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Final Evaluation

Project: Strengthening Local Climate Action

Evaluation Report

Evaluation Team:

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15/08/2024

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Disclaimer:

This report is a product of an independent external evaluation. The content of the report does not necessarily reflect the views and opinions of the United Nations Development Programme, or any other project stakeholder.

Project Information Table

Project Information		
Project title	Strengthening Local Climate Action	
Country/Territory	Kosovo ¹	
Project dates	Start	Planned end
	15/10/2021	14/10/2024
Total committed budget	EURO 1,140,099.00	
Project expenditure at the time of evaluation	EURO 863,420.35	
Funding source	Austrian Development Agency	
Project Number	ADC-Contract No. 8306-00/2021	
Implementing party	United Nations Development Programme	

¹ For the UN, references to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

Evaluation Information Table

Evaluation information		
Evaluation type	Project	
Final/midterm review/ other	Final	
Period under evaluation	Start	End
	15/10/2021	30/06/2024
Evaluation Team	Giacomo Morelli, Team Leader Basri Hyseni, Local Evaluator	
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Evaluation dates	Start	Completion
	03 June 2024	15 August 2024

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List of acronyms and abbreviations

ADA	Austrian Development Agency
CSIP	Cross-Sectoral Investment Plan
EQ	Evaluation Question
ERBD	European Bank for Reconstruction and Development
FGD	Focus Group Discussion
ICPSD	Istanbul International Centre for Private Sector in Development
IFI	International Financial Institution
IPRDMACC	Intervention Plan for Rural Development to Mitigate and Adapt to Climate Change
NAMA	Nationally Appropriate Mitigation Actions
SDG	Sustainable Development Goal
SFS	Sustainable Food Systems
SUMP	Sustainable Urban Mobility Plan
TOC	Theory of Change
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

Executive summary

Evaluation Purpose, Objective, and Scope

The evaluation aims to assess the implementation and outcomes of the "Strengthening Local Climate Action" project funded by the Austrian Development Agency (ADA) and executed by UNDP. The evaluation covers the period from October 2021 to June 2024, focusing on the project's effectiveness, relevance, efficiency, and sustainability (evaluation criteria). The primary audience includes UNDP, ADA, and the municipalities of Prizren and Suharekë/Suva Reka, with secondary audiences being policymakers and program designers in climate change. The evaluation activities were conducted from June to August 2024, with the fieldwork occurring in the first week of July 2024 during which the Evaluation Team met project stakeholders in Pristine, Prizren and Suharekë/Suva Reka.

Methods

The Evaluation Team applied a theory-based and utilization focused approach and employed semi-structured interviews and focus group discussions as tools to collect primary data. Desk review of project documents and reports was instead used as sources for the evaluation secondary data. Finally direct observations of project deliveries were applied in the field. Purposeful sampling was used to select individuals with significant knowledge and experience related to the project. All types of project stakeholders were met during the inquiry phase of the exercise. Data triangulation was the main analysis procedure applied to identify findings and draw conclusions of the evaluation.

The design of the evaluation did not present any specific limitations in terms of validity to fulfil the evaluation requirements. A significant number of stakeholders participated in evaluation activities: 44 out of 79 stakeholders who were engaged in the project at all levels were interviewed or participated in focus group discussions.

Findings on Relevance

The project effectively addressed local climate needs, introduced stakeholders to low-emission and sustainable development, promoted financial benefits of green development, prioritized gender issues and women's empowerment, and emphasized inclusivity for people with disabilities.

The project was acknowledged by all stakeholders questioned on the matter as an important first step towards a greener development. The two municipalities played a dual role during the implementation of the project, acting both as partners and as beneficiaries of the initiative. However, their institutional competencies were not fully aligned with the project's ambitious goals related to climate change adaptation. Specifically, responsibilities such as preparedness and response to disasters and emergencies are not entirely within the municipalities' jurisdiction. These tasks are more centrally managed, with the central institutions playing a much more significant role in these areas

Findings on Effectiveness

All project outputs were satisfactorily delivered, and the project did contribute to the achievement of its outcome.

UNDP played a catalyst role in promoting a deeper understanding of carbon neutral development. The contribution analysis does not leave any doubt about that: UNDP and project role as catalyst of existing intentions at municipality level was underlined during all interviews and focus group discussions. There was full alignment of opinions of all stakeholders interviewed on the matter.

The contribution analysis shows that the project catalyzed existing municipal intentions, increasing awareness of sustainable development and climate change mitigation among various stakeholders. The endorsement of the CSIP in Suharekë/Suva Reka and the IPRDMACC in Prizren by municipal authorities is key evidence that the transition to more sustainable development has begun in both municipalities.

The project enhanced local partners' knowledge and capacities regarding climate change, as indicated by interviews and focus group discussions. While progress has been made, the concepts of climate change mitigation and adaptation are not yet fully understood by all stakeholders.

The project pursued the promotion of gender equality and empowerment of women.

Findings on Efficiency

Financial planning aligned well with the original budget and the project's actual needs. All stakeholders rated the project deliverables as high quality. The evaluation found a complete match between the ProDoc expectations and the actual delivery, with no significant discrepancies. The project made substantial efforts to integrate gender issues into various activities and outcomes, and there were no budget constraints hindering this work.

The evaluation identified only one flaw in the project implementation. In Suharekë/Suva Reka, a beneficiary who expected to receive in-kind support (grant) participated in the local MGGC activities. She was, however, not involved in the formulation of the criteria to assign in-kind grants. As a general principle, individuals involved in the project, even minimally, should not benefit from it, as this could pose a reputational risk for UNDP.

Findings on Sustainability

Benefits from the project are likely to be sustained, supported by these three pieces of evidence:

The 3 PV systems installed are well monitored and valued by the municipalities, producing appreciated savings on electricity bills, which help address budgetary constraints.

The CSIP in Suharekë/Suva Reka and the IPRDMACC in Prizren, complementing Prizren's earlier CSIP, were formally approved by municipal assemblies and guide climate change actions in the two targeted municipalities.

Substantial investments are being made by the Municipality of Prizren on Energy Efficiency as part of CSIP developed within the previous project funded by ADA, i.e. the NAMA Project

The project targeted municipal permanent employees, ensuring continuity despite potential administration changes post municipal elections.

The in-kind support to 7 women beneficiaries was well-received, with clear plans and visions for their farming/processing activities, indicating no risk of mismanagement.

Conclusions

The initial project design had confusing elements in the formulation, which could have been more clearly delineated. The formulation of project outcome included elements related to climate change mitigation and adaptation in a confusing way², while project activities defined in the ProDoc had a prevalent dimension related to climate change mitigation. In addition, the TOC of the project did not take clearly into consideration the sphere of action of the municipalities and their actual possibilities to engage effectively in climate change adaptation actions.

All project outputs were delivered satisfactorily, with stakeholders expressing high levels of satisfaction. The CSIP in Suharekë/Suva Reka and the IPRDMACC in Prizren were the project's central deliverables and are deemed the most important outputs. They were designed to integrate climate change considerations into key sectors for the development of both municipalities and they were endorsed by both municipal assemblies.

The project significantly contributed to promoting carbon-neutral development and laid a solid foundation for future climate action initiatives in the targeted municipalities, although the evaluation identified a certain level of misunderstanding around the two concepts of climate change mitigation and adaptation among some stakeholders.

² The outcome reads "Improved response to climate change, disasters and emergencies in the municipalities of Prizren and Suharekë/Suva Reka through cross-sectoral interventions at municipal level contributing to sustainable rural and urban development and reduction of GHG emissions by mid-2024". The confusion originates from conflating the reduction of GHG emissions, related to climate change mitigation with improved response to disasters and emergencies, which instead are related to adaptation.

The project successfully engaged a broader audience than initially envisioned, fostering widespread participation and ownership to ensure the sustainability of project outcomes.

The municipality's political interest, the project team's learning-by-doing approach, the clear visualization of the benefits of greener development, and the dedication of the project team are considered the key factors that led to the success of the project.

There is complete coherence between all policy documents delivered during project implementation: the SUMP and the SFS Roadmap in fact move forward from the CISP and the IPRDMACC. Activities implemented on the ground are also in line with the CISP. The path towards greener development is traced.

This coherence not only contributed to the project's success but also had several additional benefits. Maintaining a coherent approach allowed the project team to focus effectively on their tasks. It also positioned UNDP as a development agent within the two municipalities. Everyone clearly understood UNDP's role as a supporting agency helping target institutions advance in areas where skills and competencies needed to be developed.

Despite significant efforts to promote gender empowerment, the project results are considered gender-targeted by the evaluation. The Evaluation Team identified very few gender-responsive elements and no gender-transformative actions.

As a rule, individuals involved in the project, even minimally, should not benefit from it to avoid potential reputational risks for UNDP. The evaluation identified this as the sole flaw in the project's implementation efficiency. Overall, the efficiency of the project's implementation is considered to be very high: activities resulted in the delivery of outputs that align with ProDoc expectations, and their quality is appreciated by all stakeholders interviewed on the matter.

Recommendations

Recommendation #1: To improve the design of the project proposals.

Once a project proposal is approved, the Project Document becomes the reference guide for decision-making, implementation, and monitoring of actions on the ground. Flaws and contradictions in the project document can lead to confusion in defining the course of action during implementation and may cause problems in achieving the project's goals.

Result statements (at output, outcome, and objective levels) should be clear and well-defined, taking into account the sphere of action of the target groups. Any change beyond this sphere cannot be effectively promoted.

Indicators should be well identified and analysed to ensure that they are SMART.

Recommendation #2: To keep working on climate change issues in the Municipalities of Kosovo.

Addressing climate change is crucial for sustainable development. The project showed that mitigation and adaptation concepts can be incorporated into the operations of two municipalities. However, it is acknowledged that there is still significant work to be done in these targeted areas. While expanding to other municipalities could be beneficial, the evaluation recommends continuing the efforts in Prizren and Suharekë/Suva Reka, as they serve as models for others.

Recommendation #3: To promote climate change adaptation actions.

The principle of "leaving no one behind" is central to the 2030 Agenda, recognizing that vulnerable populations are more susceptible to the adverse effects of climate change. Therefore, it is crucial to keep promoting actions related to climate change adaptation whenever possible.

The project, in fact, did not have much room to promote adaptation actions on the ground.

Recommendation #4: To support a closer monitoring of project installations.

The charging station with PV solar energy panels for electric vehicles installed during the NAMA project resulted to be out of order during the evaluation mission in Prizren. In addition to that, its use was not monitored by any institution. Plans to monitor the use of the public installation should be formulated³ and applied.

Recommendation #5: To avoid reputational risks

It is crucial to inform project stakeholders that participating in working groups, such as technical roundtables, steering committees, and similar platforms like the GMMC, disqualifies them from receiving direct support from the project, particularly when the support is distributed through open calls. All participants in a call should have equal access to information regarding the call.

Lessons learned

Lesson learned #1: Project management

Thematic relevance of an initiative within a given territory significantly contributes to the success of a development project. Project officers have effectively engaged the attention of various stakeholders in the area to achieve beneficial outcomes. Key factors promoting effective stakeholder engagement in development initiatives include strong managerial competencies, commitment, the ability to listen and understand diverse interests, openness to dialogue, and personal dedication.

Lesson learned #2: Coherence in delivering

Maintaining coherence among all project deliverables is crucial for achieving intended outcomes and objectives. A consistent approach not only enhances project success but also ensures effective focus on relevant tasks, minimizing distractions. Additionally, it solidifies the role of development agencies like UNDP, positioning them as supportive partners rather than mere donors or implementers, and helps target institutions advance in areas where skills and competencies need to be developed.

³ As a matter of fact, the plan for monitoring the project installations was handed over by UNDP to Prizren, but it was not applied.

1. Introduction and overview

1.1. Evaluand (Object of the evaluation)

The object of the evaluation report at hand is the project “Strengthening Local Climate Action” funded by the Austrian Development Agency (ADA) and implemented by the United Nations Development Programme (UNDP).

The period of implementation evaluated is from 15 October 2021 (start of the project) to the end of June 2024, since the evaluation mission in Kosovo took place during the first week of July 2024.

Activities that may be under implemented in the months of July, August, September and October 2024 were not taken into consideration to formulate this report.

1.2. Audience of the evaluation

The primary audience for the evaluation findings is composed by UNDP, ADA, the Municipality of Prizren, the Municipality of Suharekë /Suva Reka. Secondary audience is represented by policymakers and programme designers and implementers of other organizations that engage in climate change.

This evaluation report is intended to be a supporting tool in the decision-making process that leads the engagement of stakeholders in climate change policy development and implementation in Kosovo.

1.3. Structure of the terminal evaluation report

The terminal evaluation report consists of the following core sections:

Description of the project

It acquaints the reader with the project by outlining the project's background and the intervention's context. It also provides a concise overview of the project's objectives, outcomes, and outputs.

Evaluation scope and objective

It delineates the scope and objective of the terminal evaluation, outlining the evaluation's objectives, and presents a list of evaluation questions grouped according to evaluation criteria.

Evaluation approach and methods

This section described the approach and the methodology applied. It also includes the calendar related to the implementation of evaluation activities.

Data analysis: description of the procedure

It offers a concise overview of the data analysis procedure.

Findings

This section provides answers to the evaluation questions. It is organized in sections in accordance with the evaluation criteria.

Conclusions, Recommendations, and Lessons Learned

These sections include the main findings, evidence-based conclusions, recommendations and lessons learned.

Annexes

2. Description of the project⁴

2.1. Background

The project was set within a comprehensive framework of Kosovo and international policies aimed at sustainable development and environmental protection. The Kosovo Development Strategy (2021-2030) emphasizes sustainable local development, integrating environmental priorities into broader economic and social policies. Key Kosovo legal frameworks include key legal framework and policies on agriculture and rural development include the Law on Agriculture and Rural Development and the Rural Development Program 2020-21. Strategic documents such as the Environmental Strategy for Kosovo (2013-2022), the Strategy for Air Quality (2013-2022), the Kosovo Climate Change Strategy (2019-2028), and Climate Change Action Plan 2019-2021 guide the country's approach to environmental and climate change issues along with the Strategy for Local Economic Development 2019-2023, and Kosovo Energy Action Plan (2019-2021). Additionally, gender equality is a significant policy focus, with the Law on Gender Equality promoting equal representation and gender-responsive budgeting across institutions. Also relevant, the Kosovo Programme for Gender Equality 2020-2024 highlights environmental pollution as a serious challenge for women, girls, and other marginalized groups.

