



Independent
Evaluation
Office

United Nations Development Programme

INDEPENDENT UNDP PROGRAMME EVALUATION KOSOVO

ANNEXES

CONTENTS

ANNEX 1. TERMS OF REFERENCE.....	2
ANNEX 2. EVALUATION MATRIX.....	13
ANNEX 3. KOSOVO AT A GLANCE	21
ANNEX 4: UNDP KOSOVO OFFICE AT A GLANCE.....	24
ANNEX 5. PROJECT LIST	29
ANNEX 6. DOCUMENTS CONSULTED	31
ANNEX 7. STATUS OF RRF PROGRAMME OUTCOME & OUTPUT INDICATORS.....	34
ANNEX 8: PERFORMANCE RATING	39

ANNEX 1. TERMS OF REFERENCE



Independent Programme Evaluations in the Western Balkans

(Bosnia & Herzegovina, Serbia, Kosovo¹ and North Macedonia)

Terms of Reference

A. Background

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts **Independent Programme Evaluations (ICPEs)** to capture and demonstrate evaluative evidence of UNDP's contribution to domestic development priorities, as well as effectiveness of UNDP's strategy in facilitating and leveraging domestic efforts for achieving development results. The purpose of an ICPE is to: i) support the development of the next UNDP Programme Document (CPD), ii) strengthen the accountability of UNDP to local stakeholders, iii) strengthen the accountability of UNDP to the Executive Board, and iv) contribute to institutional learning, knowledge generation and sharing.

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.² The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and local ownership. Based on the principle of local ownership, IEO seeks to conduct ICPEs in collaboration with the central and local authorities where the Programme is implemented.

The IEO is undertaking Independent Programme Evaluation (ICPE) of four jurisdictions in the Western Balkans (Bosnia & Herzegovina, Serbia, Kosovo and North Macedonia), each of which goes to the UNDP Executive Board in 2025 for the approval of their new Programme Documents (CPDs).

Each of these ICPEs will examine UNDP's work at the CO level during the ongoing programme cycle 2021-2025. Results of the ICPEs are expected to provide a set of forward-looking recommendations as input to the new CPD development process for the next Programme development. The output of this multi-CO evaluation will include four ICPE Reports (one for each office).

The last ICPEs for these offices were conducted in 2018/2019.³ The evaluation will be conducted in 2024 towards the end of the current UNDP programme cycle (2021-2025), with a view to contributing to the preparation of UNDP's new programme starting from 2026. The ICPE will be conducted in close collaboration with the respective governments of Bosnia & Herzegovina, Kosovo, North Macedonia and Serbia, and UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBEC).

B. Overview of the UNDP programme in the Western Balkans

The UNDP Programmes in the Western Balkans are aligned with the UNDP Strategic Plan 2022-2025 objectives of a #FutureSmartUNDP and work closely with central and local institutional counterparts, and diverse partners to expand people's choices and reduce inequalities. Across the four jurisdictions, UNDP's work has generally centered around:

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

² <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>.

³ <http://web.undp.org/evaluation/evaluations/assessment-of-development-results.shtml>

- Supporting effective, transparent and people-centered governance through improved institutional and regulatory frameworks, with emphasis in digital and green solutions, gender, youth, and SDG acceleration.
- Promoting and strengthening transparency and effectiveness in anti-corruption, police, and rule of law sectors, with emphasis on human rights.
- Boosting economic development and particularly innovative, green jobs and livelihoods for women, rural poor and other vulnerable groups, focusing on new types of economies, economic and fiscal instruments, and public-private partnerships.
- Strengthening local capacities regarding climate change challenges, resilience-building and gender-responsive public and private investments in effective disaster management,
- Supporting the green transformation, energy poverty and insecurity, mainstreaming ecosystem-based and environment-health nexus approaches, including the promotion of for energy-efficient and renewable sources and reducing environmental impacts and risks to human health through cross-sectoral policies, financing and actions.

UNDP stimulates innovative solutions through the implementation of impact acceleration programmes, by convening a wide range of stakeholders and promoting inclusive and people-centered policy development processes. While overall focusing on UNDP's core areas of work and where comparative advantages can be leveraged best, the four UNDP Programmes have had a unique focus in the following areas during the period under review.

Bosnia and Herzegovina: The Programme contributes to three out of five outcomes of the UNSDCF- sustainable and inclusive growth; people-centered governance; and social cohesion- ensuring synergies across all three areas. It blends with the 2030 Agenda, EU accession and Green Deal priorities. To foster sustainable and inclusive growth, the Programme integrates environment and economic development sectors towards a low-carbon economy with a focus on environment protection and resilience especially in productive sectors and the fast-growing industries. It supports economic recovery from the COVID-19 pandemic crisis by introducing e-business, e-commerce and digital economy assistance packages to small businesses, and its transition towards circular, low-carbon production cycles. It promotes implementation of nature-based solutions, essential for tackling multiple developmental challenges resulting from climate crises, inequality or poverty.

To integrate the SDGs into planning and budgeting, UNDP supports authorities in country/territory-wide harmonized strategic planning and alignment of public finances to create conditions to catalyze private sector financing for sustainable development. UNDPs local governance portfolio focuses on quality and inclusive service delivery, digital transformation, e-governance, improving effectiveness and transparency of law enforcement institutions and public finance management, as well as future cities and sustainable urban development. To promote social cohesion, UNDP supports active and inclusive communities and civil society for sustained dialogue among people, including those marginalized, and between people and authorities.

North Macedonia: UNDP Programme contributes to three of the four UNSDCF outcomes- inclusive economic and social development; enhanced climate action, natural resources and disaster risk management; and transparent and accountable governance. It aims for system transformation by addressing gaps in legislative and institutional frameworks and capacities, leading to accelerated, more inclusive and greener economic growth. UNDPs efforts to address poverty and social exclusion aim to engage public and private stakeholders to invest in the business ecosystem with a focus on entrepreneurship, enhanced value chains, and trade and focus on digital transformation and 'up-skilling' the labour market through both formal and non-formal technical and vocational education and training, as the economy recovers from the pandemic, including digital transformation.

