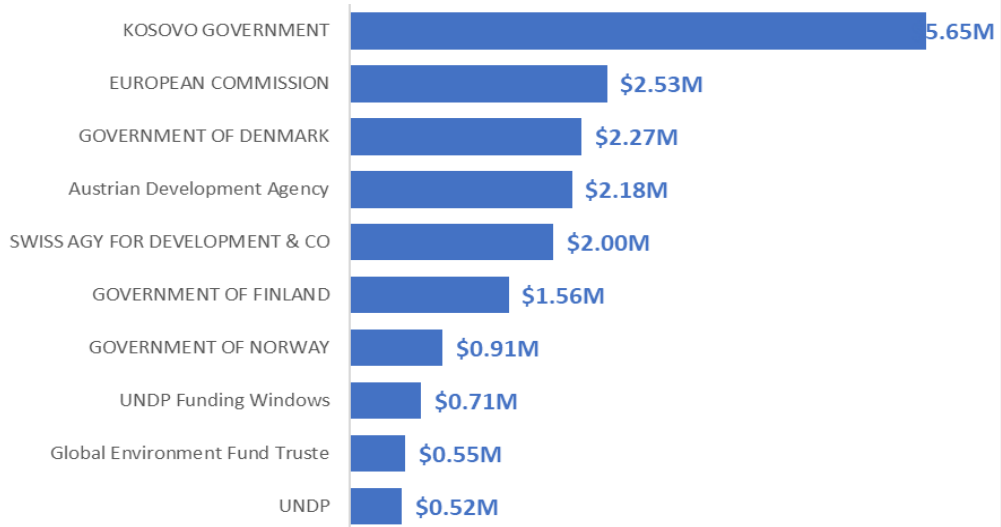
Source: UNDP ATLAS, Power BI, Feb 2019



Source: UNDP ATLAS, Power BI, Feb 2019

### Top 10 Donors

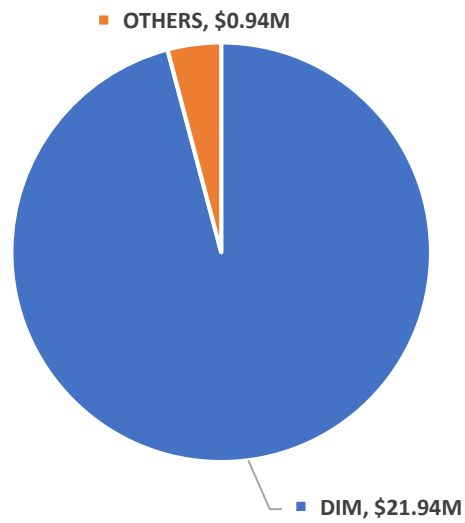
Millions



Source: UNDP ATLAS, Power BI, Feb 2019

### Implementation Modality

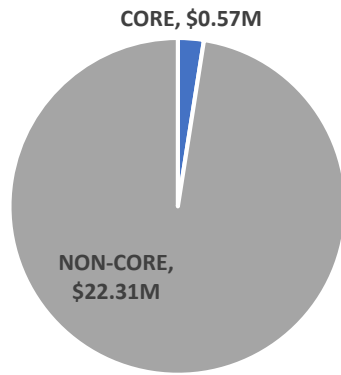
Programme Expenditure



Source: UNDP ATLAS, Power BI, Feb 2019

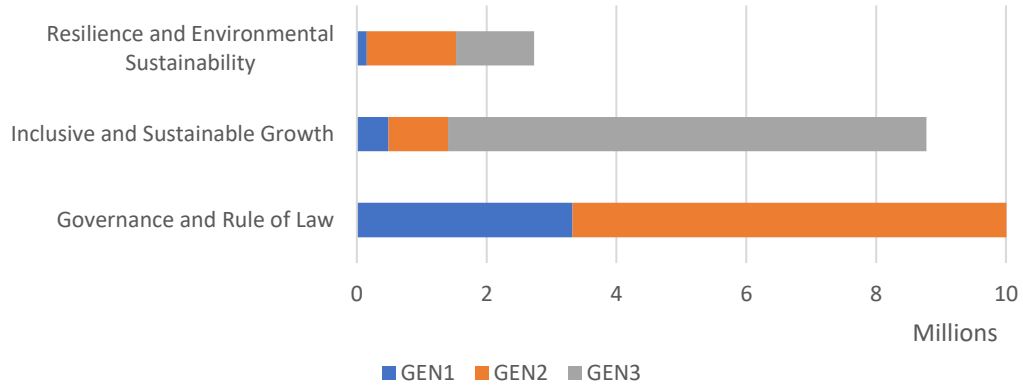
### Programme Expenditure by Source

Millions



Source: UNDP ATLAS, Power BI, Feb 2019

### Expenditure by Gender Marker and Thematic Area



Source: UNDP ATLAS, Power BI, Feb 2019



## Annex 4. PROJECT LIST

N.	Project	Project Title	Implementation Period	Implementation Modality	Total Budget (\$)	Total Expenditure (\$)
<b>Good Governance and Rule of Law</b>						
1	00083712	Anti-Corruption Efforts Kosovo	2012-2016	DIM	259,336	262,463
2	00093846	Anti-corruption institutions	2016-2020	DIM	3,288,635.50	2,899,413
3	00102910	Support Government on Missing persons	2016-2020	DIM	216,023	208,062
4	00108950	Gender Based Violence and Access to Justice	2018	DIM	203,677	203,502
5	00109282	Inter-community Dialogue through Inclusive Cultural Heritage Preservation	2018-2019	DIM	635,383	190,085
<b>Inclusive Growth</b>						
6	00104334	INTERDEV2	2017-2020	DIM	1,076,223	907,842
7	00089976	Active Labour Market Programme	2014-2018	DIM	4,445,539	3,266,340
8	00099915	Inclusive Labour Market Solutions	2016-2018	DIM	120,563	74,287
<b>Environmental Sustainability and Resilience</b>						
9	00086744	Kosovo Disaster Risk Reduction	2013-2018	DIM	491,791	433,408
10	00097346	Support for Low Emission Development in Kosovo	2015-2016	DIM	244,200	236,170
11	00093741	Cross border Drin Basin management	2015-2018	Others	563,733	491,413