Lastly, the United Nations Sustainable Development Cooperation Framework 2021-2025 (Cooperation Framework) supports progress towards sustainable development in Kosovo anchored around the Sustainable Development Goals (SDGs) in line with the institutional and regional integration priorities.

Internationally, Kosovo, although not a party to the United Nations Framework Convention on Climate Change (UNFCCC), is a contracting party to the Energy Community and adheres to the Energy Community Treaty. This involvement mandates compliance with regional energy and environmental standards. Furthermore, Kosovo endorsed the Green Agenda for the Western Balkans at the Sofia summit in 2020, aligning itself with the European Green Deal's objectives of climate neutrality by 2050. This alignment is further supported by the EU Gender Action Plan III, emphasizing gender equality in environmental conservation and climate change policies.

Kosovo faces significant political, social, economic, environmental, and financial challenges, exacerbated by the COVID-19 pandemic. The pandemic led to a negative growth rate of -8.8% in 2020, decreased exports, financial inflows, private consumption, and investments. Unemployment rose to 27% in the fourth quarter of 2020 from 25.7% in 2019, with women and youth being the most affected. Female unemployment was at 33.5% compared to 24.3% for men, and youth unemployment was 19.9%. The inactivity rate is high at 58.7%, especially among women at 76.2%.

Kosovo also struggles with severe environmental issues, including outdated energy technologies, polluting industrial processes, and weak waste management systems. These factors contribute to high air pollution, unsustainable resource use, inadequate heating, and heavy traffic, impacting men and women differently due to their distinct roles and responsibilities. While gender-disaggregated data on pollution-related deaths is not available in Kosovo, international research shows women and disadvantaged groups are more vulnerable to environmental pollution effects.

Institutions in Kosovo have limited financial resources and capacities to address these challenges. The project aims to promote sustainable development and climate action for rural and urban populations through a comprehensive, cross-sectoral, and gender-sensitive approach. This project intended to address economic and climate challenges locally and contribute to Kosovo's Strategy for Agriculture and Rural Development, particularly focusing on renewable energy to aid rural and agricultural development

This project targeted 2 municipalities, Prizren and Suharekë/Suva Reka.

⁴ Source: Project Document (2021)

Prizren is the second-largest city in Kosovo, with 53% of its inhabitants living in urban areas. The local economy is diverse, encompassing agriculture, trade, tourism, construction, and food processing, making it one of the leading municipalities economically. Prizren has been the first municipality in Kosovo to have established the Green Growth Center (PGGC), a mechanism that coordinates green development efforts. The PGGC has enhanced local stakeholder coordination. It has enhanced coordination with local stakeholders and beneficiaries using a participatory approach for creation of the baseline GHG emission inventory for Prizren; data collection and reporting for measuring, reporting, and verification (MRV) of GHG emission, the cross-sectoral investment plan (CSIP), drafting of the implementation of pilot Urban NAMA interventions. The PGGC has become the hub for urban NAMAs, green growth in the municipality, platform for private-public partnerships and for interaction with residents on climate action.

A previous project funded by ADA and implemented by UNDP “Support for Sustainable Prizren – Initiating Urban NAMAs (Nationally Appropriate Mitigation Actions)” successfully contributed to preparing the Municipality of Prizren to reduce its overall greenhouse gas (GHG) emissions through cross-sectoral interventions. As a result of the project, the collaboration between industries, the municipality, the private sector, civil society (including women CSOs), and academia was enhanced. Through innovative urban solutions implemented, the project demonstrated concrete actions to in creating healthy urban living conditions and achieving sustainable growth, while setting an example for municipal-level climate action intervention in Kosovo.

The CSIP serves as a guiding document for local climate action in Prizren. It includes 74 measures/interventions for reduction of GHG emissions in sectors of energy, waste management, transport and public services. It incorporates priority needs of men, women and marginalised groups based on findings of the climate change gender baseline study. The CSIP is aligned with Prizren Municipality Development Plan 2013 -2025 and relevant laws, strategies, plans, as well as key policy papers at central and local levels.

Suharekë/Suva Reka, in contrast, has a predominantly rural population, with only 17% of its inhabitants living in urban areas. Its economy is primarily based on agriculture, rubber processing, garment production, and beverage manufacturing. Despite its smaller urban footprint, the municipality faces similar environmental challenges as Prizren, including the need for improved data collection on GHG emissions and gender-disaggregated environmental impact data. The economic activity in Suharekë/Suva Reka is less diverse, and women's participation in entrepreneurship is limited to small and micro businesses in stagnant subsectors like hairdressing and retail.

The project targeting Prizren and Suharekë/Suva Reka was deemed important for addressing pressing environmental and economic challenges in Kosovo. By promoting sustainable development, enhancing local capacities, and fostering inclusive policies, the project aimed at creating resilient and thriving communities.

2.2. Context

The project aimed at supporting municipalities to accelerate transition to carbon neutral pathways and sustainable urban and rural development through cross-sectoral interventions and innovative integrated solutions.

Both improvement of living conditions and a healthier environment would be enabled for urban and rural areas. Equal inclusion of men, women (49% men and 51% women population), and marginalised groups with a special focus on the rural area would be ensured through consultation in the focus groups to determine the exact type and the location of the interventions. Women and men from different ethnic backgrounds and disadvantaged groups would also be included and consulted during the implementation, monitoring, and evaluation of the interventions.

Local authorities are the key partners in project implementation, and were directly involved in all project activities, i.e. identification, development, implementation, and monitoring in partnership with

relevant Central authorities, private sector and CSOs. Interventions implemented throughout the life of the project were expected benefit overall population in both municipalities.

With a participatory project implementation, the municipalities of Prizren and Suharekë/Suva Reka were the main beneficiaries and owners of the project results. As such, they would ensure effective coordination among actors involved, municipal departments, relevant ministries, agencies, proactive participation of relevant staff in every phase of the project, and access to data and information for project implementation. Through the joint work with the local authorities, they would also learn how to integrate perspectives including considerations for gender, ethnicity, disability, and other potential disadvantages in their coordination, policy making and implementation efforts and actions.

The project was expected to target minimum 620 direct beneficiaries from public institutions and private sector with capacity development and awareness raising activities.

2.3. Logical Framework

Project overall objective: to enhance the urban and rural transition towards carbon neutral development and climate resilient pathways in the Municipalities of Prizren and Suharekë/Suva Reka, respectively, while creating sustainable livelihoods and well-being.

- **Project outcome:** Improved response of local authorities and communities (women and men in all their diversity) to climate change, disasters and emergencies in the municipalities of Prizren and Suharekë/Suva Reka through cross-sectoral interventions at municipal level contributing to sustainable rural and urban development and reduction of GHG emissions by mid-2024.
 - **Output 1:** Strengthened local capacities to set ambitious and achievable GHG reduction targets and take gender-responsive climate action.
 - **Output 2:** Effective implementation of cross-sectoral and gender-responsive mitigation actions in the rural and urban areas of the municipalities of Prizren and Suharekë/Suva Reka and contributing to the reduction of GHG emissions.
 - **Output 3:** Green transition and shift to sustainable development pathways advanced at municipal level through promotion of innovative financing.
 - **Output 4:** Transition towards more sustainable food systems accelerated in the municipalities of Prizren and Suharekë/Suva Reka utilizing women-led initiatives.

3. Evaluation purpose, objective and scope

3.1. Purpose

As per the TOR (Annex 1), the purpose of the final evaluation was to evaluate the overall project's relevance, effectiveness, efficiency and sustainability by assessing progress and result against project objectives. The evaluation aimed at providing evidence-based recommendations crucial for consistency and sustainability of results, future actions and documenting lessons learned for stakeholders.

3.2. Objective

Three were the specific objectives of the evaluation: (1) assess implementation methods and compare project results with intended outcome and outputs targets; (2) evaluate the improvement in local authorities' technical capacities for reporting, measuring and verifying GHG emissions, and applying cross-sectoral climate change approaches; and (3) identify recommendation for future green growth development activities.

3.3. Scope

The evaluation assessed the project's relevance effectiveness, efficiency and sustainability of project results, covering the Municipality of Prizren, the Municipality of Suharekë /Suva Reka during the project period from mid-October 2021 to end of June 2024.

3.4. Evaluation criteria and evaluation questions (EQs)

In accordance with the TOR, the evaluation will be based on the DAC/OECD Criteria of relevance, effectiveness, efficiency, and sustainability. The evaluation questions (EQs) related to each criterion are the following:

Relevance

EQ1. To what extent does the project address the climate needs and priorities of local level, incorporating gender-sensitive, human rights-based and digitalisation approaches?

EQ2. To what extent were local contexts and capacities for reporting, measuring, and verifying GHG emissions and for climate change cross-sectoral considered in the project's design and implementation?

EQ3. Was the Theory of Change of the project logic feasible and realistic?

EQ4. To what extent was the initiative in line with the UNDP mandate and priorities as per its corporate Results and Resources Framework in Kosovo?

Effectiveness

EQ5. To what extent were the outputs delivered?

EQ6. To what extent were the project outcome achieved?

EQ7. To what extent did the project contribute to the improvement of the capacities of the local partner municipalities in terms climate change reporting, measurement and verification?

EQ8. To what extent did the project contribute to the promotion of cross-sectoral climate change approaches?

EQ9. To what extent the project approach was successful in achieving effective engagement with stakeholders, including the women and marginalized groups?

EQ10. Did the project contribute to gender equality, the empowerment of women and to the promotion of a human rights-based approach?

EQ 11. Did the project contribute to the Results and Resources Framework in Kosovo priorities?

Efficiency

EQ12. To what extent were the resources used efficiently?

EQ13. How well the various activities transformed the available resources into the intended results in terms of quantity, quality, timeliness compared to the plan included in the ProDoc?

EQ14. Were resources at disposal of the project adequate for integrating gender equality and human rights?

Sustainability

EQ15. To what extent the benefits of the project are likely to be sustained after its closure?

EQ16. Are there any risks that may jeopardize the likelihood that project benefits are sustained after its closure?

EQ17. What is the likelihood that gender and human rights issues promoted by the project will be supported after the project's closure date?

EQ18. To what extent the lessons learned were kept and document by the project team continually and shared with appropriate parties who could learn from the project?

4. Evaluation approach and methods

4.1. Approach

As per the Inception Report, the evaluation applied a theory-based⁵ and utilization-focused approach⁶.

Theory-based evaluations concentrate on analyzing a project's underlying logic and causal connections. Projects are founded on assumptions about how and why they are intended to achieve the agreed-upon results through the chosen strategy. This collection of assumptions forms the "program theory" or "theory of change." The was based on this theory of change (TOC), examining the strategy underpinning the project, including its objectives and assumptions, and assessing their robustness and realism.

A utilization-focused approach operates on the principle that the value of evaluations lies in their usefulness to their intended users. Therefore, evaluations should be designed and carried out in ways trying to maximize the likelihood that their findings will be used to inform decision-making.

The evaluation followed a participatory and inclusive approach aiming at ensuring close engagement with the UNDP and project partners, i.e. Municipalities of Prizren and Suharekë/Suva Reka, and project stakeholders (women and men). Triangulation of information gathered through the different research tools, checking the consistency of evidence with causal relationships and ruling out alternative explanations (if necessary), was at the core of the analysis.

4.2. Methods: data collection tools

The research design of the evaluation exercise used the data collection tools identified in the Inception Report:

Desk review

The desk review of relevant documentation related to the project provided the Evaluation Team with secondary evaluation data. Desk review can be considered as a continuous activity that will be conducted (and has been) from the inception phase to the second synthesis phase. The list of documents that were used for the evaluation purpose is included in Annex 2.

Interviews

Interviews targeted project stakeholders from UNDP; MGGC Chair and members in Prizren and Suharekë - Suva Reka. The duration of each interview was approximately one (1) hour.

Focus groups discussions

FGDs involved the MGGC members, project beneficiaries and mentorship students in Prizren and Suharekë - Suva Reka. The duration of each focus group discussion was approximately one hour and a half .

Specifically, the Evaluation Team conducted the following interviews and focus group discussions:

- 5 interviews were held in Pristine with staff belonging to UNDP (6 individuals), Pepekò (1) and ADA (1). An interview was held on-line since the interviewee is not based in Pristine (5 men and 3 women)
- 8 interviews with municipality staff and members of the MGGC of Prizren were held. The members of the MGGC were from the municipality staff, private sector and the academia (1 woman and 7 men)
- A focus group discussion was held with 9 members of the MGGC of Prizren. The members of the MGGC were from the municipality staff and CSOs. (3 women and 6 men).
- A focus group discussion was held with the beneficiaries of project grants in Prizren (3 women).

⁵ Rossi, P., Freeman, H. & Hofmann, G., 1999. Evaluation. A Systematic Approach 6th ed. Thousand. Oaks: Sage.

⁶ Patton, M. Q., 2008. Utilization-focused evaluation 4th ed. Thousand Oaks: Sage.

- A focus group discussion was held with the students who participated in the mentorship programme supported by the project at the "Ukshin Hoti" University of Prizren (1 woman and 2 men).
- 4 interviews with municipality staff and members of the MGGC of in Suharekë/Suva Reka were held. The members of the MGGC were from the municipality staff and from a public health center (1 woman and 3 men).
- A focus group discussion was held with 3 members of the MGGC of Suharekë/Suva Reka. The members of the MGGC were from the municipality staff and a public service company operating in the area (3 men).
- A focus group discussion/group interview was held with 2 members of the MGGC of Suharekë/Suva Reka. The members of the MGGC were from the private sector (2 men).
- A focus group discussion was held with the beneficiaries of project grants in Suharekë/Suva Reka (4 women).

44 individuals were met (16 women and 28 men). A comprehensive anonymized list of stakeholders that participated in interviews and FGDs is included in Annex 3.

Field visits to project sites

Field visits to project sites in Prizren and Suharekë - Suva Reka were conducted to check on the ground project accomplishments.