Within the climate change and natural resource management portfolio, its work focuses on strengthening policy frameworks and local capacities for climate change adaptation and mitigation, efficient management of ecosystem resources, especially water, and disaster risk reduction, to reduce greenhouse gas emissions and increase the coping capacities and rural livelihoods and boost green and resilient recovery from the pandemic. To ensure effective, people-centered governance and rule of law, UNDP supports capacity development in strategic planning, regulatory and oversight at the central and municipal-level for decision-making, budgeting and execution to promote economic

development, service delivery, and public participation in the context of ongoing decentralization. These changes not only aim to contribute to transparent and accountable governance and social cohesion in the country, but also reaffirm institutional commitment to EU accession and the fundamentals for building trust by increasing access to justice, protecting the rights of vulnerable groups, reducing barriers for gender equality and women's empowerment and creating a stronger legal environment for civil society organizations.

Serbia: UNDP Programme in Serbia responds to three strategic priorities of the UNSDCF- harnessing the full potential of a green, sustainable, and inclusive economy; promoting well-being, social equity and human potential; and building trust and mutual accountability through rule of law, rights and duties agenda- ensuring synergies across the three outcomes to deliver integrated solutions. Within the first priority, UNDPs interventions focus renewables and energy efficiency challenges, in line with the Government's plans to provide safe, affordable and clean energy to its residents, as well as raising the public ambition to combat climate change and increasing resilience to natural and human-induced risks. It focuses on creating green technological solutions, identifying opportunities and investments to implement EU Green Deal, commodity chains and disaster financing and circular economy and promoting nature-based solutions to climate change adaptation and mitigation for tackling multiple developmental challenges related to climate crisis, inequality, poverty, insecurity and migration.

Within the second priority, UNDPs work focuses on addressing the depopulation challenge, in line with the Government's Strategy on Economic Migration 2021-2027 linking the diaspora outside the country to create conditions to harness untapped human and social capital among older populations, youth and the vulnerable communities with an aim to make the businesses and labor market more inclusive and resilient, broker new partnerships, develop innovative employment and financing modalities and accelerate progress. UNDPs work under the third priority, focuses on interventions to improve the transparency, accountability and efficiency of public institutions at central and local levels to support high-quality services for people and businesses, and build an efficient public administration that enhances economic stability and living standards. This includes strengthening capacities improved financial management, better information and communication technologies, digital transformation across public administration and health systems, combating the digital divide and ensuring equal opportunities for all.

Kosovo: UNDP programme of work in Kosovo builds on its 25 years of presence to promote sustainable development goals. It focuses on four key strategic areas- promoting accountable governance; inclusive growth and climate resilience; digital transformation; and gender equality and women's empowerment. Working with the legislative and executive bodies, at central and municipal levels, to support democratic, accountable, and functioning governance systems, UNDPs interventions focus on policy development, institutional and individual capacity development to combat anti-corruption, strengthen rule of law, promote transparency and integrity of institutions, improve access to justice, enhance public safety and security and foster a culture of transparency, and social cohesion. Central to its approach is the integration of gender considerations, human rights and leaving no one behind in its programming. UNDP supports drafting of legislations and laws and builds the capacity of public officials and legal practitioners in addressing illicit financial flows, implementing anti-corruption preventive and asset recovery measures to tackle corruption cases. To promote human safety and security, UNDP supports Kosovo in addressing small arms and light weapons control, combating illicit arms trafficking as well as combating cybercrime.

To promote inclusive and green growth and move to a low carbon economy, UNDP support includes reducing poverty and inequalities, creating decent and sustainable employment, ensuring protection and sustainable use of natural resources, identification of green investment strategies and enhanced capacities for monitoring, forecasting and early warning for climate risks and disasters. It supports the development of inclusive social protection policies, while actively providing targeted support for livelihood recovery post COVID-19. Through its commitment to promote gender equality and women's empowerment UNDPs support aims to address the root causes of inequalities and vulnerabilities while increasing access to services, participation in decision-making, public representation, access to justice, finance and labor market for an inclusive, green and intelligent economy.

C. Scope of evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP Programme in order to feed into the process of developing the new Programme. The ICPEs will focus on the present programme cycle (2021-2025) while taking into account interventions which may have started in the previous programme cycle (2016-2020) but continued or concluded in the current programme cycle.

As a country/territory-level evaluation of UNDP, the ICPE will focus on the formal UNDP Programme and RRF approved by the Executive Board but will also consider any changes from the initial CPD during the period under review. The scope of the ICPE will include the entirety of UNDPs activities in the country/territory and will therefore cover interventions funded by all sources, including core UNDP resources, donor funds, government funds, joint funds etc. Efforts will also be made to capture the role and contribution of UNV, UNCDF, if any, through undertaking joint work with UNDP.

The **overall objectives** of the ICPEs are:

- To assess UNDP's performance in contributing to the Programme outcome goals as defined in the CPD Results and Resource Frameworks to support domestic development priorities. Focus will be placed on objectives and results linked to gender equality and women's empowerment (GEWE), Leaving no one behind (LNOB), convergence of programme components, as well as UNDP's strategic positioning.
- To identify and document key lessons learned, good practices and innovations in implementing the current Programmes that can inform and support efforts for scale-up and replication.
- To provide a set of forward-looking and actionable recommendations to strengthen programmatic strategies in the design of the next Programmes, taking into consideration domestic development priorities, the next UN Cooperation Framework and the 2030 Agenda for Sustainable Development.

The ICPEs are expected to inform the development and implementation of the next Programme Documents, while contributing to strengthen accountability of UNDP to local and international stakeholders, as well as to the Executive Board.

D. Key evaluation questions and guiding principles

The ICPE will examine the major programmatic, strategic and operational aspects of CPD implementation by effectively addressing the following **key evaluation questions (KEQs)**:

1. To what extent has the UNDP Programme strategically addressed development priorities and the needs of its main stakeholders, including those at risk of being left behind?
2. To what extent was UNDP able to adapt its positioning and programmatic response to shifts in context and other changes in the operating environment, leveraging comparative strengths?
3. To what extent were UNDP approaches and interventions successful in achieving the intended objectives of the Programme and contributing to broader, longer-term development goals?
4. To what extent did internal and external factors influence UNDP's ability to deliver its programme efficiently and maximize contributions?

Evaluation questions 1 addresses the **relevance** and **coherence** of the work, strategies and approaches of UNDP to the identified development challenges, domestic priorities and the needs of targeted stakeholders. The evaluation will assess the thematic and geographic coverage of the programme and examine the internal and external coherence of the CPD and associated portfolios. This includes the extent to which UNDP is integrating GEWE and LNOB principles by ensuring meaningful participation of those at risk of being left behind and fostering public commitment, ownership and accountability.