## Annex 5. DOCUMENTS CONSULTED

1. Anti-Corruption Agency, Republic of Kosovo, 2013, Anti-Corruption Strategy and Action Plan, 2013-2017
2. European Commission, 2014, Kosovo Instrument for Pre-Accession Assistance (IPA II) 2014-2020
3. European Commission, 2016, Commission Staff Working Document Kosovo 2016 Report Accompanying the document Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions 2016 Communication on EU Enlargement Policy
4. European Commission, 2018, Commission Staff Working Document Kosovo 2018 Report Accompanying the document Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions 2018 Communication on EU Enlargement Policy
5. Government of Kosovo, 2015, Kosovo's Medium-Term Expenditure Framework (MTEF) 2016-2018
6. Government of Kosovo, 2016, Kosovo National Development Strategy 2016 – 2021 (NDS)
7. Government of Kosovo, 2018, Kosovo Youth Employment Strategy and Action Plan 2018-2020
8. Kosovo Agency of Statistics, 2018, Labour Force Survey in Kosovo, 2018
9. Kosovo Environmental Protection Agency, 2013, Kosovo Environmental Strategy (KES) 2013 – 2022
10. UNDP, 2010, Country Programme Performance Summary *Reporting period: 2010-2015*
11. UNDP, 2016, Country programme document for Serbia (2016-2020) Addendum, Results and resources framework for Kosovo under United Nations
12. UNDP, 2016, ROAR report
13. UNDP, 2016, UNDP Strategic Plan, 2016-2020
14. UNDP, 2017, ROAR report
15. UNKT, 2016, UN Common Development Plan 2016-2020
16. World Bank and WiiW, 2019, Western Balkans Labor Market Trends 2019
17. World Bank, 2018, The World Bank in FYR Macedonia: [Country Snapshot](#)
18. World Bank, Kosovo Country Environmental Analysis Cost Assessment of Environmental Degradation, Institutional Review, and Public Environmental Expenditure Review

## Annex 6. PEOPLE CONSULTED

### Government of Kosovo

1. Fadil Kodra, Head of AME, Agency for Emergency and Management and Municipalities
2. Fahrije Ternava, Director of Department for Reintegration of Repatriated Persons, Ministry of Internal Affairs
3. Ilir Morina, Chief Executive Officer, Kosovo Environment Protection Agency (KEPA)
4. Ivica Tanasijevic, Deputy Mayor of Municipality, Shrpce/Sterpce
5. Izedin Bytyqi, General Secretary of Ministry of Labour and Social Welfare (MLSW)
6. Jahja Lluka, Government Commission for Missing Persons, Senior Advisor /Office of the Prime Minister
7. Kushtrim Gara, Head of Unit
8. Leunita Luzha, Ministry of Culture, Youth and Sports
9. Muhamet Klinaku, Acting General Director of Employment Agency of Kosovo
10. Muhamet Malsiu, Director, Ministry of Environment and Spatial Planning (MESP)
11. Muhedin Nushi, Deputy Mayor Municipality of Prishtina
12. Nijazi Miftari, AME
13. Rizah Hajdari
14. Veli Hoti, Legal Adviser, Kosovo Anticorruption Agency (KAA)
15. Vjollca Aliu, Director, Ministry of Culture, Youth and Sports

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2. Alban Kryeziu, Project Manager ALMP2
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17. Vlora Elshani, Project Manager
18. Xhevrije Berisha, Project Manager

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2. Arjan Shbani – Senior Programme officer, Swiss Agency for Development and Cooperation
3. Constantine Palicarsky, Crime Prevention and Criminal Justice officer, United Nations Office on Drugs and Crime (UNODC)

4. Dardan Nuhiu, Director, Financial Intelligence Unit
5. Riccardo Serri, Head of Political, Economic and European Integration Section, EU Office/EUSR
6. Stefano Gnocchi, European Union
7. Zimmer Gunther, Head of ADA Kosovo, Austrian Development Cooperation

**Civil Society, academia and private sector**

1. Agron Humolli, General secretary, Red Cross of Kosova
2. Albulena Sadiku, Senior Programme manager, BIRN
3. Bajram Cerkini, Manager, Missing Persons Resource Centre
4. Bernardina Krasniqi, Secretary, Local Development Fund
5. Burim Seferi, Disaster Management & Volunteering Coordinator, Red Cross of Kosova
6. Edona Durguti, Regional Centers for Cultural Heritage - Prishtine
7. Faik Spahiu, Internews Kosovo
8. Iliriana Islami, Associate Professor, University of Prishtina
9. Nenad Radivojevic, NGO "Domovik"
10. Nurije Perashi, Regional Centers for Cultural Heritage - Prishtine
11. Remzije Istrefi, Professor, Coordinator of the Transitional Justice Resource Centre
12. Sinan Gashi, Director of Prizren VTC Vocational Training Center

## Annex 7. STATUS OF UNDP KOSOVO PROGRAMME INDICATORS

Outcome and Output Indicators		Indicator Baseline	Indicator or Target by 2020	Indicator or Value 2016	Indicator or Value 2017	Indicator Value 2018	Indicator Value 2019	Data sources	CO comments
<b>Outcome 1: Rule of law system and institutions are accessible to all and perform in a more efficient and effective manner.</b>									
Indicator 1.1 Perception of corruption	National	110%	95%	N/A	85%	90%	101%	KACA; Transparency International	
Indicator 1.2 One framework in place, covering policy, operational and donor coordination aspects	National	0	1	N/A	1	1	1	Basic courts, Court of Appeals	
Indicator 1.3 Number of backlog cases (reduced)	National	446,254	200,000	N/A	286,464	235,408	219,922	Basic courts; the Court of Appeals	Original target: 5% backlog decrease [2020] Original target decrease surpassed and a new target established The target for 2019 is exceeded as a result of improved coordination between partners and stakeholders.
Indicator 1.4 Number of cases referred to Mediation	National	1,410	1,481	N/A	851	942	2,200	Mediation Commission; Basic courts; Prosecution	5% increase of the case referrals to Mediation by Courts and Prosecution offices [2020]. The new Law on Mediation has made it easier to apply this mechanism in dispute resolution.
Indicator 1.5 Number of evidence-based security strategies in operation for reducing armed violence and/or control of small arms	National	1	5	2	3	4	4	Ministry of Internal Affairs; Official Gazette; FERM Annual Report	
Indicator 1.6 Number of small arms destroyed/legalised	National	2,382	2,484	N/A	2,484	2,484	754	Ministry of Internal Affairs; security institutions	No SALW were destroyed in 2018 due to the Prosecution and the KP disagreement on cases when firearms were evidence. A total of 1,100 SALW are awaiting destruction. The destruction of arms can be only conducted when arms are released from evidence in criminal court proceedings by a judge or a prosecutor. Currently there are planned changes in the process which has made it impossible to continue with the process. In 2019 only 754 arms were cleared for destruction, which UNDP in cooperation with SEESAC destroyed. This is a result of prolonged issues on releasing/clearing weapons for destruction by judges and/or prosecutors.
<b>Output 1.1: Perception of corruption reduced in the public</b>									
Indicator 1.1.1 National	National	7%	14%	N/A	17.00%	14.00%	16.60%	Public Pulse Opinion Poll (PP Briefs)	The increase in the % between 2018 and 2019 may be explained as a result of peoples' increased awareness of corrupt activities and greater level of reporting of such cases.
<b>Output 1.2: Improved planning and coordination in the rule of law sector in Kosovo</b>									
Indicator 1.2.1 National	National	No	Yes	N/A	Yes	Yes	Yes	KPC, KJC, Justice Academy reports; project reports	The Coordination Mechanism established and functional
<b>Output 1.3: Institutional capacities of judicial and legal actors strengthened to uphold the rule of law in Kosovo</b>									
Indicator 1.3.1 Number of candidates for judges and prosecutors who pass the bar exam	National	112	180	N/A	N/A	179	238	MoJ	Data available on the number men and women who have passed the Bar exam, not on all who have applied for it. Baseline: 112 candidates passed the exam, out of them 77 (69%) men and 35 (31%) women. 179 Candidates passed the exam in 2018 (no Bar exams held in 2017); 102 (57%) men; 77 (43%) women.
<b>Output 1.4: Increased access to justice and justice service provision</b>									