The tools chosen for the evaluation exercise fit the requirements for the evaluation exercise. Indeed, they contributed to the data collection effectively. Specifically, the desk review provided the Evaluation Team with all relevant data collected throughout the implementation of the project, the interviews provided important information in accordance with the "purposeful sampling" that led Evaluation Team in collaboration with the Project Management Unit to select the interviewees. The focus group discussions responded as well to a purposive criterion, since they involved additional project stakeholders and the end-beneficiaries of the project.

Except for the desk review⁷, the tools for data collection were applied during the inquiry phase in Kosovo. The sequencing of applications of data collection tools followed a logic that was both justified methodologically and practically. Methodologically, there is no difference whatsoever to interview a person or another person at a given point in time. This applied also to focus groups discussion. From a practical standpoint, the data collection activities in turn had necessarily to adapt to the availability of stakeholders in Kosovo during a period of five days.

4.3. Methods: sampling

The "purposeful sampling" met the needs for the evaluation. In fact, it involves identifying and selecting individuals or groups of individuals who are especially knowledgeable or experienced with a phenomenon of interest. Studying information-rich cases, that is, interviewing people who are well informed about the project and who have a link with it, generates knowledge and deep understanding instead of empirical generalizations, which are typical of statistically representative probability sampling. The present evaluation, in fact, had address several evaluation questions, the interest and opinion of each type of interviewees was therefore needed. Through the purposeful sampling, the Evaluation Team reached each all type of stakeholders that engaged with/were involved in the project. The individuals met during evaluation activities belonged to UNDP, Municipalities, MGGCs in both cities, which in turns comprised representatives from private sector, academia, civil society, and individuals. The only kind of stakeholders that were not met by the Evaluation Team are the students of four high schools that participate to some awareness activities within the project.

⁷ The desk review of project documentation must be considered as a continuous activity for the Evaluation Team. Throughout the whole exercise, the Evaluation Team read, consulted and consulted again the documents and reports at its disposal.

4.4. Methods: data analysis

The analysis of data was based on the evaluation matrix, included in annex 4, and data triangulation from different sources (interviews to and FGDs with project stakeholders and desk review) was the data analysis method applied. The choice of the triangulation as data analysis method fit the evaluation needs.

The primary mode of analysis centred on exploring the evidence supporting the causal pathways outlined in the Theory of Change (TOC). The evaluation sought to gain a detailed understanding of how the project aimed to facilitate change processes and which contributing factors were required and already in place to support these changes.

In order to substantiate the relationship between project efforts and its outcomes and impact, the Evaluation Team sought to establish attribution of project results whenever feasible. In cases where attribution was not feasible due to inadequate evidence, the Evaluation Team aimed at aimed at determining substantive contributions or establish a credible association⁸. This approach involved triangulating evidence and information from various sources to the greatest extent.

Briefly, the evaluation activities - data collection and analysis - included the following: (I) thorough scrutiny and cross-referencing of project documentation – source of secondary data; (II) interviews and focus group discussions with project stakeholders – source of primary data; (III) field visits to project sites; (IV) continuous reference to the evaluation matrix as the main guiding tool for data collection and analysis; and (V) continuous reference to the ProDoc for accountability purposes.

It is worth mentioning that the results from interviews and focus group discussions with different stakeholders were quite homogeneous, no discrepancies or significant different point of views on different aspects of the project implementation and results were encountered. There was a general level of satisfaction on how project was implemented and on its achievements. The analysis of data, therefore, did not encountered any specific problems to overcome, it was quite straightforward.

4.5. Ethics

The Evaluation Team conducted the whole evaluation exercise in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) “Ethical Guidelines for Evaluations”.

The Evaluation Team also applied ADA’s basic principles as per table 1.

Table 1 - Application of ADA’s basic principles throughout the evaluation process

Principle	How the principle was operationalized during the evaluation exercise
Ownership	Constant frank and open discussion between the Evaluation Team and UNDP staff throughout the evaluation process.
Do not harm	Interviews and focus group discussions respected the local cultural customary practices. There are no mentions to specific individuals in the findings of the evaluation report. The reader cannot find any element within the evaluation report that could link a specific finding to a specific individual.
Equity, equality and non-discrimination	The selection of individuals for interview and focus group discussions was be based purely on the purposeful sampling and availability of stakeholders to participate in evaluation activities. The belonging to specific ethnic groups, social classes, religions, and political groups are not taken in consideration. Disabilities and sex-

⁸ *Attribution* can be claimed when comprehensive evidence proving the cause-and-effect relationship between the project and the observed results is presented. To make a strong claim of attribution one needs to be able to isolate the effects of an intervention from changes over time and differences in contexts. *Contribution* can be claimed when compelling evidence supports a cause-and-effect relationship through which intended results are achieved by the combined efforts of more than one project. A *credible association* can be made based on the project’s intentions (stated in the ProDoc), its causality pathways (the TOC), and evidence derived from the chronology of events, the roles played by executing partners and the influence of identified drivers that shows that the intention was followed and the expected causality pathways emerged.

	orientation did not/will not play any role in the selection of individuals identified for interviews and focus group.
Inclusive participation and equal representation of all stakeholders	Individuals belonging to all type of project stakeholders and beneficiaries participated in the evaluation process. Women and men were expected to be equally represented, where possible. ⁹
Accountability and transparency	All evaluation activities were agreed between the Evaluation Team and UNDP in full compliance with their specific roles in the process so that the accountability, transparency, and independence of judgement of the Evaluation Team members are guaranteed. UNDP is expected to make the final Evaluation Report available in its web-site: indeed, as a corporate practice, after the overall evaluation process, the Evaluation Reports commissioned by UNDP Country Offices, i.e. decentralized evaluations, published by the UNDP Independent Evaluation Office.
Empowerment	Interviews and focus groups were the platforms through which stakeholders may convey their message to UNDP in relation to the project. The Evaluation Team in its introductory speech that preceded each interview and focus group discussion communicated the participants that their voices will be taken in consideration in its final deliverable, and that their name will not be associated to any findings of the evaluation. The voluntary participation to interviews and focus group discussion was as well highlighted when each stakeholder was approached to defined the time and place for the activity to take place.

4.6. Calendar

The evaluation took place in the months of June, July, and August 2024 as per the plan included in the Inception Report. It foresaw three phases: 1) Inception phase; 2) Inquiry phase; and 3) Synthesis phase.

Inception phase

From 3 to 19 June 2024

Project related documents were reviewed. At the end of the inception phase, an inception report was delivered by the Evaluation team to UNDP Kosovo, which was later approved once the Evaluation Team addressed the comments received from UNDP and ADA.

Inquiry phase

From 1 to 5 July 2024

During the data collection, UNDP and its partners supported the Evaluation Team with the organization of the interviews, focus group discussions and field visits in Kosovo. At the end of the Inquiry phase a de-briefing session was held by the Evaluation Team and the Project Team.

Synthesis phase

From 8 July to 15 August 2024

The main deliverables of the synthesis phase were the Draft TE Report and the Results Assessment Form (submitted by the Evaluation Team to the UNDP Kosovo on 30 July 2024) and the Final Evaluation and the Results Assessment Form (submitted on 6 August 2024). In the final version of the deliverables, the Evaluation Team addressed the comments received from UNDP. In addition, the Evaluation Team delivered an Evaluation Audit Trail showing how comments were addressed. UNDP Kosovo made sure that the Evaluation Team received consolidated comments by 2 August 2024.

On August 15, 2024, an on-line presentation of findings and recommendations was held between the Evaluation Team and UNDP Kosovo.

⁹ The project works with two municipalities, who have their own staff. The composition (men vs women) of the staff of each organization is a given: the Evaluation Team necessarily interviewed the individuals from these organizations that had a significant role in the project irrespective of their gender. When possible, participation of women was pursued.

4.7. Limitations

The Evaluation Team proposed a design based on qualitative methods because there was little relevant quantitative baseline data on indicators of relevance to the stated results. A quantitative approach was consequently not needed. The qualitative approach was also methodologically justified by the fact that the evaluation's interest is understanding how and why the project delivered its results. In fact, quantitative methods do not provide answers about how and why something has occurred¹⁰.

The design of the evaluation did not present any specific limitations in terms of validity to fulfil the evaluation requirements. It is sound and fit the requirements of the final evaluation.

The Inception Report identified 59 out of 74 stakeholders (79.9%) who actively engaged in project activities as respondents for interviews and FGDs. During the inquiry phase of the evaluation the Evaluation Team met 15 people less, i.e. 44 stakeholders (54.4%) of stakeholders actively engaged in the project. The reasons behind this reduction are not known, most probably they are related to other priorities of project stakeholders. Nevertheless, the type and number of stakeholders was significant and allowed the collection of solid data for the evaluation purposes.

¹⁰ Patton, M. Q., 2008. Utilization-focused evaluation. 4th ed. Thousand Oaks: Sage.

5. Findings

5.1. Relevance

Finding #1:

EQ1. To what extent does the project address the climate needs and priorities of local level, incorporating gender-sensitive, human rights-based approaches?

Interviews and focus group discussions undoubtedly indicated that the project addressed the climate needs of all local stakeholders. It was essential in introducing municipality staff, private sector representatives, CSOs, and students to the concept of low-emission and sustainable development.

Stakeholders also greatly appreciated the potential financial benefits that greener development could bring to both public bodies and private companies. The project highlighted how sustainable development could create new financial opportunities, while also addressing environmental concerns.

Moreover, the project paid significant attention to gender issues and women's empowerment, achieving notable results within the constraints of the existing institutional framework and productive realities of the two municipalities. In-kind grants were exclusively awarded to women, ensuring they received direct support and resources to participate actively in sustainable development initiatives. Women's participation in MGGCs was also encouraged wherever possible, promoting their involvement.

Additionally, the project placed specific emphasis on inclusivity by giving attention to people with disabilities. Representatives from relevant organizations were included as members of the MGGCs in both municipalities, ensuring that the voices and needs of people with disabilities were considered.

Finding #2:

EQ2. To what extent were local contexts and capacities for reporting, measuring, and verifying GHG emissions and for climate change cross-sectoral development considered in the project's design and implementation?

The project built on a previous initiative in Prizren funded by ADA and implemented by UNDP, whereas in *Suharekë/Suva* represented the first project introducing climate change related matters. Although this initial difference, addressing climate change challenges can be considered a novelty for the two municipalities and for the stakeholders that there operate. The project was acknowledged by all stakeholders questioned on the matter as an important first step (further step in Prizren) towards a greener development. The design and the implementation took into consideration this element both in project design and implementation. There was a clear understanding, that the project represented a sort of piloting exercise to enhance capacities for reporting, measuring, and verifying GHG emissions and for climate change cross-sectoral development.

The two municipalities played a dual role during the implementation of the project, acting both as partners and as beneficiaries of the initiative. However, their institutional competencies were not fully aligned with the project's ambitious goals related to climate change adaptation. Specifically, responsibilities such as preparedness and response to disasters and emergencies are not entirely within the municipalities' jurisdiction. These tasks are more centrally managed, with the central institutions playing a much more significant role in these areas. **Finding #3:**

EQ3. Was the Theory of Change of the project logic feasible and realistic?

The project TOC resulted to be realistic. There is, however, an element worth mentioning. The formulations of the project objective and outcome include two dimensions, one relating to climate change mitigation:

Objective: *"...to enhance the urban and rural transition towards carbon neutral development..."*.

Outcome *"...through cross-sectoral interventions at municipal level contributing to sustainable rural and urban development and reduction of GHG emissions..."*

And one relating to climate change adaptation:

Objective: “... climate resilient pathways in the Municipalities of Prizren and Suharekë/Suva Reka...”.

Outcome: “...Improved response of local authorities and communities (women and men in all their diversity) to climate change, disasters and emergencies...”.

The contribution of project outputs to the adaptation dimension of project outcome, and consequently to the project objective has to be considered not significant. Indeed, activities conducted, and outputs delivered had a special focus on mitigation. The statement is backed by the full convergence of all stakeholders’ opinions on the matter and by the review of project documentation. Nevertheless, the evaluation acknowledges that certain adaptation activities are included in the measures identified in the Municipality of Suharekë/Suva Reka - Cross-Sectoral Intervention Plan (CSIP) for Climate Change 2023-2028 and in the Intervention Plan for Rural Development to Mitigate and Adapt to Climate Change (IPRDMACC) 2023 – 2028 of Prizren.

Finding # 4:

EQ4. To what extent was the initiative in line with the UNDP mandate and priorities as per its corporate Results and Resources Framework in Kosovo?

By comparing the project design with the UNDP Results and Resources Framework¹¹, the evaluation states that the project was aligned to the Kosovo priority “*Transition towards low-emission and sustainable development (Climate change strategy 2019- 2028)*”, specifically to the delivery of the output “*Enhanced climate change and green investment strategies*”.

Finally, the project had the ambition to contribute to the global efforts to achieve the following Sustainable Development Goals (SDGs): SDG 8 - “Decent work and economic growth” and SDG 13 - “Climate action”

5.2. Effectiveness

Delivery of outputs

Output 1: Strengthened local capacities to set ambitious and achievable GHG reduction targets and take gender-responsive climate action.

Indicator 1.1.: # of municipal officials skilled to set GHG reduction targets at the local level and monitor GHG emissions at the local level

Target values: 20 municipal officials with enhanced skills on setting and monitoring GHG reduction targets, including 10 beneficiaries’ capacity development that builds on NAMAs skills enhancement in Prizren, and 10 municipal officials from Suhareka/Suvaraka.

Achievement (as per progress reports): Prizren WG (14 members, 3 women, 11 men) and Suharekë/Suva Reka WG (30 members, 9 women, 21 men) developed capacities in drafting the climate change CSIPs, resulting in increased skills among 28% women and 72% men. 24 municipal officials (25% women, 75% men) developed capacities on GHG data sources, GHG Inventories, MRV systems; SFS’s economic, social, and environmental aspects and climate financing. 16 representatives of academia, CSOs and private sector developed knowledge on climate financing.