Evaluation question 2 assesses UNDP **strategic positioning** and the extent to which the organization has leveraged its comparative strengths in terms of partnerships, approaches and innovation. In particular, the role of convenor, and engagement and partnerships will be analysed as part of UNDP's strategic and programmatic response to development challenges, along with the ability to drive innovation. Moreover, it examines the responsiveness of UNDP to structural and context-specific factors, and ability to remain relevant and strategic in leveraging its comparative advantages and providing unique added value.

Evaluation question 3 examines the **effectiveness** and **sustainability** of UNDP interventions, scrutinizing results (achieved or not) at the output and outcome levels. It assesses the extent to which results have contributed to the intended CPD objectives and sustainable long-term development outcomes.⁴ The evaluation will identify and examine both positive and negative outcomes, direct or indirect, including those that were unintended but arose from the interventions. In addition, the extent to which conditions for sustainability were generated and the identified results are likely to be maintained will be evaluated.

Evaluation question 4 assesses the **efficiency** and adaptability of UNDP expertise, resource allocation and operations in delivering programmatic results during the CDP cycle.⁵ More specifically, the strategic utilization of resources, as well as the suitability of managerial and operational practices are analysed. This includes examining the inherent relationship between UNDP performance and internal and external factors of influence, and the ability and agility to mitigate constraints or to seize opportunities.

To answer these overarching key evaluation questions, the evaluation team(s) will develop sub-questions as part of the evaluation matrix to further focus the evaluation.

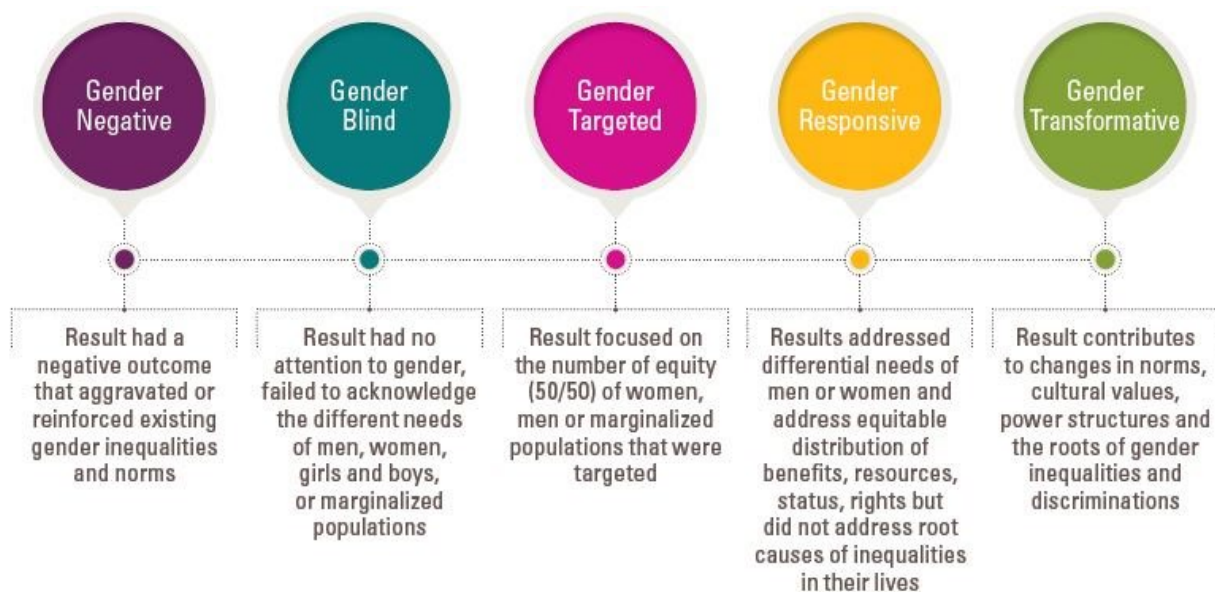
The ICPEs will apply UNDP's **core guiding principles**, such as: (i) inclusive and participatory approach for stakeholder engagement, (ii) focus on utility and utilization, (iii) integration of cross-cutting issues (leave no one behind, gender equality and women's empowerment, social and environmental standards). Special attention will be devoted to the mainstreaming of gender equality and women's empowerment (GEWE) across the strategic, programmatic, and operational aspects of the analysis. To assess gender across the portfolio, the evaluation will use the gender marker⁶ and the gender results effectiveness scale (GRES)⁷, and reflect gender analysis in evaluation findings, conclusions and concrete recommendations and action points.

⁴ Recommendations and the implementation of the management responses of previous evaluations will be integrated in the analyses.

⁵ Results and recommendations of the last OAI conducted audit will be taken into consideration.

⁶ A corporate tool to sensitize programme managers in advancing GEWE through assigning ratings to projects during project design to signify the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

⁷ The GRES, developed as part of the corporate evaluation on UNDP's contribution to gender equality and women's empowerment, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.



E. Evaluation approach and methodology

The ICPEs will be conducted in accordance with the United Nations Evaluation Group (UNEG) Norms & Standards, Ethical Guidelines and Codes of Conduct for Evaluation.⁸ They are summative in nature, with a set of a forward-looking recommendations.

The detailed evaluation design will be developed by the evaluation team during the inception phase, in close consultation with the IEO Lead Evaluator and other key evaluation stakeholders. The design will specify how data collection and analysis methods integrate GEWE and LNOB considerations throughout the evaluation process, as well as ensure stakeholder engagement and participation.

The ICPE will be conducted at the **outcome-level** using a **Theory of Change (ToC) approach** (developed by the UNDP Programme and reconstructed for the entire Programme for each ICPE). It will allow to better understand how and under what conditions UNDP's interventions are expected to lead to the specific CPD outcomes. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended Programme outcomes. As part of this analysis, the implementation of the Programme over the evaluation period will also be examined, covering the capacity to adapt and the level of responsiveness to changing needs and priorities. Where possible and appropriate, the evaluation will seek to obtain evidence as to what may or may not have occurred in the absence of UNDP's programme.