Indicator 1.4.1 Completed cases by the Mediation Commission	National	909	910	N/A	792	860	2012	The Mediation Commission	No analytical data available to explain the changes however the recent rewrite of the Law on Mediation may explain the current situation
<b>Output 1.5: Legislation on firearms and explosives developed in accordance with international standards (United Nations European Union (EU) Organization for Security and Cooperation in Europe)</b>									
Indicator 1.5.1 Number of policies on firearms/explosives developed in line with international standards	National	5	7	N/A	6	6	7	MIA, AoK, Official Gazette; Project report	
<b>Output 1.6: Improved risk management of small arms and light weapons (SALW) and explosives in Kosovo</b>									
Indicator 1.6.1 SALW ammunition tracing report	National	0	1	N/A	1	1	1	Project report; MIA	
<b>Output 1.8: Enhanced capacity of oversight institutions line ministries and local authorities to control corruption</b>									
Indicator 1.8.1 GOPAC Secretariat established in the Assembly of Kosovo	National	No	Yes	N/A	Yes	Yes	Yes	Assembly of Kosovo; Project report(s).	GOPAC Chapter established in AoK and functional.
<b>Outcome 2: Education and employment policies and programmes enable greater access to decent employment opportunities for youth and women.</b>									
Indicator 2.1 Number of new and revised policies to support decent employment opportunities for youth and women	National	3	11	3	6	7	11	Official reports of MLSW, MTI, MAFRD; EU progress reports	Original baseline: Agriculture policy, MLSW strategy 2014-2020, Small and Medium Enterprise Development Strategy 2012-2016 (MTI); Original target: Four (4) policies developed and three existing policies reviewed for greater inclusion of women and young people.  Until 2018, several new policy documents have been produced supported by and/or building on UNDP's efforts and results: National Strategy on Protection from Domestic Violence and Action Plan (NSAPDV) 2016-2020 with economic empowerment of victims of GBV/DV in its midst. Additionally, 4 municipal action plans against GBV have been drafted. Next, the Diaspora Matching Grant Scheme (DMGS): Feasibility Assessment and Preliminary Design has been developed with the Ministry of Diaspora as an innovative mechanism of channeling remittances into investment and job creation in Kosovo. Furthermore, the Strategy on Sustainable Reintegration of Repatriated Persons 2018-2022 of MIA, along with a variety of regulations and SOPs. Finally, in 2018, the MLSW Sector Strategy 2018-2022 and the Action Plan Youth Employment (incl. active measures, LMIS, establishment of EARK) was developed by MLSW building on results of UNDP collaboration with MLSW. In 2019, the CO undertook the assessments and produced policy recommendations as follows: Labour Market Inclusion of Persons from Roma, Ashkali and Egyptian Communities in Kosovo; Labour Market Inclusion of persons with disabilities in Kosovo; Labor Cost Survey and Labor Needs Assessment.
Indicator 2.2 Number of women beneficiaries from employment policy measures from MTI, MLSW and MAFRD	National	1,376	5,000	2,295	3,288	4,388	4,678	MLSW/Employment Agency EMIS	Target increased from previously entered 2064 women (40% of total beneficiaries) by end of 2020. In 2018, 1100 additional women benefited from employment policy measures of MLSW (38.8% of total of 2835 in 2018). In 2019, additional 340 benefited from employment measures.
	Women as percentage of total number of beneficiaries	30%	42%	31.60%	32.60%	34%	40.20%	MLSW/Employment Agency EMIS	Cumulatively until end of 2018, women represent 34.0% of the total of beneficiaries (4388 out of 12910). In 2019 women make 44% of total number of beneficiaries of employment measures, exceeding the milestone by 8%.
Indicator 2.3 Number of youth (15 – 24) beneficiaries (disaggregated by sex) from employment and education policy measures from MTI, MLSW, MEST and MAFRD	Number of youth (15 – 24) beneficiaries (disaggregated by sex) from employment and education policy measures from MTI, MLSW, MEST and MAFRD (total)	1,353	4,700	2,312	3,281	3,965	4,271	MLSW/Employment Agency EMIS	Target increased from previously entered 2029 youth by the end of 2020. In 2018, additional 684 youth of 15-24 years benefited from employment policy measures of MLSW. (24.1% of the 2018 total of 2835). In 2019, due to the fact that most of employment programme measures are delivered to the repatriated from the western Europe, the overall number of youth beneficiaries is 306 (44% women)