Finding #5:

EQ5. To what extent were the outputs delivered

The capacities were built. Indeed, the concepts around climate change mitigation and adaptation were introduced to an audience very diversified: some stakeholders confirmed during focus group discussions and interviews that the project was the first occasion for them to get to have a certain level of knowledge around those topics. A certain level of misunderstanding of the two concepts was recorded during both individual interviews and focus group discussions. It was noted that there was some confusion between the two concepts during both individual interviews and focus group discussions. However, this evaluation does not view this as a significant flaw in the project’s implementation and effectiveness. It is understandable that a single exposure to new concepts may

¹¹ UNDP Office in Kosovo does not have yet a Country Programme Document. As per the evaluation, the Results and Resources Framework constitutes the programmatic document that guides the UNDP actions in Kosovo.

not be sufficient for full comprehension, especially for an audience that does not regularly deal with climate issues in their daily work routines.

Target value of Indicator 1.1. was achieved.

Indicator 1.2.: % of women, men, girls and boys, in all their diversity, participating in public planning and consultation meetings at the Green Growth Centers, disaggregated by sex.

Target values: 60% men and 40% women participation.

Achievement (as per progress reports): A comprehensive gender baseline study completed successfully to show potential gender-related climate change risks and priority needs in the area. The study included 250 women (80% from rural areas, 20% from urban areas), 250 men, and 250 young people (46% female, 54% male; 80% from rural areas, 20% from urban areas), as well as six (6) focus groups with 67 people (37% male, 63% female).

MGGCs in Prizren and Suharekë/Suva Reka (44 members, 12 women, 32 men) took part in consultation and planning for the development of the Climate Change CSIPs, IPRDMACC, SFS Roadmap, GHG Inventories, MRV systems, SUMP and Climate IOAs and Financing Mechanisms Report, for their respective municipalities.

Finding #6:

EQ5. To what extent were the outputs delivered

The participation as respondents to the comprehensive gender baseline study is not considered by the evaluation as an element that highlights the participation to public and consultation meetings of the MGGCs.

12 women and 32 men are the actual numbers that inform the indicator 1.1, which correspond to 27.2% and 72.8 % of gender disaggregated participation. As a matter of fact, the indicator is not SMART, and it is a repetition of indicator 1.1.

The achievement of the target value of indicator 1.2. is irrelevant to the evaluation exercise.

Indicator 1.3.: GHG inventory developed.

Target value: GHG inventory for the municipality of Suharekë/Suva Reka completed.

Achievement (as per progress reports): Completed for Suharekë/Suva Reka and Prizren: GHG Inventories (2016-2019): providing a baseline for tracking and reducing emissions

Finding #7:

EQ5. To what extent were the outputs delivered

Both municipalities completed the GHG emission inventories for 2016-2019 and an MRV system report, including methodologies for measuring and verifying GHG emissions:

- Prizren Municipality GHG Inventory – Methodology Report and Results (February 2023)
- Suharekë/Suva Reka Municipality GHG Inventory – Methodology Report and Results (February 2023)

The manuals for the GHG Inventory and MRV system were as well developed. Capacity-building on usage of the manuals was provided to MGGCs during the first quarter of 2023.

The GHG inventories were developed applying an inclusive approach ensured by the MGGCs established by and within the project.

Target value of Indicator 1.3. was achieved.

Indicator 1.4.: Participatory and gender-sensitive Cross-Sectoral Intervention Plan developed.

Target value: One (1) gender-sensitive CSIP developed for Suharekë/Suva Reka.

Achievement (as per progress reports): **One (1)** Climate Change CSIP for Suharekë/Suva Reka, 1 PRDMACC for Prizren as Annex to existing Climate Change CSIP

Finding #8:

EQ5. To what extent were the outputs delivered

Prizren had already drafted its CSIP during the first phase of the project, the NAMA project funded by ADA, therefore the project supported Prizren's Intervention Plan for Rural Development to Mitigate and Adapt to Climate Change (IPRDMACC), which outlines 14 measures and 74 actions to promote sustainable practices in agriculture, biodiversity, forestry, and rural tourism, at an estimated cost of over 22 million euros. In Suharekë/Suva Reka's Climate CSIP covers five key sectors - energy, transport, waste management, public services, and rural development - with 27 objectives, 49 measures, and 145 actions, at a total estimated cost of 73 million euros. Both plans have been endorsed by municipal authorities and developed with input from MGGC working groups.

The CSIP and the IPRDMACC were developed applying an inclusive approach ensured by the MGGCs established by and within the project.

Target value of Indicator 1.4. was achieved.

Finding #9:

EQ5. To what extent were the outputs delivered

Output 1 was delivered: the elements described above for each indicator and related target value demonstrate the effective delivery of the output: stakeholders in Prizren and Suharekë/Suva Reka have a better understanding around the concepts related to climate change and the two municipalities have a tool (i.e. the CSIPs) at their disposal for actual planning and implementation of climate change related interventions. The project adopted a learning-by-doing approach in delivering project deliverables (CSIP, IPRDMACC, and GHGs Inventories) by actively involving the GMMCs.

Output 2: Effective implementation of cross-sectoral and gender-responsive mitigation actions in the rural and urban areas of the municipalities of Prizren and Suharekë/Suva Reka and contributing to the reduction of GHG emissions.

Indicator 2.1.: Number of implemented smart green solutions as identified and prioritized in the CSIPs.

Target value: At least eight (8) smart green solutions piloted in the municipalities of Prizren (4) and Suharekë/Suva Reka (4)

Achievement (as per progress reports): Four (4) feasibility studies on renewable energy solutions for public buildings completed in both municipalities. One (1) PV system with capacity of 53.20 [kWp] installed in Prizren. Two (2) PV systems with capacity of 25.08 [kWp] and of 20.52 [kWp] installed in Suharekë/Suva Reka. One (1) DC EV charger installed in Suharekë/Suva Reka.

Finding #10:

EQ5. To what extent were the outputs delivered

Four (4) Feasibility studies on renewable energy solutions for public buildings completed in both municipalities.

One (1) PV system was installed in the Prizren Municipal Assembly. It has capacity of 53.20 [kWp], which will generate an annual energy output of 70.52 [MWh] while avoiding CO2 emissions of 1,651.40 tons.

Two (2) PV systems were installed in Suharekë/Suva Reka. A PV system was installed in the Health Emergency Facility Building, with capacity of 25.08 [kWp] generating an annual energy output of 31.12 [MWh] while avoiding CO2 emissions of 726.09 tons. Another PV system was installed in the City Library, with capacity of 20.52 [kWp] generating an annual energy output of 25.72 [MWh] while avoiding CO2 emissions of 1592.68 tons.

The DC EV charger installed in Suharekë/Suva Reka is not yet functional. At the moment of the evaluation mission in Kosovo, some public works on the electricity were on-going in the vicinities of the installation, which, therefore, was not yet connected to the electric grid.

Target value of Indicator 2.1. was achieved.

Indicator 2.2.: # of women, men, girls and boys, in all their diversity, activists and environmental rights defenders acting as agents of change on fighting climate change and pursuing environmental justice at the local level (disaggregated by gender, ethnicity and disability)

Target value: 100 women and men (80w/20m) receive climate change training

Achievement (as per progress reports): A partnership agreement set up with Prizren University "Ukshin Hoti" and enrolled 28 students (18 F students and 10 M) in the Climate Change Mentorship Scheme, 41 students attained certificates for attending the mentorship programme (22 female (54 %) and 19 male (46 %))

100 (20%F, 80% M) students from four (4) high schools in Prizren and Suharekë/Suva Reka, gain knowledge on clean energy and sustainable energy practices.

Finding #11:

EQ5. To what extent were the outputs delivered

The indicator is not SMART as it is not specific to the measurement of the output.

The achievement of the target value of indicator 2.2. is irrelevant for the delivery of output 2.

However, it highlights the efforts put in place by the project to reach out to the youth in the two municipalities and promote understanding around climate change and other environmental issues.

Finding #12:

EQ5. To what extent were the outputs delivered

Although not captured by any indicators, the project supported the development of Sustainable Urban Mobility Plans (SUMP) for the two municipalities. The SUMP were approved by Municipal Assemblies, offering a 10-year plan for smart transport development.

Finding #13:

EQ5. To what extent were the outputs delivered

Output 2 was delivered. However, the delivery of the output cannot be considered gender responsive. The kind of smart green solutions piloted in the municipalities of Prizren and Suharekë/Suva Reka are gender blind¹².

Output 3: Green transition and shift to sustainable development pathways advanced at municipal level through promotion of innovative financing.

Indicator 3.1. # of IOAs identified and available on public SDG investor platform.

Target value: 8

Achievement (as per progress reports): Identified and prioritized three (3) main IOAs for Prizren Municipality and for Suharekë/Suva Reka municipalities: 1: Renewable Energy Powered District Heating System; 2: Rooftop Solar Power Generation Investment Opportunity Area; and 3: Electrification of Public Transportation. Sub-IOAs: Renewable Resources and Alternative Energy; Energy Efficiency; Urban Rural connectivity/Transportation; Green Financing Sustainable Urban – Rural Infrastructure; Green Jobs; Green Financing; and Forestry

Finding #14:

EQ5. To what extent were the outputs delivered

The project team has prepared a comprehensive description of the three potential IOAs, incorporating diverse perspectives from their SDG and environmental impact to economic indicators, market potential, and partner environment. This work was supported by the UNDP Istanbul ICPSD. A

¹² The statement is based on the application of the Gender Results Effectiveness Scale (GRES) to evaluate project results in relation to gender issues. The scale include the five categories: 1) Gender negative: results had negative outcome that aggravated or reinforced gender inequalities and limiting norms; 2) Gender blind: results gave no attention to gender, and failed to acknowledge the different needs of men, women, girls and boys, and other marginalized populations; 3) Gender targeted: results focused on the number of women, men or marginalized population that were targeted; 4) Gender responsive: results addressed the differential needs of men, women or marginalised population focused on the equitable distribution of benefits, resources, status, right, ect. But did not address root causes of inequalities; and 5) Gender transformative: result contributed to changes in norms, cultural values, power structures and roots of gender inequalities and discrimination.

validation workshop with stakeholders is scheduled for July 2024, thus the report on IOAs was not available for the evaluation exercise.

To ensure alignment with various sectors, appropriate GHG emission mitigation actions, and the need for collaborative planning during implementation, the desk review included an examination of the Municipal Development Plan, CSIP, draft SUMP, and other relevant documents for the Municipalities of Prizren and Suharekë/Suva Reka. This review laid the groundwork for identifying investment opportunities.

Target value of Indicator 3.1. was achieved. Interviews and focus group discussions confirmed the advancement of the work.

Indicator 3.2. # of innovative financing mechanisms developed for local level to find and utilize green bankable projects (Y/N).

Target value: Yes

Achievement (as per progress reports): Developed innovative financing mechanisms, including PPP models, BOT contracts, a credit guarantee fund, and syndication with local banks and International Financial Institutions (IFIs), for Central Heating System, Public Transportation and Roof-top Solar projects in Prizren and Suharekë/Suva Reka.

Finding #15:

EQ5. To what extent were the outputs delivered

To support green bankable projects in Prizren and Suharekë/Suva Reka, several innovative financing mechanisms have been developed. These include PPPs models, which combine public and private sector resources and expertise, and BOT contracts, allowing private entities to finance, build, and operate projects before transferring them to public ownership. Additionally, the establishment of a credit guarantee fund is proposed to mitigate lender risk and encourage investment in rooftop solar power projects. Syndication with local banks and IFIs is suggested to distribute financial risk, while grace periods and adjusted loan maturities improve the financial feasibility of public transportation revitalizations or developments.

Target value of Indicator 3.2. was achieved. Interviews and focus group discussions confirmed the advancement of the work.

Indicator 3.3. Innovative financing mechanisms identified and utilized.

Target value: At least 2 identified innovative financing mechanisms utilized by MGGCs by project end.

Achievement (as per progress reports): Identified innovative financing mechanisms for three green bankable projects in Prizren and Suharekë/Suva Reka. For the Renewable Energy Powered District Heating System a mix of debt and equity financing totalling EUR 230 million was proposed, leveraging sources like Export Credit Agency (ECAs), IFIs, and banks. The Roof-top Solar Power Plants, with a EUR 99 million investment, utilized syndication with local banks and IFIs, proposing EUR 69.3 million in debt and EUR 29.7 million in equity, supported by a credit guarantee fund covering up to 50% of liabilities. The Electrification of Public Transportation involves a EUR 20 million investment with EUR 15-16 million in debt and EUR 4-5 million in equity, featuring a grace period and tailored loan maturity within a PPP model.

Finding #16:

EQ5. To what extent were the outputs delivered

At the moment of the evaluation no financing mechanisms were utilized by any of the two project municipalities. In Prizren, it was reported to the Evaluation Team that the Municipality make ask a loan to the European Bank for Reconstruction and Development (ERBD)

Target value of Indicator 3.3. was not achieved. Actually, the achievement of the target value cannot happen in the course of project implementation.

Indicator 3.4. # of private sector companies/institutions engaged in utilizing green bankable projects.

Target value(s) until 2024: At least 2.

Achievement (as per progress reports): More than 40 participants have benefited a 2-day capacity building programme on, which disaggregated in gender includes 70% male and 30% females. Improved understanding of climate change drivers, green transitions, climate and sustainable financing, impact investing, and understanding of

PPP framework and projects. Enhanced knowledge of financial tools for municipal development, with shared effective practices.

Finding #17:

EQ5. To what extent were the outputs delivered

Target value of Indicator 3.4. cannot be known. It is in fact understood that contracts between banks and private companies are not made public.

Finding #18:

EQ5. To what extent were the outputs delivered

Output 3 was partially delivered at the point of evaluation. However, the evaluation considers the output satisfactorily delivered: two out of four target values were achieved. Indicators 3.3 and 3.4 and respective target values resulted to be too ambitious for the project. Actually, their achievement is fully out of the control of the project management. The work to promote the understanding and utilization of innovative financing for green transition was unanimously deemed relevant and well done by all stakeholders interviewed on the matter.

Output 4: Transition towards more sustainable food systems accelerated in the municipalities of Prizren and Suharekë/Suva Reka.

Indicator 4.1. # of MSMEs with green solutions for food systems endorsed for their business (disaggregated by gender of the enterprise leadership).