The ICPEs will rely on a mix of quantitative and qualitative data through the use of secondary and primary sources. The evaluation design will specify how data collection and analysis methods will be participatory and integrate cross-cutting issues and ethical concerns. Primary data gathering will entail both remote and in-person key informant interviews and/or focus group discussions with a wide range of stakeholders at central and decentralized levels. Other detailed primary data collection methods will be defined in the evaluation matrix. For the design of the evaluation methodology the following aspects will be taken into account.

Evaluability assessment: As part of the inception phase, the evaluation team will assess to ascertain the available information, identify data constraints, and determine the data collection needs and methods. The methodology

⁸ [UNEG Norms and Standards of Evaluation \(2016\)](#); [UNEG Ethical Guidelines \(2020\)](#); [UNEG Code of Conduct \(2008\)](#)

should be aware of and prepared to take advantage of the available monitoring data, reports, external evaluations and studies conducted within Programmes.

Relevant documents for an in-depth desk review will be made available, including, among others, background documents on the regional, sub-regional and local context, documents prepared by international partners and other UN agencies during the period under review; project and programme documents such as workplans, progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs) and project and programme evaluations conducted by the CO, regional bureau and partners, including the quality assurance and audit reports.

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

Project and portfolio analysis: The unit of analysis are both the portfolio and project level linked to the CPD outcomes, while also looking into aspects of cross-fertilization and synergies. A number of projects that represent a cross-section of UNDPs work should be selected for in-depth review and analysis at the country/territory level based on the programme coverage (projects covering the various thematic and cross-cutting areas); financial expenditure (a representative mix of both large and smaller projects); maturity (covering both completed and active projects); and the degree of "success" (coverage of successful projects, as well as projects reporting difficulties where lessons can be learned).

Country/Territory validation mission and key informant interviews: Country/Territory validation mission for data collection will be undertaken to the UNDP programme countries/territory to gather evidence and validate findings, including field visits to projects selected for in-depth review. While interviews with key internal stakeholders [i.e., COs' management, programmatic and technical staff at the country/territory level, focal points at the Istanbul Regional Hub and at the UNDP Headquarters], as well as development partners and donors can be conducted remotely, the in-country/in-territory validation mission should focus on external local stakeholders and targeted groups / beneficiaries. A multi-stakeholder approach should be followed, and interviews will include institutional representatives, civil society organizations, private sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme.

Programme Performance Rating: The ICPEs will provide a numerical rating to each of the UNDP Programme to summarize the country/territory performance during the CPD in accordance with the five OECD DAC criteria.

Each criteria has a set of sub-criteria and corresponding indicators. A set of guiding questions is provided for each indicator to promote uniformity across evaluations as per the IEO approved Rating System Manual.⁹ A four point scale will be used to rate the Programme performance, where: 4= Fully Achieved/ Exceeds Expectations, 3= Mostly Achieved, 2= Partially Achieved and 1=Not Achieved.

Rating System Criteria and Sub-criteria

Evaluation Criteria	Rating system sub-criteria
1. Relevance	1.A. Adherence to domestic development priorities 1.B. Alignment with United Nations/ UNDP goals 1.C. Relevance of programme priorities
2. Coherence	2.A. Internal programme coherence 2.B. External programme coherence

⁹ See: http://web.undp.org/evaluation/documents/rating_system/UNDP_IEO_RatingSystem_Manual.pdf

3. Efficiency	3.A. Timeliness 3.B. Management and operational efficiency
4. Effectiveness	4.A. Achievement/ eventual achievement of stated outputs and outcomes 4.B. Programme inclusiveness (especially those at risk of being left behind) 4.C. Prioritization of gender equality and women's empowerment 4.D. Prioritization of development innovation
5. Sustainability	5.A. Sustainable capacity 5.B. Financing for development

Triangulation and validation: The quality of the evaluation will rely on a rigorous triangulation approach that will consist in cross-referencing data from different sources and methods to support findings and conclusions. The evaluation matrix will be used to guide how each of the questions will be addressed and organize the available evidence by key evaluation question. This should facilitate the analysis and support the external consulting teams in drawing well substantiated conclusions and recommendations.

Evaluation quality assurance: Quality assurance and control for the ICPEs will be conducted in line with IEO principles and criteria, to ensure a sound and robust evaluation methodology and analysis of the evaluation findings, conclusions and recommendations. A peer review process is part of the quality assurance, including both an internal IEO and external review to ascertain the quality of the methodology, triangulation of data and analysis, independence of information and credibility of sources. The consulting teams should define and outline their internal quality assurance mechanisms and actions in the evaluation methodology.

E. Evaluation process

The four ICPEs will be conducted according to the approved IEO evaluation processes and methodologies. The following represents a summary of the key evaluation phases, the different processes, and activities to be conducted:

Phase 1: Preparatory work. The IEO will prepare the ICPE Terms of Reference and recruit an external evaluation team for the four ICPEs in Western Balkans. In collaboration with the UNDP COs, IEO will compile (for each country/territory) project tables, financial information, relevant documents and secondary data sources for the in-depth desk review, which will be made available through SharePoint folders to the external evaluation team. The evaluation team is expected to prepare an Inception Report for each ICPE that covers i) the evaluation matrix, including sub-questions with the definition of judgement criteria and indicators, evaluability analysis of the Programme portfolio, the selection of data collection tools and sources, ii) and the evaluation methodology.

Phase 2: Desk analysis. Evaluation team members will conduct an in-depth desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection. The data collection will be supplemented by scoping interviews (remote) with key internal stakeholders, including UNDP HQ, country/territory and regional offices staff, and/or by administrating an online survey. Based on the desk analysis, survey results and preliminary discussion with the regional and country/territory level focal points, the external evaluation teams will prepare a Country/Territory Analysis Paper (pre-validation mission) focused on the hypothesis to be tested, preliminary findings, data gaps, as well as field data collection, list of stakeholders to be consulted and validation mission plans. The activities to be conducted during this phase should allow for the provision of preliminary responses to each evaluation question, stating the evidence / information already gathered and its limitations.

Phase 3: Interview and field data collection. This phase aims at validating the preliminary responses derived during the desk review and completing the analysis through primary data collection. The evaluation team will undertake validation missions to each of the ICPE countries/territory to engage in data collection activities and validation of preliminary findings. These validation missions will be up to 10-12 days per country/territory and the evaluation team shall ensure an adequate level of consultation with and involvement of the different stakeholders. The IEO Lead Evaluator will facilitate the liaising with COs ICPE focal points and the RBEC Regional Bureaux focal point(s) in Istanbul.