	Number of youth (15 – 24) beneficiaries (disaggregated by sex) from employment and education policy measures from MTI, MLSW, MEST and MAFRD (female, percentage of youth)	32%	42%	33.30%	36.50%	38.70 %	45.70%	MLSW/Employment Agency EMIS	In 2018, young women (15-24 years old) represented 49.3% of the youth benefiting from MLSW employment policy measures (337 out of 684). Cumulatively until end of 2018, young women 15-24 years old represent 38.7% of the total of youth 15-24 (1534 out of 3965).
	Youth (15-24) as percentage of total number of beneficiaries	29%	40%	31.80%	32.60%	30.70 %	37.70%	MLSW/Employment Agency EMIS	Cumulatively until end of 2018, youth 15-24 represent 30.7% of the total number of beneficiaries (3965 out of 12910)
<b>Output 2.1: Implementation of territorial employment pacts at local level</b>									
Indicator 2.1.1 Number of territorial employment pacts (TEPs) developed by municipal local actions groups	National	4	9	N/A	8	8	9	Municipal reports, project records.	Until end of 2018, 8 TEPs have been developed and operationalized in municipalities across Kosovo (Fushe Kosove/Kosovo Polje, Obiliq/Obilic, Dragash/Dragas 2014-2017, Shterpce/Strpce 2014-2017, Dragash/Dragas 2017-2020, Shterpce/Strpce 2017-2020, Viti/Vitina 2017-2020, Gjakove/Djakovica 2017-2018)
Indicator 2.1.2 Number of women and men benefiting from economic empowerment actions foreseen in territorial employment pacts	Total	800	1550	N/A	999	1472	1550	Municipal reports, project records, TEP evaluations.	Until end of 2018, 1472 people have benefited from economic empowerment actions foreseen in territorial employment pacts.
<b>Output 2.2: Implementation of active labour market programmes (ALMP) for youth with efforts in policy development with central institutions and development of skills self-employment and job opportunities for young men and women</b>									
Indicator 2.2.1 Number of active labour market measures delivered to women and men in Kosovo in collaboration with MLSW and Employment Agency	Total	12412	16000	N/A	13560	14402	15,354	UNDP database, Employment Management Information System	Until end of 2018, 14402 active labour market measures have been delivered to women and men in Kosovo in collaboration with MLSW and Employment Agency. (2018 only: 842)
	Women (percentage of total)	44.90%	52%	N/A	45.10%	44.60 %	51.60%	UNDP database, Employment Management Information System	Women cumulatively represent 44.6% of total beneficiaries of active measures. (2018 only: 307 women out of 842, 36.5%)
<b>Output 2.3: Trade related institutions have enhanced capacities to develop trade policy for Kosovo's long-term economic performance and promotion of inclusive and sustainable growth</b>									
Indicator 2.3.1 Number of policy papers/briefs/reports are produced by MTI staff (trade, industry and tourism)	National	9	11	N/A	11	11	11	MTI & KIESA records, AFT project records, publications.	Until 2018, 11 publications produced (1 ex-post policy assessment, 1 Industrial Policy Paper, 1 Report on strengthening dialogue and cooperation between central and local institutions including action plan for its realization, 8 sector profiles ( <a href="https://kiesa.rks-gov.net/page.aspx?id=2,111">https://kiesa.rks-gov.net/page.aspx?id=2,111</a> )). (2018 only: 0)
Indicator 2.3.2 Number of micro and small enterprises receiving advisory services and small investment support to enhance competitiveness and create jobs	National	0	100	N/A	100	100	100	UNDP progress reports; MTI reports, reports of implementing partners.	Until end of 2018, 100 micro and small enterprises received advisory services and small investment support to enhance competitiveness and create jobs (98 rural enterprises, 2 women-run processing points). (2018 only: 0)
<b>Output 2.5: Structures and mechanisms to support economic reintegration and employment of vulnerable women including victims and survivors of gender-based violence/domestic violence established and functional</b>									

Indicator 2.5.1 Number of vulnerable women, including victims and survivors of gender-based and domestic violence provided with economic reintegration and employment support by the established local structures	National	0	85	N/A	74	84	85	Municipal reports, MLSW reports, Programme progress reports.	Until end of 2018, 84 women strengthened their economic independence through different skills development and employment programmes (2018 only: 10 women)
<b>Outcome 3: More people adopt behaviours that are healthy and that increase resilience to potential threats from environmental pollution, disasters and climate change.</b>									
Indicator 3.1 Level of public awareness of environmental health risks in their communities	National	43%	58%	N/A	34.50%	34.50 %	38.7%	Public Pulse, UNDP website <a href="https://www.facebook.com/ecokosovo/">https://www.facebook.com/ecokosovo/</a> <a href="https://www.instagram.com/ecokosovoofficial/">https://www.instagram.com/ecokosovoofficial/</a> <a href="https://telegafi.com/alaudin-hamiti-atifete-jahjaga">https://telegafi.com/alaudin-hamiti-atifete-jahjaga</a> -maylinda-kasumoviq-krenare-rugova-eliza-hoxha -kaona-duriqi-dhe-capital-t-bashkohen-per-fushaten -e-undp-ecokosovo3/	Considering the scarce resources in Kosovo for the sector of environmental health, UNDP faced difficulties in reaching out to the wider public and raising their awareness on the environmental impact on health. The new joint project (UNDP, WHO and UNV) on environment and health will substantially contribute to increase the level of public awareness. During 2019 a large online campaign is undertaken in order to empower citizens and community through educational environmental engagement: - Active campaigning on raising awareness on the topic of environmental health for all citizens through the 3rd Eco Kosovo campaign, in a duration of 10 months. - Social media campaigning on the dangers of environmental pollution in general and air pollution, with 3400 Facebook followers liking and sharing our posts - Partnership with influencing personalities from the political and cultural Kosovar scene to - Amplified the engagement of community through an active 'make a pledge to the environment' campaign, with international and local stakeholders in Kosovo The results of the campaign will be measured upon its finalisation, May 2020. <b>HQ:</b> original target: Percentage of public who consider the environment to be unhealthy to increase by 15% Please set percentage values for targets
Indicator 3.2 Level of awareness of potential disaster risks and climate change adaptation in selected locations	National	1	11	1	4	7	11	Emergency Management Agency: <a href="https://ame.rks-gov.net/en/Desinventar%20Kosovo/">https://ame.rks-gov.net/en/Desinventar Kosovo:</a> <a href="http://desinventar.cimafoundation.org">http://desinventar.cimafoundation.org</a> /Desinventar/profiletab.jsp?countrycode= =rkst&continue= =y#more_info Disaster Risk Reduction Strategy and Action Plan, 2016 -202: <a href="https://ame.rks-gov.net/Portals/0/Files/SZRrF%20anglisht_1-1.pdf">https://ame.rks-gov.net/Portals/0/Files/SZRrF%20anglisht_1-1.pdf</a> <a href="https://www.facebook.com/NansenDialogueMitrovica">https://www.facebook.com/NansenDialogueMitrovica</a> /photos/pcb.298902734348703 /298899357682374/?type=3&theater	The database with historical data developed in 2015, DesInventar Kosovo, shows the main natural and other disaster risks in Kosovo. Disaster Risk Reduction Strategy 2016 - 2020 shows the most vulnerable municipalities (11), and highlights the need for awareness raising on natural and other disaster risk.  Disaster Risk Reduction Campaign organized in 2019. . Data:27 sessions, with 756 participants, 30 Red Cross Volunteers and 308 community members (40% female and 60% male) Establishment of 4 DRR awareness team in four northern municipalities of Kosovo. Data: 40 members (17 female/23 male) people reached: 13.000 social media; 2000 street activities ;
<b>Output 3.1: Enhanced mechanisms for evidence-based planning implementation and monitoring of environmental impacts on health</b>									