Target value: At least 2 sustainable food pilot processes/value-chains ran with local stakeholders (focus on women-led entities)

Achievement (as per progress reports): 7 MSMEs selected for pilots for sustainable food pilot processes/value-chains to promote SFS, in the Municipalities of Prizren (3) and Suharekë/Suva Reka (4)

Finding #19:

EQ5. To what extent were the outputs delivered

7 women-led agricultural businesses were granted by the project, and they are waiting (as per the evaluation timeframe) to receive a wide array of in-kind support to increase their business.: UNDP is currently managing the procurement process. The in-kind support focuses on energy or equipment for treating the food production subproducts, such as PV solar systems, heating pumps and efficient equipment for milk processing.

Target value of Indicator 4.1. was achieved.

Indicator 4.2. # of diverse women and men reached through awareness campaigns on sustainable food production and consumption

Target value: 500 people have been reached on sustainable food production and consumption by project end (At least 50% women) and representation from various ethnic groups and persons with disabilities)

Achievement (as per progress reports): 36 participants (22 women and 14 men) took part in the SFS information sessions on SFS pilots. More than 27000 people reached with awareness campaign on sustainable food production and consumption (Social media metrics: 25,554 people on Facebook, 7,412 on Instagram, and 5,152 on X Platform, with all posts published in three languages. The feedback survey during the Green Plate Events of 108 random participants shows the composition of 56 % male and 44 % female participants.

Finding #20:

EQ5. To what extent were the outputs delivered

The indicator is not SMART, since it is not specific, i.e. it measures the targeting of project campaigns, not the output as per its formulation.

Target value of Indicator 4.2. was achieved. The achievement of target value, although not much relevant for the delivery of the output, is considered important by the evaluation exercise because it demonstrated accountability and highlight the efforts put in place by the project to promote SFS

Finding #21:

EQ5. To what extent were the outputs delivered

Output 4 was delivered: awareness around sustainable food production and consumption and small grants on the ground represent a first step towards the transition to more sustainable food systems in Prizren and Suharekë/Suva Rek as the discussion around SFS is just at its early stages in Kosovo and in the two project municipalities. This is also the opinion of all stakeholders asked on the matter during the inquiry phase in Kosovo.

Achievement of project outcome

Outcome: *Improved response of local authorities and communities (women and men in all their diversity) to climate change, disasters and emergencies in the municipalities of Prizren and Suharekë/Suva Reka through cross-sectoral interventions at municipal level contributing to sustainable rural and urban development and reduction of GHG emissions by mid-2024.*

Indicator O.1: # of municipal officials (diverse women and men) that are receiving specialized support, including finance, technology and capacity building on climate-change-related planning and management

Target value: (2) Prizren and Suharekë/Suva Reka local authorities

Achievement (as per progress reports): 44 members (12 women, 32 men) municipal officials have received trainings and developed capacities (25% women, 75% men) on data sources to estimate emissions, GHG Inventories, MRV systems, PV system energy production monitoring, mapping potential for transition on SFS and Climate Financing.

Indicator O.2: # of local authorities with human and institutional (women and men) capacity on climate change mitigation, adaptation, impact reduction and early warning

Target value(s): 2 (two) Municipalities (Prizren and Suharekë/Suva Reka) demonstrate the human and institutional capacity to take independent mitigation and green actions

Achievement (as per progress reports): the MGGC in the Municipality of Suharekë/Suva Reka is established. The MGGCs/ WGs in both municipalities, comprising representatives from academia, CSOs, and communities, has led to the development of CSIPs, SFS Roadmap, GHG inventories and MRVs, SUMP, identification of the Investment Opportunity Areas (IOAs) and Financing Mechanisms, enhancing the local sustainable development strategies.

Finding #22

EQ6. To what extent was the project outcome achieved?

Indicators are not considered SMART by the evaluation exercise¹³.

Project activities were almost exclusively oriented to climate change mitigation. Indeed, through the review of project documentation no significant actions related to climate change adaptation were identified. This finding was confirmed by all stakeholders interviewed on the matter during the inquiry phase conducted in Kosovo. Being climate change adaptation not really at the center of project implementation, it is evident that the response of local authorities and communities to natural disasters and emergencies related to climate change cannot be considered improved: under this perspective significant work was not carried out. Instead, the contribution of the project towards sustainable rural and urban development and reduction of GHG emission is undeniable. This statement is backed by several piece of evidence.

- UNDP played a catalyst role in promoting a deeper understanding of carbon neutral development. The contribution analysis does not leave any doubt about that: the project acted as catalyst of existing intentions at municipality level was underlined during all interviews and focus group discussions. There was full alignment of opinions of all stakeholders interviewed on the matter.
- The project sparked a discussion within the MGGCs about sustainable development and promote broader understanding of the issues related to climate change mitigation and broadly to sustainable development.

¹³ The indicators are not SMART, since they are not specific, i.e. they do not measure the outcome 1 as for its formulation.

- The project increased awareness around sustainable development with great emphasis on climate change mitigation actions on a variety of stakeholders in the two project Municipalities. Being public officers the main beneficiaries of the project, the targeting also included other relevant groups such as CSOs, private sector and students (high schools and university).
- The endorsement by municipal authorities of the CISP in Suharekë/Suva Reka and of the IPRDMACC in Prizren represented the most important piece of evidence that allowed the evaluation to state that the transition to a more sustainable development has started in the two municipalities.

Project outcome was achieved. This statement should be read in the context of the activity design outlined in the ProDoc, which specifically referenced the Urban NAMA of Prizren and mitigation actions. The project outcome statement, which conflates climate change mitigation and adaptation elements and exceeds the actual competencies of the municipalities, can be confusing. In addition, the mitigation aspect of the project had a significantly dominant role in both its design and implementation. The evaluation exercise acknowledges this and has adjusted its judgment accordingly¹⁴.

Finding #23:

EQ7. To what extent did the project contribute to the improvement of the capacities of the local partner municipalities in terms of climate change reporting, measurement and verification?

The project, undoubtedly, contributed to the increase of knowledge and capacities of local partner municipalities in terms of climate change. This statement is aligned with the anecdotal evidence collected during all interviews and focus group discussions that addressed this topic. As already mentioned in the report (finding #5), some interviews and FGDs with project stakeholders demonstrated that the two concepts of climate change mitigation and adaptation are not yet fully understood.

Specific capacities of local municipalities in terms of climate change reporting, measurement and verification could not be assessed. The two municipalities do not have any obligations towards any party, e.g. central administration in Kosovo, to do that. The GHG inventories developed with the support of the project, under this perspective should be considered as an exercise to build capacity and to guide the formulation of the CISP in Suharekë/Suva Reka and of the IPRDMACC in Prizren.

Finding #24:

EQ8. To what extent did the project contribute to the promotion of cross-sectoral climate change approaches?

The evaluation considers that the project by contributing to achieving its outcome also contributed to the project objective *to enhance the urban and rural transition towards carbon neutral development and climate resilient pathways in the Municipalities of Prizren and Suharekë/Suva Reka, respectively, while creating sustainable livelihoods and well-being*. As per project outcome, the evaluation considers that the dimension of achievement related to climate change mitigation (...towards carbon neutral development...) is more significant than the adaptation dimension (...and climate resilient pathways...).

Finding #25:

EQ8. To what extent did the project contribute to the promotion of cross-sectoral climate change approaches?

The delivery of the CSIP in Suharekë/Suva Reka and of the IPRDMACC in Prizren represented the element that allowed an effective mainstreaming of climate change considerations. The elements that make such exercise possible were the political interest of the municipality, the learning-by-doing approach pursued by the project team, the visualization of benefits that moving towards a greener development can bring about, and the dedication of project team. All these aspects are based on converging anecdotal evidence collected throughout the inquiry phase of the evaluation.

¹⁴ A strict adherence to the outcome formulation to draw a statement on the achievement of the project outcome would be misleading and would not recognize the efforts put in place by the project team.

Finding # 26:

EQ9. To what extent the project approach was successful in achieving effective engagement with stakeholders, including the women and marginalized groups?

The overall project approach pursued by UNDP demonstrated to be inclusive. Men and women participated actively in the work of the MGGCs and in project activities. The work through the GMMCs ensured stakeholders from different sectors could participate actively in project activities and make their voices heard. This kind of approach was very much appreciated by the staff of the two project municipalities.

The approach was considered a novelty by those who do not belong to the staff of the two municipalities. Municipality staff, instead, highlighted that consultative mechanisms are in place for making decisions in other sectors that fall under the responsibility of their administration. It is undoubtedly that participation in decision making mechanisms was higher than what usually happens at municipality level.

The stakeholder engagement was highly inclusive, leading to significant participation and a strong sense of ownership over project activities and results. Representatives from organizations focused on disabilities were incorporated into the MGGCs in both municipalities to ensure that project activities reflected their perspectives. Additionally, individuals from various ethnic groups, including Romani, Ashkali, and Egyptians, participated in the Climate Change Mentorship Scheme conducted by the Prizren University "Ukshin Hoti".

Interviews and FGDs confirmed that the project facilitated collaborative workshops and mutual training sessions for the MGGCs of Prizren and Suharekë/Suva Reka to enhance intermunicipal cooperation. This effort led to the joint development of an SFS roadmap and an MRV system. Additionally, both municipalities shared issues and knowledge concerning GHG emission sources during the creation of GHG Inventories, MRV systems, and the development of SUMP. This exchange reflected a coherent approach to climate change and sustainable transportation practices. Moreover, the inputs provided for innovative financing for climate action underscored the importance of future intermunicipal cooperation to implement joint projects, such as district heating and sustainable transport.

The contributions of the UNDP project staff, specifically the UNDP Project Associates stationed within the two municipalities, were considered crucial for achieving inclusivity in the project approach, according to all stakeholders interviewed on this topic.

Finding # 27:

EQ10. Did the project contribute to gender equality, the empowerment of women and to the promotion of a human rights-based approach?

The analysis of project deliverables demonstrate that the project tried to promote gender equality and empowerment of women:

- Women were members of the MGGCs. Municipal officers: their participation was clearly limited by the position that employees had within the municipalities. Instead, efforts were made to involve women external to the municipality.
- The CSIP of Suharekë/Suva Reka and the IPRDMACC, in Prizren include Gender Considerations priorities for each sector. Most of the suggestions are about gender targeting. Few are responsive, i.e. those who take in consideration risks of harassment and violence in public space, and none are gender transformative.
- The in-kind grants were exclusively awarded to women. It was a choice, not something that occurred, i.e. the application process to get the grant was open women-led business in agriculture. The following questions remain answered by the evaluation exercise: priority to

women-led business is the right approach to empower women in agriculture? Aren't these women already empowered in respect to those who do not own assets (land and capitals)?¹⁵

- At the same time, the evaluation acknowledges that efforts were made to implement activities at village level that could have benefit the whole community, and therefore also the most vulnerable women. These activities turned out not to be feasible.

Finding # 28:

EQ 11. Did the project contribute to the Results and Resources Framework in Kosovo priorities EQ 11. Did the project contribute to the Results and Resources Framework in Kosovo priorities

The project contributed to the Kosovo priority “Transition towards low-emission and sustainable development (Climate change strategy 2019- 2028)” identified in the UNDP Results and Resources Framework in Kosovo, specifically to the delivery of the output “Enhanced climate change and green investment strategies”. The advancement towards the achievement of its targets in Kosovo are report in table 2:

Table 2 – Project contribution to UNDP Results and Resources Framework in Kosovo

Indicator	Baseline value (2020)	Target value (2025)	Project contribution	Value at project closure
Local coordination mechanisms for climate change mitigation and adaptation	1 Green Growth Centre	4 Green Growth Centre	1 Green Growth Centre	2 Green Growth Centre
Indicator 5: Share of electricity produced from renewable energy sources	Baseline (2020): 25%	To be determined	Not calculated	Not known

The project contributed to the global efforts to achieve the following Sustainable Development Goals (SDGs): SDG 8 - “Decent work and economic growth” and SDG 13 - “Climate action” in its area of intervention, i.e. the two targeted municipalities.

5.3. Efficiency

Finding # 29:

EQ12. To what extent were the resources used efficiently?

Financial resources were used in accordance with the original project budget. This is evident by analysis the executed budget (by May 2024). There are no variations between budget lines. At the time of evaluation, the financial situation of the project was the following:

- Total costs = EURO 1,140,099.00
- Total expenses by May 2024 = EURO 863,420.35
- Total commitments for the remaining project period in 2024 in EUR = 189,392.78
- Remain budget Jun 2024 - Oct 2024 in EUR = 77,285.87 (6.78%)

Financial planning was coherent with the original budget and with the actual project needs: all project deliverables were deemed of good quality by all stakeholders asked on the matter.

The evaluation noted widespread appreciation for the work carried out by UNDP at all levels, as reflected in interviews and focus group discussions. The work was characterized by respect for institutional roles, as expected of all UN agencies. The presence of UNDP Project Associates stationed in both municipalities was deemed essential for facilitating operations and ensuring the project's success. Additionally, the overall technical work performed by UNDP was recognized as relevant and well-prepared. The competencies demonstrated by all UNDP staff and consultants were also highly

¹⁵ These questions are relevant because almost all agricultural land in Kosovo is owned by men. Only 2% of women own farming land or agricultural business.

praised. Consequently, the evaluation concludes that the project operated efficiently and to the best of its capabilities.

Finding # 30:

EQ12. To what extent were the resources used efficiently?

The evaluation identified only one flaw in the project implementation. In Suharekë/Suva Reka, a beneficiary expected to receive in-kind support (grant) from the project participated in the activities of the local MGGC. She was, however, not involved in the formulation of the criteria to assign in-kind grants. As a general principle, individuals who have even a minor role in the project should not benefit from it, as this could pose a reputational risk for UNDP. Ensuring impartiality and transparency is crucial for maintaining the integrity of UNDP. Even minor conflicts of interest should be avoided. Therefore, this is considered the sole inefficiency related to project implementation.

Finding # 31:

EQ13. How well did the various activities transform the available resources into the intended results in terms of quantity, quality, timeliness compared to the plan included in the ProDoc?

Degree of matching between ProDoc expectations and actual delivery is considered full by the evaluation. There are no significant discrepancies between the ProDoc and its implementation. The project proved to be highly accountable. Piloting initiatives to reuse food waste could not be implemented because the project could identify only one company interested in the issue, but the initiative resulted unfeasible.

Finding # 32:

EQ14. Were resources at disposal of the project adequate for integrating gender equality and human rights?