The evaluation team, in consultation with the ICPE CO focal point, is responsible to coordinate and arrange meetings for the validation mission. The evaluation team is expected to focus their primary data collection with key central and local stakeholders, partners and collaborators, as well as beneficiaries of the UNDP programmes. The evaluation team will use the most reliable and appropriate sources of information, respect the rights of individuals to provide information in confidence, and be sensitive to the beliefs and customs of local social and cultural environments. At the end of the validation mission, the evaluation team will hold a debriefing presentation, summarise their work, analyse the reliability and coverage of data collection, and present preliminary findings in each of the UNDP offices.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the external evaluation teams will initiate the analysis and synthesis process to prepare the ICPE report for each of the countries/territory in the Western Balkans. The “zero draft” of the ICPE report will be subject to peer review by the IEO lead evaluator, the IEO internal peer review team (IEO Directorate, CPE Chief of Section, and designated IEO reviewer) and two external peer reviewers. Following the peer review process, the first official draft report will be circulated to the respective CO and the UNDP Regional Bureaux for any factual corrections and comments. Following the integration of the CO and RBx comments on each ICPE report, the second draft ICPE report will be sent to UNDP COs for sharing with local stakeholders in each country/territory for their comments. Any necessary additional corrections will be made, and UNDP CO management will prepare the required management response, under the oversight of the regional bureau. The report will then be shared at a final stakeholder debriefing where the results of the evaluation, together with the CO’s management response, will be shared with key local stakeholders. Ways forward will be discussed with a view to creating greater ownership by local stakeholders in taking forward the recommendations and strengthening public accountability of UNDP. Taking into account the discussion at the stakeholder event, the ICPE report will be finalized.

Phase 5: Publication and dissemination. The ICPE reports with their brief summaries will be widely distributed in electronic versions. The individual ICPE reports will be made available to the UNDP Executive Board at the time of approval of the new Programme Documents in June and September 2025. The UNDP COs and the respective Authorities will disseminate the report to stakeholders in each country/territory. The individual reports with the management response will be published on the UNDP website¹⁰ as well as in the Evaluation Resource Centre. The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.¹¹ Different communication products and channels used by the IEO will support dissemination of the ICPE results within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region.

F. Management Arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the evaluation in consultation with the UNDP offices in Bosnia & Herzegovina, Kosovo, North Macedonia and Serbia, UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBEC), the respective authorities and UNDP’s local, regional and international partners. IEO will recruit an external evaluation team to undertake the four ICPEs. The ICPE team will be supported by IEO Research Analysts who will assist with data and information compilation, and research support when deemed necessary and on case-by-case basis. In addition, IEO support teams (Operations, IT and Communication) will provide support and assistance in relation to contract management, access to IEO information platforms and resources, and communication-related activities. IEO will lead and manage the evaluation and meet all costs directly related to the conduct of the evaluations.

UNDP Offices: UNDP offices in Bosnia & Herzegovina, Kosovo, North Macedonia and Serbia will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP’s programmes, projects and activities is available to the team and provide factual verifications of the draft report on a timely basis. Each office will provide the evaluation team in-kind organizational support (e.g.

¹⁰ web.undp.org/evaluation

¹¹ erc.undp.org

arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). Where travel is not possible due to scheduling constraints or remoteness or for security reasons, the CO will support IEO to coordinate these virtually. To ensure the anonymity of interviewees and independence of the views expressed, office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. Towards the later part of the evaluation, the office will jointly organize the final stakeholder meeting, ensuring participation of key institutional counterparts, through a videoconference with the IEO, where findings and results of the evaluation will be presented. Once the evaluation report is finalized, the CO will prepare a management response in consultation with the Regional Bureaux and support the outreach and dissemination of the final evaluation report.

UNDP Regional Bureau for Europe and the CIS (RBEC): IEO will work closely with the Regional Hub in Istanbul in coordinating the implementation of the ICPEs. RBEC will support the evaluation team through provision and sharing of information, identification and liaising with stakeholders, where needed, and also participate in discussions on evaluation findings, emerging conclusions and recommendations. Towards the later part of the evaluations, the regional Hubs and Bureau will participate in the final stakeholder debriefing and support the outreach and dissemination of the final reports.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for managing the ICPE, including preparing for and designing the evaluation as well as selecting the external evaluation team and providing methodological guidance. The LE will guide the synthesis process and the preparation of the draft and final evaluation reports.
- **Evaluation consultants:** IEO will recruit two to three international/local consultants who will undertake the ICPE and be responsible for their designated outcome areas. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis papers, and contribute to the preparation of the final ICPE report. The evaluation team will bring in evaluation and thematic expertise in one or more areas of UNDP work areas where the ICPE is conducted. These include, expertise in:
 - **Governance** (including institutional reforms, open government, evidence-based and people-centered policy making, anti-corruption, transparency and accountability, rule of law, police modernization and judicial reforms, modernization of public administration and service delivery, local governance, civic engagement, and related areas)
 - **Inclusive growth and sustainable economic development** (including social protection, SMEs and private sector engagement, youth and women employment, digitalization and technological development, emerging digital and green economies, and related areas).
 - **Environment and Natural Resources Management** (including health-environment nexus, climate change adaptation environmental governance, energy efficiency and renewable energy, environmental protection, extracting industries, accountable and sustainable business practices and green economies, e-mobility and smart urban development, and related areas).
- **Research Analyst:** An IEO research analyst will provide background research and will support the portfolio analysis.

G. Evaluation timeline and responsibilities

The timeframe and responsibilities for the evaluation process are tentatively¹² as follows:

¹² The timeframe and deadlines are indicative and may be subject to change.