Indicator 3.1.1 Total number of plans and programmes that are informed by multi-hazard national and subnational disaster and climate risk assessments	National	0	3	2	2	3	3	<a href="http://ame.rks-gov.net;http://www.mmph-rks.org/">http://ame.rks-gov.net; http://www.mmph-rks.org/</a>  <a href="https://ame.rks-gov.net/Portals/0/Files/SZRrF%20%20shqip_1.pdf">https://ame.rks-gov.net/Portals/0/Files/SZRrF%20%20shqip_1.pdf</a>  <a href="http://konsultimet.rks-gov.net/viewConsult.php?ConsultationID=40487">http://konsultimet.rks-gov.net/viewConsult.php?ConsultationID=40487</a>  UNDP Facebook / Instagram	UNDP is the lead agency in advancing CC and DRR agenda in Kosovo. UNDP supported the development of both strategies for Kosovo, as well as Review of Kosovo DRR Legal and Policy framework and identification of institutional, legal and policy gaps with proposed list of DRR actions. In 2019, Gillogoc/Gillogocv and Viti/Vitina Municipality developed their Local Emergency Operation Plans.
Indicator 3.1.2 Innovative human centered initiatives addressing environment and health implemented at municipal level	National	0	2	N/A	0	0	1	Municipal websites, Fushe Kosove /Kosovo Polje and Obiliq/Obilic  - <a href="https://undpkosovo.exposure.co/episode">https://undpkosovo.exposure.co/episode</a> -1-codesign-against-pollution - <a href="https://undpkosovo.exposure.co/codesign">https://undpkosovo.exposure.co/codesign</a> -episode-2-capturing-and-analyzing-valuable-insights - <a href="https://undpkosovo.exposure.co/from">https://undpkosovo.exposure.co/from</a> -inspiration-to-ideation-moving-from-abstract-thinking-to-realworld-solutions	Through the participatory approach of co-design, we're engaging the communities of Fushe Kosovo/Kosovo Polje and Obiliq/Obilic to combat environmental pollution by channeling their concerns through an explorative research and by involving them in the designing process of the prototype, which eventually will bring new actionable and tangible solutions.  During 2019, the first prototype piloted in the municipality of Fushe Kosove/Kosovo Polje
<b>Output 3.2: Increased disaster preparedness and linkages understood between climate change and disaster for civil society</b>									
Indicator 3.2.1 Community drills with active involvement of civil society and women implemented	Number	0	6	N/A	3	4	N/A	<a href="http://www.redcross-ks.org/new/">ame.rks-gov.net; http://www.redcross-ks.org/new/</a>	
Indicator 3.2.2 Number of civil society organizations implementing disaster preparedness activities with the public	National	1	6	N/A	2	4	N/A	<a href="http://www.redcross-ks.org/new/">ame.rks-gov.net; http://www.redcross-ks.org/new/</a>	UNDP is engaging with civil society organizations like Red Cross Kosova, Domovik, Marimanga, and Woman CSOs to reach out to the wider public and all communities in Kosovo in order to prepare for disaster risk reduction.
Indicator 3.2.3 Extent to which Training materials and content on disaster risk reduction (DRR) used by the Ministry of Internal Affairs, Ministry of Environment and Spatial Planning and the municipality directorates for protection and rescue are in line with international standards	National	25%	80%	N/A	40%	60%	80%	<a href="http://www.ks.undp.org;">www.ks.undp.org;</a> <a href="http://ame.rks-gov.net">http://ame.rks-gov.net</a> ; evaluation of training materials	All Training materials for DRR developed by UNDP Kosovo are in line with UNISDR and EU standards.
<b>Output 3.3: Increased capacity of Kosovo institutions to implement disaster preparedness and environmental protection measures</b>									

Indicator 3.3.1 Number of municipalities with local level disaster preparedness plans in place	National	2	38	N/A	30	34	38	Ministry of Internal Affairs, Ministry of Environment and Spatial Planning, Municipal official websites. UNDP Facebook/ Instagram	UNDP also supported the drafting of the remaining four local level disaster preparedness plans for northern Kosovo municipalities. During 2019, DRR awareness team in four northern municipalities of Kosovo were established and empowered.
Indicator 3.3.2 Number of energy efficiency-focused municipal projects implemented by Kosovo institutions to promote sustainable energy policies and enhance public awareness among municipalities and civil society	National	2	5	N/A	3	3	5	Project Reports, Kosovo Agency for Energy Efficiency, Municipal Websites <a href="https://www.facebook.com/pgcenter/">https://www.facebook.com/pgcenter/</a> UNDP Facebook / Instagram	UNDP piloted an Urban NAMA in the city of Prizren. Main projects derived from the cross sectoral intervention plan are related to energy efficiency. Negotiations with EBRS are progressing on finding the modality for their implementation.
<b>Output 3.4: Transboundary cooperation established on integrated management of water resources</b>									
Indicator 3.4.1 Consensus is made between Kosovo and bordering countries on key transboundary concerns and drivers of change within the extended Drin River Basin	National	0	1	N/A	0	0	1	GWP Website, <a href="http://drincorda.iwlearn.org/">http://drincorda.iwlearn.org/</a> UNDP Website, Ministry of Environment and Spatial Planning	MoU of the riparian countries of the Drini river Basin was signed in 2011. Advanced draft Transboundary Diagnostic Analyses for the extended Drini River Basin is prepared. Strategic Action Plan will be drafted in 2020 and it will be endorsed by the Drin Core Group and adopted by Albania, Kosovo, Montenegro and the Former Yugoslav Republic of Macedonia. During 2019, the Strategic Action Plan has been developed and finalised. In the first quarter of 2020 is expected to be signed by Drin riparian countries.