The project put in place relevant efforts to mainstream gender issues into different activities and results. There were no budget limitations that impeded this work. On the contrary, a report on “Climate Change Gender Baseline Study in Suharekë/Suva Reka” was formulated. Its findings were taken into consideration in developing project deliverables.

5.4. Sustainability

Finding # 33:

EQ15. To what extent the benefits of the project are likely to be sustained after its closure?

Benefits resulted from project implementation are likely to be sustained. Here are the pieces of evidence that support the statement:

- The 3 PV systems installed by the projects are well monitored and are considered important by the municipalities. They produce savings in terms of electricity bills that are very much appreciated. Dealing with budgetary constraints is a usual problem of the two municipalities, that rely on fund transfers from the central authorities to ensure the delivery of their services.
- The CSIP in in Suharekë/Suva Reka and the IPRDMACC in Prizren, which complements the CSIP of Prizren formulated during the precious project funded by ADA were formally approved by the municipal assemblies of both towns. They are policy documents that should be taken into account when actions on the ground are implemented.
- Investments, with a value of more than 7 Euro millions, are being made by the Municipality of Prizren on Energy Efficiency as part of CSIP developed within the previous project funded by ADA, i.e. the NAMA Project
- The project targeted employees of the two municipalities that are likely to remain in their position after the municipality elections. In this way, continuity to different administration that may result from electoral results is ensured.
- The in-kind support to the 7 women beneficiaries were well appreciated. There are no elements that indicate that the in-kind support will be mismanaged by them, on the contrary plans for the

farming/processing activities appeared to be clear, beneficiaries have their own vision for their businesses.

Finding # 34:

EQ16. Are there any risks that may jeopardize the likelihood that project benefits are sustained after its closure?

The charging station with PV solar energy panels for electric vehicles installed during the NAMA project resulted to be out of order during the evaluation mission in Prizren. In addition to that, its use was not monitored by any institution. This situation indicates a potential issue that might also arise in Suharekë/Suva Reka, potentially threatening the sustainability of the installation of the DC EV charger in the town.

The incomplete and fully consolidated grasp of climate change mitigation and adaptation concepts by all stakeholders may also jeopardize the effective implementation of the measures included in the CSIP in the two municipalities.

Finding # 35:

EQ17. What is the likelihood that gender and human rights issues promoted by the project will be supported after the project's closure date?

Incorporating gender considerations into the CSIP in Suharekë/Suva Reka and the IPRDMACC in Prizren is a promising step that could advance gender issues. However, whether this potential will be realized is beyond the possibilities of the evaluation.

Finding # 36:

EQ18. To what extent the lessons learned were kept and document by the project team continually and shared with appropriate parties who could learn from the project?

Progress reports include a section dedicated to lessons learned, capturing activities crucial for successful project implementation. The key takeaway from these lessons is the importance of promoting participation and discussion among stakeholders to foster ownership. The evaluation highlights the significance of stakeholder ownership of project results as one of the most critical factors ensuring the sustainability of the project's results.

6. Conclusions

Conclusion #1

Project design included two significant flaws. The formulation of outcome 1 included elements related to climate change mitigation and adaptation in a confusing way, while project activities defined in the ProDoc had a prevalent dimension related to climate change mitigation. In addition, the TOC of the project did not take clearly into consideration the sphere of action of the municipalities and their actual possibilities to engage effectively in climate change adaptation actions.

Conclusion #2

All project outputs were delivered in a satisfactory way. Satisfaction with the quality of work was demonstrated by all stakeholders met during the inquiry phase of the evaluation.

Conclusion #3

Project outcome was achieved, and the project contributed substantially to that. Specifically, the project acted as a catalyst for the promotion of a better understanding of the carbon neutral development within different stakeholders living and operating in the two project municipalities.

Conclusion #4

No significant actions related to climate change adaptation were implemented on the ground.

Conclusion #5

Project approach was inclusive and reached a broader audience than that envisioned by the project document.

Conclusion #6

The project delivered a substantial amount of work which set the foundation for the transition towards carbon neutral development as envisioned in the project objective, although the evaluation identified a certain level of misunderstanding around the two concepts of climate change mitigation and adaptation amongst some stakeholders.

Conclusion #7

The project's success was driven by several key factors: the municipality's political interest, the project team's learning-by-doing approach, the clear visualization of the benefits of greener development, and the dedication of the project team.

Conclusion #8

The CSIP in Suharekë/Suva Reka and the IPRDMACC in Prizren were the central deliverable of the project. They are considered by the evaluation as the most important output of the project since they are designed to mainstream climate change considerations into the most relevant sectors for the development of the two municipalities.

Conclusion #9

There is complete coherence between all policy documents delivered during project implementation: the SUMP and the SFS Roadmap in fact move forward from the CISP and the IPRDMACC. Activities implemented on the ground are also in line with the CISP. The path towards greener development is traced.

Conclusion #10

Ensuring coherence among all deliverables proved to be crucial in achieving the project's intended outcome and objective. This coherence not only contributed to the project's success but also had several additional benefits. Maintaining a coherent approach allowed the project team to focus effectively on their tasks, minimizing/nullifying time spent on irrelevant activities. It also solidified UNDP's role as a development agent within the two municipalities. Everyone clearly understood UNDP's role, not as a mere donor or implementer, but as a supporting agency helping target institutions advance in areas where skills and competencies needed to be developed. UNDP was clearly

identified as the climate change expert, who operated in full respect of the prerogative of the municipalities.

Conclusion #11

Although great efforts were put in place to pursue gender empowerment, project results are considered as gender targeted by the evaluation exercise. Very few gender-responsive elements have been identified by the Evaluation Team and no gender transformative actions.

Conclusion #12

Suharekë/Suva Reka, a beneficiary of the in-kind support (grant) from the project participated in local MGGC activities. As a rule, individuals involved in the project, even minimally, should not benefit from it to avoid potential reputational risks for UNDP. The evaluation identified this as the sole flaw in the project's implementation efficiency. Overall, the efficiency of the project's implementation is considered to be very high: activities resulted in the delivery of outputs that align with ProDoc expectations, and their quality is appreciated by all stakeholders interviewed on the matter.

Conclusion #13

The electric vehicle and bike charging stations installed through the NAMA project, along with the absence of monitoring on their usage (although a monitoring plan was handed to Prizren Municipality), indicate that this pilot project has not provided data to assess its effectiveness for the local population or their potential for scaling up within Prizren. This situation also raises concerns about the sustainability of similar infrastructure installed in Suharekë/Suva Reka.

Conclusion #14

The approval by the municipal assemblies of the CSIPs of in Prizren and Suharekë/Suva Reka is the most significant element that ensure that the work done by the project will be sustained. It reflects the high level of relevance of the project in terms of supporting the vision of the two municipalities for their future development and reveal a very high degree of ownership by the very same municipalities. Finally, it is also a implicit sign of appreciation of the work done through the three years of project implementation.

Conclusion #15

Some investments, worth more than 7 million are being made in Prizren municipality buildin on the CSIP developed with the previous NAMA Project funded by ADA. This element constitutes an important element to consider the project as sustainable.

7. Recommendations

The evaluation exercise identified 5 recommendations.

Recommendation #1: Quality of project design	
<i>Action suggested:</i>	To improve the design of the project proposals.
<i>Rationale:</i>	<p>Once a project proposal is approved, the Project Document becomes the reference guide for decision-making, implementation, and monitoring of actions on the ground. Flaws and contradictions in the project document can lead to confusion in defining the course of action during implementation and may cause problems in achieving the project's goals.</p> <p>Result statements (at output, outcome, and objective levels) should be clear and well-defined, taking into account the sphere of action of the target groups. Any change beyond this sphere cannot be effectively promoted.</p> <p>Indicators should be well identified and analysed to ensure that they are:</p> <ul style="list-style-type: none"> • Specific: They measure a distinct aspect of outputs and outcomes. • Measurable: Progress towards their targets can be tracked over time with available resources and data. • Achievable: Their targets can be realistically met within the implementation period. • Relevant: They are meaningful and have a clear relationship to what they are intended to measure. <p>Time-bound: There is a clear timeframe for measurement.</p>
<i>Reference to:</i>	Conclusion #1
<i>Responsibility:</i>	UNDP
<i>Timeframe for implementation:</i>	During the preparation of project proposal and during the inception phase of project implementation (some donors allow changes in the logical framework during the implementation if well justified)

Recommendation #2: Climate Change mainstreaming	
<i>Action suggested:</i>	To keep working on climate change issues in the Municipalities of Kosovo.
<i>Rationale:</i>	Addressing climate change is crucial for sustainable development. The project showed that mitigation and adaptation concepts can be incorporated into the operations of two municipalities. However, it is acknowledged that there is still significant work to be done in these targeted areas. While expanding to other municipalities could be beneficial, the evaluation recommends continuing the efforts in Prizren and Suharekë/Suva Reka, as they serve as models for others.
<i>Reference to:</i>	Conclusion #6
<i>Responsibility:</i>	UNDP
<i>Timeframe for implementation:</i>	Projects that may be implemented with funds from ADA or other donors

Recommendation #3: Adaptation to Climate Change

<i>Action suggested:</i>	To promote climate change adaptation actions.
<i>Rationale:</i>	<p>The principle of “leaving no one behind” is central to the 2030 Agenda, recognizing that vulnerable populations are more susceptible to the adverse effects of climate change. Therefore, it is crucial to keep promoting actions related to climate change adaptation whenever possible.</p> <p>The project, in fact, did not have much room to promote adaptation actions on the ground.</p>
<i>Reference to:</i>	Conclusion #4
<i>Responsibility:</i>	UNDP
<i>Timeframe for implementation:</i>	Any time environmental related projects are designed and implemented.

Recommendation #4: Monitoring of project installations

<i>Action suggested:</i>	To support a closer monitoring of project installations.
<i>Rationale:</i>	<p>The charging stations with PV solar energy panels for electric vehicles installed during the NAMA project resulted to be out of order during the evaluation mission in Prizren. In addition to that, their use was not monitored by any institution. Plans to monitor the actual use of the public installation should be formulated and applied.</p>
<i>Reference to:</i>	Conclusion #13
<i>Responsibility:</i>	UNDP and municipalities
<i>Timeframe for implementation:</i>	By the end of the project.

Recommendation #5: Reputational risks

<i>Action suggested:</i>	To avoid reputational risks
<i>Rationale:</i>	<p>It is crucial to inform project stakeholders that participating in working groups, such as technical roundtables, steering committees, and similar platforms like the GMMC, disqualifies them from receiving direct support from the project, particularly when the support is distributed through open calls. All participants in a call should have equal access to information regarding the call.</p>
<i>Reference to:</i>	Conclusion #12
<i>Responsibility:</i>	UNDP
<i>Timeframe for implementation:</i>	During all projects implemented by UNDP that foresee direct support to beneficiaries through open calls.

8. Lessons learned

The evaluation exercise identified two lessons learned.

Lesson learned #1¹⁶: Project management	Thematic relevance of an initiative within a given territory significantly contributes to the success of a development project. Project officers have effectively engaged the attention of various stakeholders in the area to achieve beneficial outcomes. Key factors promoting effective stakeholder engagement in development initiatives include strong managerial competencies, commitment, the ability to listen and understand diverse interests, openness to dialogue, and personal dedication.
<i>Context of application</i>	Any kind of project.
Lesson learned #2: Coherence in delivering	Maintaining coherence among all project deliverables is crucial for achieving intended outcomes and objectives. A consistent approach not only enhances project success but also ensures effective focus on relevant tasks, minimizing distractions. Additionally, it solidifies the role of development agencies like UNDP, positioning them as supportive partners rather than mere donors or implementers, and helps target institutions advance in areas where skills and competencies need to be developed.
<i>Context of application</i>	Any kind of project.

¹⁶ The recommendation may seem obvious and straightforward. Unfortunately, the experience of the Team Leader, with more than 40 projects evaluated in Europe, Asia, Africa, and Latin America, demonstrates the contrary. Often, the elements highlighted in the lessons learned are not there when a project is designed or implemented.

Annexes



I. Position Information

Title: International Evaluation Expert to Conduct Final Project Evaluation of the Strengthening Local Climate Action Project

Department/Unit: Inclusive Growth and Climate Resilience/ Strengthening Local Climate Action Project

Reports to: Project Manager/Programme Team

Duty Station: Kosovo

Expected Places of Travel (if applicable): Prizren and Suharekë/Suva Reka – Kosovo

Duration of Assignment: 03 June 2024 - 30 August 2024

Need for the presence of IC expert in office:

- partial (explain)
- intermittent (explain)
- time/office based (needs justification from the Requesting Unit)

Provision of Support Services:

Office space: Yes - partial

Equipment (laptop, etc.): No

Secretarial Services: Partial - responsible SLCA team

II. Background and context

The Strengthen Local Climate Action (SLCA) project in Prizren and Suharekë/Suva Reka seeks to foster sustainable development and climate resilience through a cross-sectoral, gender-sensitive approach. Building on the success of the "Support for Sustainable Prizren – Initiating Urban NAMAs" project, it expands its focus to rural development in Prizren and includes the Municipality of Suharekë/Suva Reka. The project aims to enhance residents' quality of life by supporting and building the capacity of municipal officials in climate-related planning and management. Baseline data indicates limited capacities for Monitoring, Reporting, and Verification on Greenhouse Gas Emissions in Prizren and none in Suharekë/Suva Reka as of 2021. The project's overarching goal is to establish human and institutional capacity in both municipalities for effective climate action by 2024.

The project aims to achieve its goals through four key outputs: 1) Strengthening local capacities for ambitious greenhouse gases (GHG) reduction targets and gender-responsive climate action, 2) Implementing cross-sectoral and gender-responsive mitigation actions in Prizren and Suharekë/Suva Reka to reduce GHG emissions, 3) Advancing the green transition at the municipal level through innovative financing, and 4) Accelerating the shift to more sustainable food systems in Prizren and Suharekë/Suva Reka with a focus on women-led initiatives.

The project aligns with Kosovo's commitment to the Green Agenda for the Western Balkans and European Union Gender Action Plan (EU GAP) III on Green Transition from the Sofia Summit 2020. It directly addresses Sustainable Development Goals (SDG) 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action), contributing to SDG 8, SDG 12, SDG 16 (target 16.7), and SDG 5. It also supports EU GAP III, focusing on women's influence in decision-making related to environmental and climate policies, with integrated indicators from the GAP III framework.