Timeframe for the evaluation of UNDP Programmes in Bosnia & Herzegovina, Kosovo, North Macedonia and Serbia		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	IEO Lead Evaluator (LE)	January 2024
Finalization and recruitment of the external evaluation team	LE and IEO Operations Team	February 2024
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	External Evaluation Team	March 2024
Pre-validation mission scoping interviews and surveys (COs, RBEC Regional Programme and Regional Hub)	External Evaluation Team	March/April 2024
Preparation of draft pre-mission country/territory analysis papers	External Evaluation Team	April/May 2024
Phase 3: Data Collection and Validation		
Data collection and validation missions of up to 10-12 days per office (dates will depend on validation mission planning with the different COs and taking into consideration religious holidays and elections)	External Evaluation Team/ LE	Mid-April-June 2024
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and synthesis of data	External Evaluation Team/ LE	July-August 2024
Zero draft ICPE reports for clearance by IEO and External Reviewers	External Evaluation Team/ LE	August-September 2024
First draft ICPE reports for CO/RBEC review	CO/RBEC	October 2024
Second draft ICPE reports shared with authorities and local stakeholders for comments	CO/ Authorities	October-November 2024
UNDP CO management response to ICPE	CO/RBEC	November-December 2024
Final ICPE debriefings with stakeholders at central and local level	LE/ CO/ External Evaluation Team	January 2025
Phase 5: Production and Follow-up		
Editing and formatting	IEO	January 2025
Final reports and Evaluation Briefs	IEO	January 2025
Dissemination of the final reports	IEO/CO	February 2025

ANNEX 2. EVALUATION MATRIX

EVALUATION FRAMEWORK

Key evaluation questions	Evaluation Sub-questions	Indicators (IEO rating system)	Data sources
RELEVANCE The extent to which the programme objectives and design respond to country/territory, beneficiaries' needs, and continue to do so if circumstances change ; Degree of alignment with human development needs, UNDP's mandate, existing country/territory strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices			
KEQ1: To what extent has the UNDP Programme strategically addressed key development priorities and the needs of its main stakeholders, including those at risk of being left behind?	1. To what extent does the Programme [outcome area, portfolio or issue assessed] address the priorities set by relevant domestic policy frameworks, the SDGs and the heterogeneous needs of the most vulnerable populations?	Programme addresses major development priorities in the country/territory as defined in the country's/territory's development plan, SDGs, or sector policies. (Responsiveness to domestic priorities) Programme is responsive to groups at risk of being left behind. (Responsiveness to groups at risk of being left behind)	<ul style="list-style-type: none"> • Document review – CPD/RRF, 'National development plan', SDG framework, sector strategies, UNDP programme related documents, theory of change, stakeholder mapping. • Interviews with CO, Gov/ Authorities, and other Development Partners on UNDP's programme prioritization.
	2. To what extent is the Programme [outcome area, portfolio or issue assessed] aligned with the overall strategies and flagship solutions of UNDP and the UN System (UNSDCF)?	Programme responded to UNDP Signature Solutions. (Responsiveness to UNDP Signature Solutions)	<ul style="list-style-type: none"> • Document review – CPD, UN Sustainable Development Cooperation Framework (UNSDCF); UNDP Strategic Plan 2018-2021; mapping of UNDPs programmatic partnerships. • Interviews with UNCT, CO, Gov, and other development partners.
	3. What is UNDP's value added (if any) and comparative advantage/disadvantage in relation to other development initiatives/ actors operating in the country/territory?	Programme add value to ongoing efforts at the country/territory level. (Value addition)	<ul style="list-style-type: none"> • Document review – Domestic development priorities and sector-specific stakeholder mapping, including the work of UN agencies, UNCF, CPD, UNDP programme and project related documents. • Interviews/FGDs on UNDP's value added, ability to uniquely address gaps in existing development efforts.

	To what extent has the Programme [outcome area, portfolio or issue assessed] was able to respond to shifts in the local context and/or unexpected changes in circumstances to remain relevant?	<p>Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability.</p> <p>(Responsiveness to evolving development needs)</p>	<ul style="list-style-type: none"> • Document review – UNCT/UNDP meeting minutes, briefs and reports, institutional communication, UNDP programme and project documents, socioeconomic impact assessment, socioeconomic response plans, IWP/AWP, financial expenditure data. • Interviews on UNDP's timeliness, scope in responding to evolving development challenges.
	4. To what extent were gender issues integrated into and addressed in the Programme [outcome area, portfolio or issue assessed]?	<p>UNDP programme is responsive to gender-specific development concerns.</p> <p>(Responsiveness to gender concerns)</p>	<ul style="list-style-type: none"> • Document review – Domestic, UN reports on challenges in gender equality and women's empowerment; UNDP's CPD, gender strategy, Gender Seal results, Gender Marker ratings, and financial expenditure data, evaluations. • Interviews/FGDs on the extent UNDP's programme/ project design and implementation strategy reflected gender consideration.
<p align="center">COHERENCE</p> <p align="center">The compatibility of the programme within; and with other programmes in a country/territory; Internal and external coherence.</p>			
KEQ1: To what extent has the UNDP Programme strategically addressed key local development priorities and the needs of its main stakeholders, including those at risk of being left behind?	5. To what extent has the Programme design and implementation ensured complementarities and synergies among the different components of the Programme (internal coherence)?	<p>Linkages between projects, outputs and outcomes were identified and established to enhance UNDP contribution.</p> <p>(Linkages between programme levels)</p>	<ul style="list-style-type: none"> • Document review- CPD, programme strategy, ToC, project documents and design, IWP/AWP, ROARs, selection of indicators, monitoring data on programme synergies, evaluations. • Interviews with CO on the rationale behind programme construct, selection and design of projects under each output and outcome; with development partners on intra-programme coherence.
		<p>An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment, climate change adaptation and sustainable livelihood).</p> <p>(Integrated programming pursued)</p>	<ul style="list-style-type: none"> • Document review- Programme/project design (how it applied an integrated approach); Monitoring data on programme synergies, evaluations. • Interviews with CO on the extent of dialogue across different programme units and outcome areas to facilitate inter-programme synergies and coherence; how constraints were addressed; with development partners on programme synergies and internal coordination, opportunities taken /missed.
KEQ2: To what extent was UNDP able to adapt its positioning and programmatic	6. To what extent has the Programme design and implementation fostered synergies and reduced duplications with financial and	UNDP established strategic partnerships with <i>United Nations agencies</i> .	<ul style="list-style-type: none"> • Document review- UNCF for mapping of different UN agencies' expected areas of work; joint programme documents; UNCT working group documents; Monitoring data on enhanced