## Annex 8. EVALUATION MATRIX

Evaluation Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)	Data analysis (e.g.)
EQ 1. What did the UNDP country programme intend to achieve during the period under review?	1.1 What are UNDP's outcomes as defined in the CPD?	<p>UNDP's specific areas of work and approaches for contribution under CPD/UNDAF outcomes</p> <p>UNDP's interventions strategy, e.g. theory of change that maps an expected pathway of change, logic and assumptions; including plans detailing required financial resources and capacity for programme implementation (and evidence of their provision)</p> <p>Evidence of design tailored to meeting development challenges and emerging needs of the country</p> <p>Evidence of design <i>based on a clear and comprehensive risks analysis</i></p>	<p>1. Desk/literature review of relevant documents (including problem analysis conducted by the CO)</p> <p>2. Semi-structured interviews/focus groups with relevant stakeholders</p> <p>3. Field studies/visits to beneficiaries</p> <p>4. Survey(s) to cover gaps or validate preliminary findings</p> <p>-Other as appropriate</p>	<p>1. Map a theory of change to identify the logic, sequence of events and assumptions behind the proposed programme</p> <p>2. Problem/risk analysis of underlying development challenges</p> <p>3. Stakeholders analysis</p> <p>4. SMART analysis of CPD indicators</p> <p>5. Triangulate data collected from various sources and means (e.g. cross check interview data with desk review to validate or refute TOC).</p>
	1.2 If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?	Evidence of existence and application of <i>relevant measures to respond to the changes put and their coordination/consistency across the implemented activities.</i>		
EQ 2. To what extent has the programme achieved (or is likely to achieve) its intended	2.1 To what extent and with which results did UNDP achieve its specific objectives (CP outputs) as defined	Progress towards achievement of intended objectives per sector (including a list of indicators chosen for the CPD and those used for corporate reporting, baselines, targets; and status)	-Desk/literature review of relevant documents	<p>1. Contribution analysis against TOC assumptions;</p> <p>2. Counterfactual analysis to check whether results could have been delivered without UNDP</p>

<b>objectives?</b>	in the CPD and other strategies (if different)?	Evidence of achievement of results within the governance - poverty-environment/energy-climate nexus	-Code in NVivo ROARs, GRES as well as indicators status to assess progress and trends  -Project QA data extraction	3. Analysis of evaluations and audits;  4. Summary of outcome indicator and status 5. Analysis of corporate surveys 6. Trend analysis of ROARs & GRES 7. Triangulate data collected from various sources and means.
	2.2 To what extent did the achieved results contribute to the outcome?	Clear linkages between UNDP's specific interventions and UNDAF-defined outcome level changes  Evidence of contribution to GEWE  Evidence of contributions to the SDGs	-Semi-structured interviews/focus groups with relevant stakeholders  -Field studies/visits to beneficiaries  -Survey(s) to cover gaps or validate preliminary findings  -Other as appropriate	
<b>EQ 3. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?</b>	3.1 What programme design and implementation-related factors have contributed to or hindered results?	Key factors affecting the results (Typology of key factors to be created, e.g.):  <b>1.</b> Degree of alignment with national priorities <b>2.</b> Programme focus/design and implementation approach (e.g. mix of interventions, up/downstream, short/long-term, appropriateness of indicators)	-Project QA data extraction  -Semi-structured interviews/focus groups with relevant stakeholders - focus on validating or refuting lines of inquiry - collecting perceptions and observations on the "why" and factors that influence or impede effectiveness;	1. Completion of a template of 'factors' with analysis of 'strength of influence (extent the factors affect UNDP's ability to achieve its objectives)'  2. Contribution analysis against TOC assumptions; 3. Counterfactual analysis to check whether results could have been delivered without UNDP
	3.2 How have the key principles of the Strategic Plan been applied to the country programme design <sup>8</sup>	<b>3.</b> Business environment to promote GEWE <b>4.</b> Use of partnerships (incl. UNV/UNCDF, PUNS, IFI, CSO, Private sector, think tanks) <b>5.</b> Innovation and knowledge management <b>6.</b> Use of SSC to enhance results <b>7.</b> Measures to ensure efficient use of resources <b>8.</b> M&E capacity	-Field studies/visits to beneficiaries  -Spot check status of implementation	4. Analysis of evaluations and audits; 5. Analysis of corporate surveys 6. Trend analysis of ROARs & GRES 7. Cross-check interview data with desk review to validate or refute lines of

<sup>8</sup> As the CPDs under review may be based on the previous Strategic Plan (2014-2017), we should select a set of key principles reflected in both old and new Strategic Plan for our purpose, to examine how they have been reflected in programme design and used to enhance the results). For example, in the new Strategic Plan 2018-2021, the key issues include: (1) 'Working in partnership': i) Within UN System; and ii)Outside UNS (South-South; civil society; private sector; and IFIs); (2) 'Helping to achieve the 2030 Agenda'; (3) '6 Signature Solutions': i) Keeping people out of poverty; ii) Strengthen effective, accountable, inclusive governance; iii) enhance prevention and recovery for resilient society; iv) promote nature-based solutions for sustainable plant; v) close the energy gap; and vi) strengthen gender equality; (4) 'Improved business models (Performance; and Innovation)

		<p><b>9.9.</b> 'Social &amp; Environment Standards' (incl human rights, environment sustainability)</p> <p><b>10.</b> Project delivery modality (NIM/DIM)</p>	<p>recommendations from previous ADR/ICPE</p> <p>-Tabulation of corporate surveys data</p>	<p>inquiry – highlighting data on the “why” and factors that influence or impede effectiveness; (check for unintended outcomes);</p>
	<p>3.3 What mechanisms were put in place at the design and implementation stage to ensure the sustainability of results, given the identifiable risks?</p>	<p>Level of capacity of partner institutions/organisations/beneficiaries</p> <p>Supported government policies and mechanisms encourage continuation</p> <p>Government mechanisms and budgets in place for managing, operating and maintaining set of supported institutional measures</p> <p>Evidence of appropriate sustainable results at project level with typology of “lessons learnt” and “best practices”</p> <p>Evidence of further funding and implementation of activities following up on results achieved with support of UNDP</p>	<p>-Survey(s) to cover gaps or validate preliminary findings</p> <p>-Other as appropriate</p>	<p>8. Triangulate data from desk review and interviews with survey to close gaps and findings</p>

# Annex 9. RECONSTRUCTED THEORY OF CHANGES PER OUTCOME AREA

## **Good governance and the rule of law**

Efforts under this outcome area are driven by the EU accession process and geared towards the consolidation of democratic principles through the promotion of effective public services to citizens, the strengthening of the judiciary, the modernization of public administration, the promotion of inter-community dialogue and the fight against corruption and violent extremism. While the legal framework for rule of law is largely in place, the implementation of legislation is weak, partly due to low political will. In a survey conducted by the Kosovar NGO “FOL movement”, 40 percent of respondents indicated that corruption is widespread in the government, 28 percent in political parties, and 25 percent in the judiciary; 32 percent of citizens stated they were forced to give bribes to doctors in the public health system, 30 percent had given bribes to prosecutors, and some 28 percent said they gave bribes to other state officials<sup>9</sup>.

The RRF analysis<sup>10</sup> evidenced the following challenges for the Good Governance and Rule of Law in Kosovo: 1) endemic corruption, inefficient public spending, and lack of adequate service provision by public institutions continue to affect the quality of life of all Kosovars; 2) the political dialogue with Serbia aiming to create additional opportunities for UNDP to continue to support the full integration of municipalities and strengthening of rule of law in the northern part of Kosovo; 3) increased pressure from the international community to take seriously measures to combat violent extremism. The Good Governance and Rule of Law Programme targeted achievement of UNDAF Outcome 1 “Rule of law system and institutions are accessible to all and perform in a more efficient”.