The project time frame is 36 months; the implementation began on 15 October 2021 and the end date is 14 October 2024, with a total budget of 1,150,000.00€. The funds contribution is 1,000,000.00€ funded by Austrian Development Agency (ADA); 100,000.00€ co-financing by Municipality of Prizren; 50,000.00 co-financing by Municipality of Suharekë/Suva Reka.

Local authorities are the key partners in project implementation, and will be directly involved in all project activities, i.e. identification, development, implementation, and monitoring in partnership with relevant national authorities, private sector and Civil Society Organizations (CSOs). Interventions implemented throughout the life of the project will benefit the overall population in both municipalities.

Intended users:

Primary users: Project stakeholders, in particular the Municipality of Prizren and the Municipality of Suharekë/Suva Reka), ADA and other co-donors.

Secondary users: Policymakers and programme designers and implementers of other organizations that engage in

climate change.

Achievements:

The SLCA Project utilizes a comprehensive approach to climate action, covering collaboration, capacity building, policy drafting, gender issues, and innovative solutions.

Both municipalities established the Municipal Green Growth Centers (MGGCs), improving the collaboration communication among cross-sectoral departments, CSOs, communities, and businesses. Capacity building efforts have enhanced the skills of 44 MGGCs members and stakeholders in climate change planning and sustainable solutions. Both municipalities have developed the Climate Change Gender Baseline Study Report, GHG Inventories and MRV System Report, Climate Change Cross-Sectoral Intervention Plan (CSIP) for Suharekë/Suva Reka, Intervention Plan for Rural Development to Mitigate and Adapt to Climate Change for the Municipality of Prizren, Sustainable Urban Mobility Plans and the Roadmap on Sustainable Food Systems (SFS) for both municipalities.

These Feasibility studies identified 3 suitable buildings for Solar Photovoltaic (PV) systems, resulting in installations that avoid 3970.17 tons of CO2 emissions annually. The project also promoted clean energy technology and its benefits for climate change to 100 secondary school students, promoting awareness. The mentorship program with the University of Prizren empowered 41 direct mentees and 80 participants in environmental education, fostering youth-led climate action. These achievements showcase the project's impact on local climate resilience and sustainability.

By the end of the project timeframe, achievements will include mapping potentials and developing innovative financing for climate action, promoting climate-resilient agriculture among women-led Micro, Small, and Medium-sized Enterprises (MSMEs) and farms, and raising awareness on sustainable food production and consumption in Prizren and Suharekë/Suva Reka municipalities.

III. Project Information

Project/outcome title: Strengthening Local Climate Action

Project Number: ADC No. 8306-00/2021

Atlas/Quantum ID: 00124574

Corporate outcome and output:

UNSDCF outcome 3 "By 2025, women and men in Kosovo, particularly youth and vulnerable groups, have increased access to decent work and benefit from sustainable and inclusive economic development that is more resilient to impacts of climate change, disasters and emergencies".

Kosovo (as per UNSCR 1244/1999)

Region: Western Balkans, ECIS

Date project document signed: 02 November 2021.

Project dates: Start: 15 October 2021 Planned end: 14 October 2024.

Project budget: 1,150,000.00 Euro

Project expenditure at the time of evaluation:

Funding source: ADA, UNDP, Prizren Municipality, Suharekë/Suva Reka Municipality

Implementing party¹: UNDP

IV. Evaluation purpose and objectives

To evaluate the overall project's relevance, effectiveness, efficiency and sustainability by assessing progress and results against project objectives. The evaluation aims to provide evidence-based recommendations crucial for consistency and sustainability of results, future actions and document lessons learned for stakeholders, including UNDP and ADA.

The specific objectives:

1. Assess implementation methods and compare project results with intended outcome and outputs targets.
2. Evaluate the improvement in local authorities' technical capacities for reporting, measuring, and verifying GHG emissions, and applying cross-sectoral climate change approaches.
3. Identify recommendations for future green growth development activities.

¹ 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.

V. Scope of work

The evaluation should assess the project's relevance, effectiveness and efficiency of the implementation and sustainability of the project results. The evaluation will cover the project period between mid-October 2021 to mid-October 2024. The evaluation covers the municipalities of Prizren and Suharekë/Suva Reka.

The Evaluation Expert must adhere to UNDP², OECD³ and ADA⁴ Evaluation Guideline and the respective checklist provided in Annexes, for Project Evaluation.

The Evaluator is responsible for following steps:

INCEPTION:

- **Kick-off and clarification** meeting between the evaluation manager and the evaluator on how the evaluation will be carried out.
- **Conducting Document Review:** Thoroughly reviewing all relevant documentation.
- **Creating an Evaluation Matrix:** Developing a matrix encompassing evaluation criteria, evaluation questions, indicators, sources and methods for data collection.
- **Developing an Inception Report (10-15 pages):** Following preliminary discussions with UNDP and ADA, produce a report that precedes formal evaluation activities and details the scope, purpose, and methodology. The inception report should include understanding of the evaluation objectives, theory of change, evaluability assessment, were intended results (outputs, outcomes) adequately defined, appropriate and stated in measurable terms, and the results verifiable (analyses of intervention logic), evaluation questions and possible sub-questions, the methodology, information on data sources and collection, sampling and key indicators, preliminary desk review summary; an evaluation matrix; a stakeholder mapping; and a workplan.

INQUIRY

- **Conducting Interviews:** Performing interviews, both structured and semi-structured.
- **Administering Surveys and Questionnaires:** Implementing survey and questionnaire processes.
- **Field Observations and On-Site Validation:** Conducting on-site validation of key tangible outputs and interventions through field observations.
- **Reviewing and Analysing Data:** Analysing data obtained from monitoring and other relevant sources and methods.
- **Briefing and Debriefing Sessions:** Holding sessions with UNDP, ADA, and other stakeholders for briefing and debriefing purposes.

SYNTHESIS

- **Drafting an Evaluation Report (40 to 60 pages):** Preparing a draft report that considers feedback from the ADA, UNDP, and stakeholders. Reviewing and addressing comments received during the review process.
- **Producing a Final Evaluation Report:** Creating a final report within the agreed-upon timeline, ensuring quality and detail. Incorporating feedback from concerned parties into the final report.
- **Evaluation Audit Trail:** Maintaining a record of comments on the draft report and documenting changes made in response to those comments.
- **Produce Results Assessment Form (RAF)** as per ADA RAF template
- **Additional Deliverables:** Providing evaluation briefs/ an exit presentation on findings and recommendations. and other knowledge products or participating in knowledge-sharing events as relevant, ensuring alignment with the UNDP and ADA Public Disclosure Policy.

VI. Evaluation criteria and key guiding questions

The OECD DAC evaluation criteria and the Guidelines for Project and Programme Evaluations developed by the ADA⁵ need to be considered throughout the entire evaluation process. and UNEG Ethical Guidelines for

² <http://web.undp.org/evaluation/guideline/>

³ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

⁴ https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

Evaluation and respect confidentiality of information providers. The evaluation activities shall be based on UNDP evaluation principles, norms and standards that are outlined in the UNDP Evaluation Guidelines (2021)⁶ evaluation criteria – relevance, effectiveness, efficiency, and sustainability, Gender Equality and Social Inclusion (GESI) and human rights will be added as cross cutting criteria.

The evaluation criteria must be ranked as per UNDP ranking methodology, which will be provided by UNDP. The response to the above questions should be followed by specific short- and long-term recommendations that could be undertaken by UNDP or the stakeholders. This analysis must be done for each result and the overall project.

Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.

The guiding questions for each evaluation criteria are outlined below which should be further refined by the evaluator and agreed with UNDP and ADA before commencement of the evaluation.

1. Relevance

- 1.1. To what extent does the project address the climate needs and priorities of local level, incorporating gender-sensitive, human rights-based and digitisation approaches?⁷
- 1.2. To what extent were local contexts and capacities for reporting, measuring, and verifying GHG emissions and for climate change cross-sectoral considered in the project's design and implementation?
- 1.3. Is the Theory of Change or project logic feasible and was it realistic?

2. Effectiveness

- 2.1. To what extent were the output level results achieved and how did the output results contribute to project outcomes?
- 2.2. To what extent has the project improved the capacities of local partner municipalities improved in terms local climate interventions such as GHG emissions reporting, measurement, and verification, and promoting cross-sectoral climate change approaches?
- 2.3. To what extent the Stakeholders and Partnership Strategy was successful in achieving the outcomes as specified in project's log-frame, including engagement of the women and marginalized groups?

3. Efficiency

- 3.1. To what extent have the resources been used efficiently?
- 3.2. How well have the various activities transformed the available resources into the intended results in terms of quantity, quality, and timeliness, compared to the plan?

4. Sustainability

- 4.1. To what extent are the benefits of the projects likely to be sustained after the completion of this project?
- 4.2. To what extent the lessons learned were kept and documented by the project team continually and shared with appropriate parties who could utilize and learn from the project?

VII. Methodology

The evaluation methods provided here are indicative only. The evaluation expert should propose a detail methodological framework in the inception report. During the entire evaluation process, the evaluation experts shall comply with the OECD DAC evaluation criteria and the Guidelines and UNEG Ethical Guidelines for Evaluation and respect confidentiality of information providers. The evaluation activities shall be based on ADA and UNDP evaluation principles, norms and standards that are outline in the respective Evaluation Guidelines.

The evaluation should undertake a quantitative and qualitative assessment. The evaluation will assess the progress against baseline value of indicators to compare results in the given period of time. The evaluation experts will be responsible for designing and conducting the gender-sensitive evaluation including proposing

https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

⁶ <https://erc.undp.org/methods-center/guidelines>

⁷ Access at: <http://www.unevaluation.org/document/detail/1616>

appropriate methodology, designing tools, developing questionnaires, and other instruments for data collection and analysis.

Methodological approaches may include some or all of the following:

Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.

- **Document review of all relevant documentation.** This includes a review of inter alia
 - Project document (contribution agreement).
 - Theory of change and results framework.
 - Programme and project quality assurance reports.
 - Annual workplans.
 - Activity designs.
 - Consolidated quarterly and annual reports.
 - Results-oriented monitoring report.
 - Highlights of project board meetings.
 - Technical/financial monitoring reports.
- **Interviews** (structured, semi-structured) with project beneficiaries, key stakeholders including key municipality counterparts, donor community members, Members of the MGGCs such as Municipal Officials, Representatives of the Private Business, CSOs, Handikos, MSMEs, Academia, Youth should be interviewed.
 - Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
 - Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
 All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
- **Surveys and questionnaires** with project beneficiaries and other stakeholders like UNDP Office, Project team, Municipality of Prizren, Municipality of Suharekë/Suva Reka, and other local partners in project areas.
- **Field observations** and on-site validation of key tangible outputs and interventions.
 - The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
 - The evaluator will carry out necessary field visits using checklists which have been pre-approved by the office as part of the Inception Report and ensuring that all beneficiaries are adequately covered.
- **Other methods** such as outcome mapping, observational visits, group discussions, etc.
- **Data review and analysis** of monitoring and other data sources and methods.
 - Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, ADA, stakeholders, and the evaluator.

VIII. Expected products and Deliverables

Deliverables/Products	Target Due Dates	Review and Approvals Required
1. Kick-off and clarification meeting between the evaluation manager and the evaluator on how the evaluation will be carried out.	15 June 2024	Evaluation Manager/Project Manager/Programme Team
2. Evaluation matrix and Inception report	30 June 2024	Evaluation Manager/Project Manager/Programme Team
3. Interviews/Surveys/Field visits	10 July 2024	Project Manager/Programme Team
4. Evaluation debriefing	15 July 2024	Project Manager/Programme Team
5. Draft Evaluation report and draft Results Assessment Form (RAF)	30 July 2024	Evaluation Manager//Programme Team
6. Final report Evaluation Audit Trail Final draft Results Assessment Form (RAF)	06 August 2024	Evaluation Manager/Deputy Resident Representative
7. Evaluation brief /an exit presentation on findings and recommendations.	15 August 2024	Evaluation Manager/Project Manager/Programme Team

IX. Evaluation team composition and required competencies

The Evaluation Team Composition

The team will be composed of an International and a Local evaluation expert.

Recruitment Qualifications

Education:

- Master's degree in environmental studies, environmental management, climate change, or other relevant fields.

Experience:

- Minimum 5 years of relevant experience in the area of the environment, climate change and development.
- Minimum five (5) years of experience in conducting evaluations.
- Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches.
- Excellent analytical and report writing skills in clear and fluent English.

Language requirements:

- Fluent in both oral and written English. Excellent analytical and report writing skills in clear and fluent English are required.

The Evaluator must not have been involved in designing, executing or advising any aspect of the intervention that is the subject of the evaluation.⁸

X. Evaluation Ethics

"This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The expert must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The expert must also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners."

XI. Implementation Arrangements

The principal responsibility for managing the evaluation resides with the UNDP Kosovo. The UNDP Kosovo will contract the evaluation experts and will ensure the timely implementation of the evaluation. The evaluation experts will directly report to Evaluation Manager i.e. Result-Based Management (RBM) Analyst for the assignment. The Evaluation Manager (RMB Analyst) will assure smooth, quality, and independent implementation of the evaluation with needful guidance from UNDP senior management. The project team will provide required information for evaluation in leadership of Portfolio Manager. The project team will arrange all the field visits, stakeholder consultations and interviews as needed.

The details of the implementation arrangement are described in below table:

Who (Responsible)	What (Responsibilities)
Evaluation Manager/RBM Analyst	<ul style="list-style-type: none">• Assure smooth, quality and independent implementation of the evaluation with needful guidance from UNDP's Senior Management.• Prepare and approve ToR and selection criteria.• Hire the research agency by reviewing proposals and complete the recruitment process.• Ensure the independent implementation of the evaluation process.• Approve each step of the evaluation• Supervise, guide and provide feedback and comments to the evaluation experts.• Ensure quality of the evaluation.• Ensure the Management Response and action plans are fully implemented.

⁸ For this reason, UNDP staff members based in other country offices, the regional centres and headquarters units should not be part of the evaluation team.