response to shifts in context and other changes in the operating environment, leveraging comparative strengths?	technical partners [<i>in alignment with the New Way of Working (NWOW) and the principles of Delivering as One</i>]?	(Strategic partnership with the United Nations agencies)	<p>outcome and enabling coherence in local development programme processes in the area assessed, evaluations.</p> <ul style="list-style-type: none"> • Interviews - Extent UNDP reached out to UN agencies operating in complementary areas under UNCF for joint efforts, collaboration, and coherence; and opportunities used/ missed.
		<p>UNDP articulated its unique role within the UN System at the country/territory level in the 'post delink' era, demonstrating its 'integrator role.'</p> <p>(Optimised integrator role)</p>	<ul style="list-style-type: none"> • Document review – CPD and other recent CO strategy papers, IWP/AWP, ROARs, evaluations. • Interviews on UNDPs positioning as an integrator within the UN system; whether areas were identified for operationalization; how UNDP invested in promoting its integrator role; examples of the role; what worked and why; how potential resistance to such a role was overcome.
		<p>UNDP established strategic partnerships with <i>bilateral actors/IFIs</i>.</p> <p>(Strategic partnerships with IFIs/ bilateral actors)</p>	<ul style="list-style-type: none"> • Document review – CPD; communication/ partnership/ resource mobilization strategies; programme/ project documents; mapping of bilateral actors/IFIs operating in similar issue areas; monitoring data on enhanced outcome and enabling coherence, evaluations. • Interviews – Extent UNDP established partnerships with bilateral agencies/IFIs (opportunities used/missed); how such partnerships contributed to enhanced outcomes and greater local development coherence.
	7. To what extent has UNDP fostered strategic partnerships with relevant local actors, including institutional entities, CSOs/NGOs, the private sector and academia?	<p>UNDP established strategic partnerships with institutional development initiatives.</p> <p>(Strategic partnership with authorities)</p>	<ul style="list-style-type: none"> • Document review- UNDP project documents; Monitoring data on integrated programming in local development programme processes in the area assessed, evaluations, partnerships survey results. • Interviews/FGDs on the extent UNDP proactively sought to engage the central and relevant line offices within the central institutions for enhanced local development process; applying a nuanced approach as required; extent UNDP enabled local programme coherence.
		<p>UNDP established strategic partnerships with <i>non-state actors</i> (e.g. the media, CSOs, academia, think tanks).</p> <p>(Strategic partnership with civil society)</p>	<ul style="list-style-type: none"> • Document review – CO strategy papers, Programme/ project documents, evaluations and other assessment reports for mapping of partnerships explored, evaluations. • Interviews – Extent UNDP has proactively reached out to (and applied a nuanced approach if needed) engaging with non-state

			actors to ensure their participation in programme design and implementation for results; opportunities missed.
		UNDP established partnerships with the <i>private sector</i> , identifying key areas for private sector development and engagement, and/or for facilitating SDG financing. (Strategic partnership with private sector)	<ul style="list-style-type: none">• Document review - Macro data on PSD investment in the country/territory; sectors with greater potential for private sector investment; CO strategy papers, programme/ project documents to see whether UNDP has a strategy for enabling private sector engagement; description of areas identified by UNDP for facilitating PSD; areas for private sector financing opportunities; challenges in private sector engagement; Monitoring data on private sector facilitation, evaluations.• Interviews on UNDP’s practice in seeking private sector engagement for its programme; its role and contribution in private sector facilitation for development financing; opportunities are taken/ missed.
EFFECTIVENESS			
The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.			
KEQ3. To what extent were UNDP approaches and interventions successful in achieving the intended objectives of the Programme and contributing to broader, longer-term local development goals?	8. To what extent have outputs and outcomes been achieved, or are likely to be achieved?	Programme outputs were achieved or will be eventually achieved. (Programme outputs achieved)	<ul style="list-style-type: none">• Document review – CPD/RRF, ROARs/ Atlas/ PowerBI, evaluation reports for monitoring data on Outputs achieved or in progress; on potential for risks; theory of change, evaluations.• Interviews - with programme partners and beneficiary groups on what was achieved; facilitating factors and challenges; with wider development actors in the area assessed (on the role and contribution of UNDP); whether UNDP use the right programme tools).
	9. What are the <i>most significant sectoral/outcome-level changes (positive, negative, intended or not)</i> ¹³ that resulted from the implementation of the Programme at: a. <i>the enabling environment level: (legislative changes, public policies, etc.)?</i> b. <i>at institutional level?</i> c. <i>at individual and community level?</i>	UNDP has influenced (or is likely to influence) outcome level results and processes. (Influenced outcome-level results)	<ul style="list-style-type: none">• Document review - CPD/RRF, ROARs/ Atlas/ PowerBI; evaluation reports for monitoring data on Outcomes contributed to or in progress; on potential risks; theory of change; - local development strategies (incl SDGs) and progress data to ascertain how UNDP outcomes link to broader local development outcomes, evaluations.• Interviews/FGDs – on the nature and level of UNDP’s contribution; whether there are similar contributions by other agencies.

¹³ Types of changes: knowledge, practices, behaviors, attitudes, enabling environment (laws, policies...), quality and quantity of services, feeling of security, etc.

	<p>10. To what extent have UNDP's interventions had a differentiated effect on women and girls, and other vulnerable and traditionally excluded groups?</p>	<p>Results have been beneficial for those at risk of being left behind.</p> <p>(Outcomes benefited those at risk of being left behind)</p>	<ul style="list-style-type: none"> • Document review – CO strategy papers, domestic reports on marginalized, vulnerable populations in each context (including people with disabilities, groups requiring special attention, e.g. youth/rural youth/urban youth) and their development indicators and data on disparities; HDI and GDI; Programme/project documents; ROARs, monitoring data on outputs and outcomes for target groups, evaluations. • Interviews/FGDs on the scale, nature of support provided by UNDP to address target population's concerns and results achieved.
	<p>11. To what extent have UNDP's interventions contributed to GEWE? What are the most transformative results achieved?</p>	<p>Results have contributed to enhancing the processes for gender equality and women's empowerment.</p> <p>(Outcomes contributed to GEWE)</p>	<ul style="list-style-type: none"> • Document review – GDI, IHDI data on gender disparities in the country/territory; Central/local gender-disaggregated data for areas addressed by UNDP; CO strategy papers, programme/project documents for the degree of emphasis on gender equality and empowerment of women; - Monitoring and evaluation data on outputs achieved and outcomes contributed; Gender Marker data for UNDP spending on gender-focused programming; monitoring data on GEN2,3 outcomes; Mapping of key actors operating in GEWE to assess UNDP's role and contribution, the potential for partnerships, joint programming, duplication, evaluations. • Interviews on the nature and scale of UNDP's effort to promote GEWE in its programme; progress and achievement at output and outcome levels; UNDPs role and expected areas of contribution vis-à-vis other UN agencies; extent partnership was forged with other agencies; areas of duplication; opportunities taken/missed.
	<p>12. How did external (<i>political, economic, social, administrative, cultural, ecological, technological, etc.</i>) contributed to or hindered the achievement of results?</p>		<ul style="list-style-type: none"> • Document review – CPD/RRF, ROARs/ Atlas/ PowerBI; evaluation reports for monitoring data on Outcomes contributed to or in progress; on potential risks; theory of change; - local development strategies (incl SDGs) and progress data to ascertain how UNDP outcomes link to broader local development outcomes, evaluations. • Interviews – on the nature and level of UNDP's contribution; on the enabling/inhibiting context, on UNDP's risk mitigation strategies.