The ToC is formulated on the basis that if civic engagement mechanisms are well established through initiatives on corruption reporting, referral and monitoring, on transparently displaying public expenditure and increased awareness on how corruption is tackled, then the public institutions will become more accountable to citizens. Specific outputs/results that are expected to contribute to the achievement of the expected Outcome 1 are: 1. Perception of corruption reduced in the public; 2. Improved planning and coordination in the rule of law sector in Kosovo; 3. Institutional capacities of judicial and legal actors strengthened to uphold the rule of law in Kosovo; 4. Increased access to justice and justice service provision; 5. Legislation on firearms and explosives developed in accordance with international standards (United Nations, European Union (EU), Organization for Security and Cooperation in Europe); 6. Improved risk management of small arms and light weapons (SALW) and explosives in Kosovo; 7. Inter-Ministerial Working Group (IMWG) on Dealing with the Past and Reconciliation fulfils its mandate; 8. Enhanced capacity of oversight institutions, line ministries and local authorities to control corruption; 9. Improved functioning of the Assembly of Kosovo.

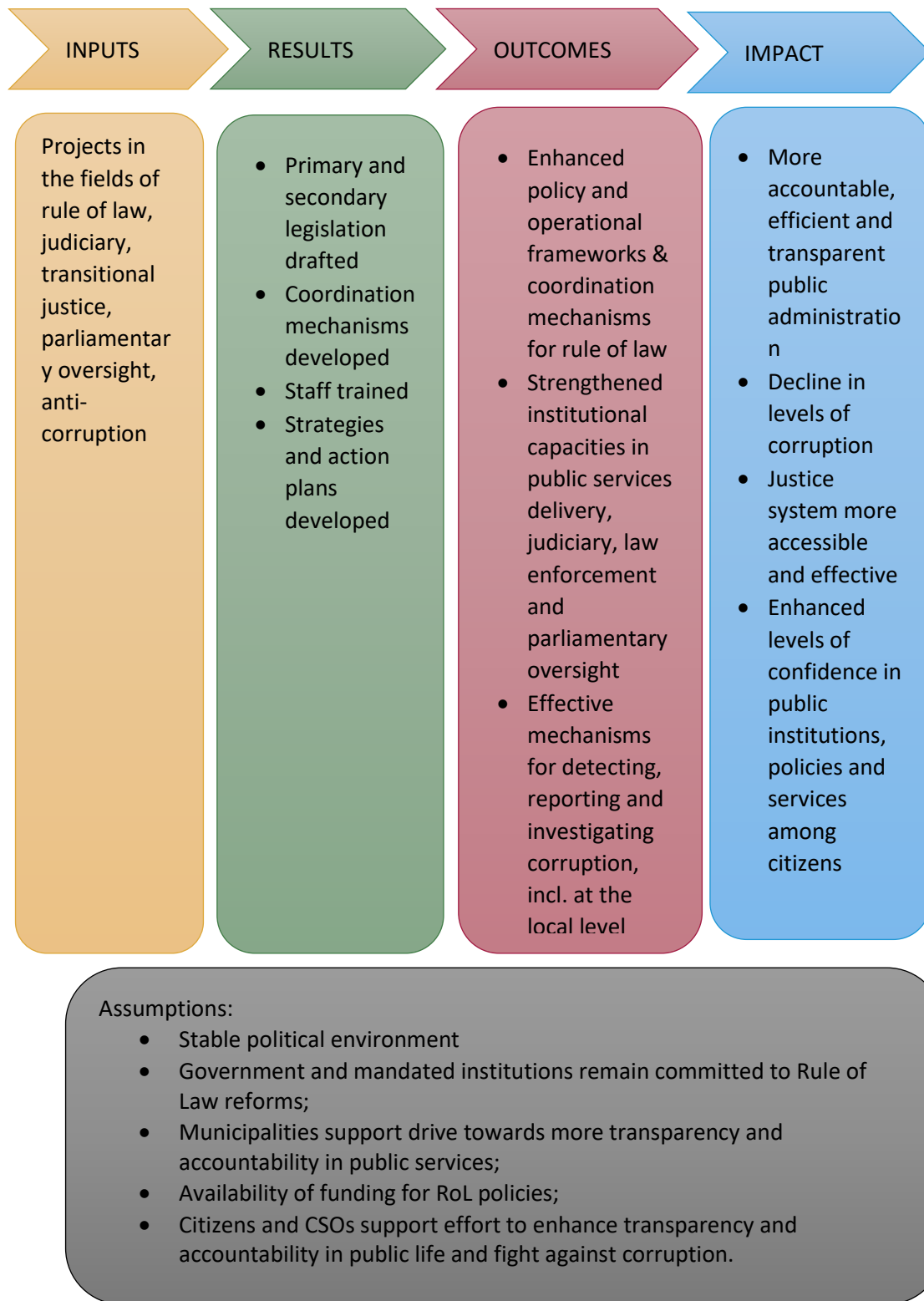
To accomplish these objectives, the UNDP works in partnership with International and National stakeholders. In the fight against gender-based violence and human trafficking and achieving transitional justice, UNDP works in Joint programming with UN WOMEN and IOM. On issues related to Rule of Law, UNDP cooperated with other international partners such as OSCE, DPA, DPKO (through UNMIK), the EU Rule of Law Mission (EULEX), and NATO (through KFOR). This cooperation takes the form of joint programming as well as collaboration on reports, monitoring missions and information exchange. The main National partners are: the Office of the Prime Minister (OPM), the Ministry of Justice (MoJ), the Kosovo Assembly, the Kosovo Anticorruption Agency (KAA), the National Anti-Corruption Council, the National Anti-Corruption Coordinator, the Directorate for Investigation of Ministry of Local Government Administration, Economic Crimes and Corruption within the Kosovo Police, Kosovo Judicial Council (KJC), Kosovo Special Prosecutor Office (KSP); ODA, and target Municipalities, Ministry of Youth and Culture.