Portfolio Manager- Inclusive Economic Growth	<ul style="list-style-type: none"> • Draft ToRs to be reviewed and provided inputs to be finalized by the evaluation manager. • Support in hiring the evaluation experts. • Provide necessary information and coordination with different stakeholders including donor communities. • Provide feedback and comments on draft report. • Prepare management response and action plan and follow up the implementation.
Project Team (SLCA)	<ul style="list-style-type: none"> • Provide required information, furnishing documents for review to the evaluation experts.
Evaluator	<ul style="list-style-type: none"> • Review the relevant documents. • Develop and submit a draft and final inception report • Conduct evaluation. • Maintain ethical considerations. • Develop and submit a draft evaluation report. • Organise meeting/consultation to discuss the draft report. • Incorporate inputs and feedback in draft report. • Submit final report with due consideration of quality and effectiveness. • Organise sharing of final evaluation report.
Stakeholders	<ul style="list-style-type: none"> • Review draft report and provide feedback. • Participate in debriefing session and provide suggestions.

The evaluator will be briefed by UNDP upon arrival on the objectives, purpose and output of the evaluation. An oral debriefing by the evaluator on the proposed work plan and methodology will be done and approved prior to the commencement of the process.

The evaluation of SLCA project will remain fully independent. The evaluator maintained all the communication through the Evaluation Manager during the implementation of the evaluation. The Evaluation Manager should clear each step of the evaluation. Evaluation report must meet the requirements from the Independent Evaluation Office's (IEO) guidelines which will be provided as part of the inception meeting. The methods and templates can be found in the links are:

<https://erc.undp.org/methods-center/templates> and
https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

The evaluation should use the IEO's rating system, using the OECD-DAC criteria of relevance, coherence, efficiency, effectiveness and sustainability, and weighs the performance of UNDP's programme planning, implementation and results with a view to enable more cross-country synthesis evaluations and comparisons in the future.

<http://web.undp.org/evaluation/ratingsystem.shtml>

The evaluator will arrange mission wrap-up meeting with the stakeholders and noted comment from participants which will be incorporated in the final report.

The final report will be signed off by Deputy Resident Representative of UNDP Kosovo.

XII. Scope of price proposal and schedule of payments

Remuneration - Lump Sum Amount:

The Contract is based on lump-sum remuneration and shall be processed subject to deliverables as per the schedule listed below:

- Deliverable 1&2: 30% of the total amount of the contract
- Deliverable 3&4&5: 50% of the total amount of the contract
- Deliverable 6&7: 20% of the total amount of the contract

XIII. Recommended Presentation of Offer

The following three documents must be submitted to be evaluated and considered for the assignment:

Presentation of Offer

- Duly accomplished Letter of Confirmation of Interest and Availability

- P11 (signed), indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references.

- Technical proposal, a max. The 2-page document briefly outlining the methodology envisaged for the assignment for delivering the expected results within the indicated timeframe (an interview will be conducted for the shortlisted candidates);

- Financial Proposal that indicates lump sum payment based on completion of deliverables as well as travel cost to Kosovo.

- Copies of Diplomas and copy of Passport.

XIV. Criteria for selection of the Best Offer

Criteria for Selection of the Best Offer

Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70% and combined with the price offer which will be weighted a max of 30%.

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual Evaluator whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Criteria	Weight	Max. Point
Technical	70%	70
• Education		10
Relevant Experience in the evaluation processes associated with climate change.		20
• Familiarity with the Kosovo legislation framework on climate change		5
• Language knowledge		5
Technical proposal of work		30
Financial	30%	30

Only candidates obtaining a minimum of 70% point would be considered for the Financial Evaluation.

XV. Competencies

Corporate Competencies :

- Committed to the highest regards of professionalism, impartiality, accountability, transparency, ethics, and integrity.
- Displays cultural, gender, religion, race, nationality, ethnicity, and age sensitivity and adaptability.
- Demonstrates substantial experience in gender equality and social inclusion.
- Treats all people fairly without favouritism.

Functional Competencies:

- Ability to work effectively within a team and develop good relationships with counterparts and stakeholders.
- Ability to synthesize research and conclude the related subjects.
- Ability to pay attention to details.
- Demonstrates transparency and provides feedback to all those who will contribute to the evaluation.
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing.
- Ability to establish effective working relations in a multicultural team environment.
- Commitment to accomplish work.
- Responds positively to critical feedback.
- Results and task oriented.

This TOR is accepted by:

Signature: _____

Name: _____

Date of signature: _____

XI. TOR annexes

- Annex 1. Project Logical Framework and Theory of Change
- Annex 2. List of the main stakeholders and their roles in evaluation
- Annex 3. List of documents to be considered for the evaluation desk review
- Annex 4. Required Evaluation Matrix Template
- Annex 5. Standard outline for an evaluation report
- Annex 6. Code of Conduct
- Annex 7. Quality Checklist for Inception Report
- Annex 8. Quality Checklist for Evaluation Report
- Annex 9. Template for Evaluation Matrix
- Annex 10. Template for Feedback Matrix
- Annex 11. Results Assessment Form

Annex 2 – List of documents/reports consulted

Project-related documents

- Project Document “Strengthening Local Climate Action”
- Project budget and disbursements
- Progress reports

Project deliverables

- Climate Change Gender Baseline Study
- Feasibility studies
- Final Summary Report by Pepeko
- MRV System Report for Prizren and Suharekë/Suva Reka
- Municipality of Prizren - Intervention Plan for Rural Development to Mitigate and Adapt to Climate Change 2023 – 2028
- Municipality of Suharekë/Suva Reka - Cross-Sectoral Intervention Plan (CSIP) for Climate Change 2023-2028
- Prizren Municipality GHG Inventory – Methodology Report and Results (February 2023)
- Suharekë/Suva Reka Municipality GHG Inventory – Methodology Report and Results (February 2023)
- PLANI I MOBILITETIT TË QËNDRUESHËM URBAN 2024-2034 - Komuna e Prizrenit
- PLANI I MOBILITETIT TË QËNDRUESHËM URBAN 2024-2034 - Komuna e Suharekës
- Sustainable Food Systems Roadmap for Prizren and Suharekë/Suva Reka Municipalities
- MRV System Report for Prizren and Suharekë/Suva Reka

UNDP documents

- UNDP results and resources framework (to be an integral and translated part of the CPD that is translated and submitted to the Executive Board)

Annex 3 – List of people interviewed (anonymized)

Code	Gender
1 – SLCA – Eval	Man
2 – SLCA – Eval	Woman
3 – SLCA – Eval	Woman
4 – SLCA – Eval	Woman
5 – SLCA – Eval	Woman
6 – SLCA – Eval	Woman
7 – SLCA – Eval	Man
8 – SLCA – Eval	Man
9 – SLCA – Eval	Man
10 – SLCA – Eval	Woman
11 – SLCA – Eval	Man
12 – SLCA – Eval	Man
13 – SLCA – Eval	Man
14 – SLCA – Eval	Man
15 – SLCA – Eval	Man
16 – SLCA – Eval	Man
17 – SLCA – Eval	Man
18 – SLCA – Eval	Woman
19 – SLCA – Eval	Woman
20 – SLCA – Eval	Man
21 – SLCA – Eval	Man
22 – SLCA – Eval	Man

Code	Gender
23 – SLCA – Eval	Man
24 – SLCA – Eval	Man
25 – SLCA – Eval	Woman
26 – SLCA – Eval	Woman
27 – SLCA – Eval	Woman
28 – SLCA – Eval	Woman
29 – SLCA – Eval	Woman
30 – SLCA – Eval	Woman
31 – SLCA – Eval	Woman
32 – SLCA – Eval	Woman
33 – SLCA – Eval	Man
34 – SLCA – Eval	Man
35 – SLCA – Eval	Man
36 – SLCA – Eval	Man
37 – SLCA – Eval	Man
38 – SLCA – Eval	Man
39 – SLCA – Eval	Man
40 – SLCA – Eval	Man
41 – SLCA – Eval	Woman
42 – SLCA – Eval	Woman
43 – SLCA – Eval	Woman
44 – SLCA – Eval	Woman

Total: 45 stakeholders, of which 24 men and 20 women

Annex 4 – Evaluation Matrix

Evaluation questions	Indicators	Sources	Data collection methods	Data analysis methods
Evaluation criterion: Relevance				
EQ1. To what extent does the project address the climate needs and priorities of local level, incorporating gender-sensitive, human rights-based and digitalisation approaches?	Ind: Degree of alignment of project actions to stakeholders' climate needs and priorities at local level incorporating gender-sensitive, human rights-based and digitalisation approaches	ProDoc, Progress Report, UNDP staff, and Project stakeholders	Desk review, Interviews, FGDs	Triangulation
EQ2. To what extent were local contexts and capacities for reporting, measuring, and verifying GHG emissions and for climate change cross-sectoral development considered in the project's design and implementation?	Ind: Degree of consideration of local contexts and capacities for reporting, measuring, and verifying GHG emissions and for climate change cross-sectoral development reflected in the project's design and implementation. Ind: Identification of any omission/mistake occurred in the identification of elements of the local contexts and capacities during the the project's design and implementation	ProDoc, Progress Report, UNDP staff, and Project stakeholders	Desk review, Interviews, FGDs	Triangulation
EQ3. Was the Theory of Change of the project logic feasible and realistic?	Ind: Identification of feasible and realistic elements of the TOC. Ind: Identification of elements of elements of the TOC that were not considered in the project's design and implementation	ProDoc, Progress Report, UNDP staff, and Project stakeholders	Desk review, Interviews, FGDs	Triangulation
EQ4. To what extent was the initiative in line with the UNDP mandate and priorities as per its corporate Results and Resources Framework in Kosovo?	Ind: Identification of UNDP priorities promoted in the project design and implementation	ProDoc, Progress Report, UNDP staff	Desk review, Interviews	Triangulation
Evaluation criterion: Effectiveness				
EQ5. To what extent were the outputs delivered?	Ind: Project delivery against its output indicators and targets	ProDoc, Progress Report, UNDP staff, Project stakeholders, and project sites	Desk review, Interviews, FGDs, site visits	Triangulation
EQ6. To what extent was the project outcome achieved?	Ind: Identification of evidence of the achievement	ProDoc, Progress Report, UNDP staff, Project stakeholders	Desk review, Interviews, FGDs	Triangulation Attribution, contribution and association analysis
EQ7. To what extent did the project contribute to the improvement of the capacities of the local partner municipalities in terms climate change reporting, measurement and verification?	Ind: Identification of contributing factors to the improvement of the capacities of the local partner municipalities in terms climate change reporting, measurement and verification	Progress Report, and Project stakeholders	Desk review, Interviews, FGDs	Triangulation Attribution, contribution and association analysis
EQ8. To what extent did the project contribute to the promotion of cross-sectoral climate change approaches?	Ind: Identification of the promotion of cross-sectoral climate change approaches Ind: Identification of contributing factors	Progress Report, and Project stakeholders	Desk review, Interviews, FGDs	Triangulation Attribution, contribution and association analysis
EQ9. To what extent the project approach was successful in achieving effective engagement with stakeholders, including the women and marginalized groups?	Ind: identification of engagement processes and assessment of their effectiveness	ProDoc, Progress Report, UNDP staff, Project stakeholders	Desk review, Interviews, FGDs	Triangulation Attribution, contribution and association analysis
EQ10. Did the project contribute to gender equality, the empowerment of women and to the promotion of e a human rights-based approach?	Ind: Identification of contributing factors to gender equality, the empowerment of women and to the promotion of e a human rights-based approach (pilot project)	ProDoc, Progress Report, UNDP staff, Project stakeholders	Desk review, Interviews, FGDs	Triangulation Attribution, contribution and association analysis

EQ 11. Did the project contribute to the Results and Resources Framework in Kosovo priorities?	Ind: Identification of evidence of the contribution to the Results and Resources Framework in Kosovo priorities	ProDoc, Progress Report, UNDP staff	Desk review, Interviews	Triangulation Attribution, contribution and association analysis
Evaluation criterion: Efficiency				
EQ12. To what extent were the resources used efficiently?	Ind: Extent to which there was an efficient and economical use of financial and human resources and strategic allocation of resources (funds, human resources, expertise, etc.) to deliver outputs and achieve the outcome. Ind: Identification of possible and plausible alternative ways for allocation of resources that could have led to better deliveries and achievement.	ProDoc, Progress Report, Financial Reports, UNDP staff, Project stakeholders	Desk review, Interviews, FGDs	Triangulation Attribution, contribution and association analysis
EQ13. How well the various activities transformed the available resources into the intended results in terms of quantity, quality, timeliness compared to the plan included in the ProDoc?	Ind: Degree of matching between ProDoc expectations and actual delivery and justification	ProDoc, Progress Report, UNDP staff, Project stakeholders, and project sites	Desk review, Interviews, FGDs, site visits	Triangulation
EQ14. Were resources at disposal of the project adequate for integrating gender equality and human rights?	Ind: Identification and assessment of their adequacy for integrating gender equality and human rights	ProDoc, Progress Report, UNDP staff, Project stakeholders	Desk review, Interviews, FGDs	Triangulation
Evaluation criterion: Sustainability				
EQ15. To what extent the benefits of the project are likely to be sustained after its closure?	Ind: Identification of elements that bode well for the sustainability of project benefits after its closure.	ProDoc, Progress Report, UNDP staff, Project stakeholders	Desk review, Interviews, FGDs	Triangulation
EQ16. Are there any risks that may jeopardize the likelihood that project benefits are sustained after its closure?	Ind: Identification of risks and their severity	ProDoc, Progress Report, UNDP staff, Project stakeholders	Desk review, Interviews, FGDs	Triangulation
EQ17. What is the likelihood that gender and human rights issues promoted by the project will be supported after the project's closure date?	Ind: Identification of gender and human rights issues promoted by the project and identification of evidence of likelihood of support after project's closure date.	ProDoc, Progress Report, UNDP staff, Project stakeholders	Desk review, Interviews, FGDs	Triangulation
EQ18. To what extent the lessons learned were kept and document by the project team continually and shared with appropriate parties who could learn from the project?	Ind: Extent to which lessons learned were kept and document by the project team continually and shared with appropriate parties.	ProDoc, Progress Report, UNDP staff, Project stakeholders	Desk review, Interviews, FGDs	Triangulation