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<sup>9</sup> <http://leviziafol.org/fofnew/wp-content/uploads/2015/09/CorruptionSCAN-Public-Opinion-Survey.pdf>, 2015;

<sup>10</sup> RRF Kosovo 2016 -2020, p. 2

Figure 1 UNDP Kosovo Theory of change Governance and Rule of Law



## **Inclusive growth**

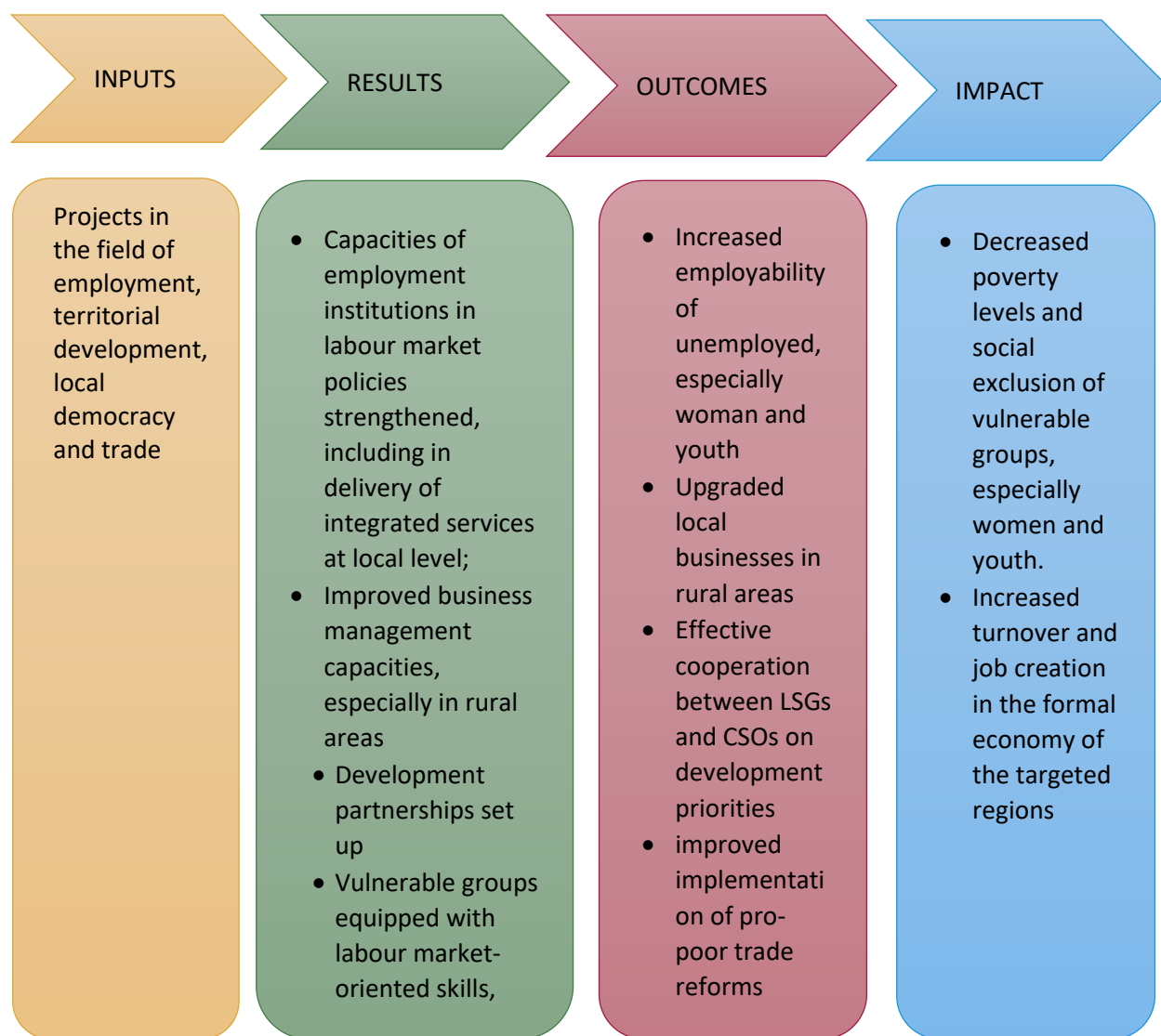
The ToC was formulated on the basis that if the capacities of relevant Central and Municipal level institutions are strengthened to deliver effective employment policies and services (labour market driven), labour force's employability will increase in both urban and rural areas. Three challenges have been given higher priority in the CPD: 1) lack of skilled work force especially amongst women, youth and expatriated people; 2) low quality educational system and lack of vocational education causing discrepancy between labour market demand and supply; 3) rural business and value chains considered the feasible target to better match skills, increased productivity, job formalization and increased job opportunities. The programme intend to achieve the UNDAF Outcome 2 "Education & employment policies and programmes enable greater access to decent employment opportunities for youth and women" and SP Outcome 1: "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded".

Specific outputs/results that are expected to contribute to the achievement of the expected Outcome 1 are: 1. Implementation of territorial employment pacts at local level; Implementation of active labour market programmes (ALMP) for youth with efforts in policy development with central institutions and development of skills, self-employment and job opportunities for young men and women; 3. Trade related institutions have enhanced capacities to develop trade policy for Kosovo's long-term economic performance and promotion of inclusive and sustainable growth. 4. Diaspora Engagement to enhance their contribution to economic development; Structures and mechanisms to support economic reintegration and employment of vulnerable women including victims and survivors of gender-based violence/domestic violence established and functional

The Programme main UNDP partners are Ministry of Labour and Social Welfare (MLSW), Employment Agency (EA), Employment Offices (EO) , Vocational Training Centres (VTCs) around Kosovo, Ministry of Internal Affairs(MIA), the Department for Reintegration of Repatriated Persons (DRRP), and the Municipalities, Municipal Offices of Communities and Returns, Private Sector Enterprises, Civil Society Organizations (CSO's), Ministry of Education, Science and Technology (MEST), Ministry of Trade and Industry (MTI), Kosovo Agency for Statistics (KAS), other labour market institutions, Regional Development Agencies (RDA), Business Associations (BA).



Figure 2 UNDP Kosovo Theory of change Inclusive Growth



Assumptions:

- Economic growth sustains labour market demand
- Government commitment to increase funds on vocational education and integrated services to rural businesses and value chains;
- MLSWP commitment to improve the quality of education and addressing skills gaps in the labour market;
- Employment institutions committed to deliver efficient labour market services;
- Vulnerable people committed to participate in ALMPs;
- Small rural business committed to sustain SEP support and results.

**Resilience and environmental sustainability**

As for all UNDP outcomes for the country, the development pathway of Kosovo is geared towards the long-term goal of EU accession, including, in the short run, the implementation of a Stabilization and Association Agreement. The theory of change of this outcome area revolves around three key issues: environmental and climate change policies, low emission development and disaster risk management. Regarding environmental policy and climate change, the focus is on promoting public awareness of potential threats from environmental pollution, disasters and climate change, strengthening the legislative framework and the management of water resources. Concerning disaster risk management, UNDP focus on improvement of CSOs and community members' capacity towards DRR.

Figure 3 UNDP Kosovo Theory of change Resilience and Environmental Sustainability