KEQ4. To what extent did internal and external factors influenced UNDP's ability to deliver its programme efficiently and maximize contributions?	13. To what extent did UNDP promote and rely on development innovation to achieve development results?	UNDP took measures to enable development innovation. (Enabled development innovation)	<ul style="list-style-type: none"> • Document review –Monitoring and evaluation data on innovation in programme support of UNDP; review of accelerator lab activities (where present), evaluations. • Interviews on development innovation in the country/territory; learning within and cross-country/cross-territory; UNDPs contribution.
<p style="text-align: center;">SUSTAINABILITY</p> <p style="text-align: center;">The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.</p>			
KEQ4. To what extent did internal and external factors influenced UNDP's ability to deliver its programme efficiently and maximize contributions?	14. To what extent have the target population and institutions (formal and informal) taken ownership of the processes supported by and results achieved through UNDP interventions?	Target institutions and/ or beneficiary groups are equipped with knowledge, skills, behaviors and partnerships to continue with programme/ project related efforts after their completion. (Capacities improved)	<ul style="list-style-type: none"> • Document review – Programme/ project monitoring reports, ROARs, institutional records on the level, areas of human and institutional capacity improvement supported by UNDP, mapping of programme partnerships, incl. new partnerships, evaluations. • Interviews/FGDs on the areas and scale of capacities enhanced (including changes brought about by their enhanced capacities); on partnership options explored.
		Measures were taken to facilitate domestic ownership of programme results. (Ensured domestic ownership)	<ul style="list-style-type: none"> • Document review – Programme/ project documents, institutional reports, evaluations. • Interviews/FGDs – to ascertain whether linkages with local programmes were established (incl institutional uptake/ ownership); opportunities for the linkages used (areas and scale of UNDP's institutional support to develop or improve their policies and programmes) and missed; facilitating factors and constraints; on the extent, UNDP has reached out to existing and potential civil society groups.
		Measures are taken to promote scaling up. (Promoted scaling up)	<ul style="list-style-type: none"> • Document review -UNDP programme documents review to ascertain if there was planning /partnerships for scaling up; -Monitoring reports on how scaling up was pursued; Stakeholder mapping to assess if all possible partnership options were explored by UNDP for scaling up; exit strategies incl. funding, evaluations. • Interviews/FGDs to ascertain the potential for scaling up successful programme models by authorities and other development agencies; examples of scaling up successful programme models by authorities and other development agencies; opportunities and constraining factors.

		<p>Financial and human resource needs for sustaining/scaling results achieved are addressed.</p> <p>(Enabled development financing)</p>	<ul style="list-style-type: none"> • Document review – Literature review on development financing data in sectors supported by UNDP, and enabling environment in the country/territory; Data on private sector engagement in development; development financing bottlenecks; UNDP strategy on private sector engagement, facilitating development financing; Monitoring reports on progress and achievements in facilitating development financing, evaluations. • Interviews with development partners, including the private sector and IFIs, on development financing possibilities, policy bottlenecks; UNDPs role and contribution in enabling development financing; UNDP's accomplishments; opportunities missed.
	15. How did internal and external factors affect the sustainability of the processes supported by and results achieved through UNDP interventions?	n/a	<ul style="list-style-type: none"> • Document review - CPD/RRF, ROARs/ Atlas/ PowerBI; evaluation reports for monitoring data on Outcomes contributed to or in progress; on potential risks; theory of change; - local development strategies (incl SDGs) and progress data to ascertain how UNDP outcomes link to broader development outcomes, evaluations. • Interviews – on the nature and level of UNDP's contribution; on the enabling/inhibiting context, on UNDP's risk mitigation strategies, on the adequacy of UNDP approaches and strategies.
<p style="text-align: center;">EFFICIENCY</p> <p>The extent to which programme resources were managed adeptly, with timely delivery within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context; maximising utility of resources; and achieving maximum operational efficacy.</p>			
KEQ4. To what extent did internal and external factors influenced UNDP's ability to deliver its programme efficiently and maximize contributions?	16. To what extent have resource (human and financial) mobilization and utilization of the CO been sufficient and adequately used to achieve the expected results in a timely manner?	<p>Projects were completed according to established plans.</p> <p>(Timely completion of projects)</p>	<ul style="list-style-type: none"> • Document review- Project documentation of extensions/ delays (i.e. may include reports, audits, Atlas financials, Atlas risk logs, AWP, meeting minutes as necessary); Monitoring reports, ROAR; Audit reports, evaluations, IEO-RA financial analysis. • Interviews on programme/project implementation.
		<p>Programme has the necessary technical capacity to achieve programme results.</p> <p>(Necessary technical capacity)</p>	<ul style="list-style-type: none"> • Document review- UNDP staff structure; Monitoring reports, evaluations, ROAR.¹⁴ • Interviews on staff structure and programme technical capacities; the extent CO efficiently allocated human resources to achieve results;

¹⁴ Check for CO staffing, structure, Vacancies/gaps, Staff perceptions on workload and human resource capacity, Partner perceptions on UNDP technical capacity and productivity, evidence of request and use of technical backstopping from HQ.

			the extent CO made use of available technical support (e.g. Global Policy Network, RB/BPPS) to deliver programme results.
		Programme resources were strategically allocated. (Programme resources used strategically)	<ul style="list-style-type: none"> • Document review – CPD/RRF, programme and project budget information; UNDP resource mobilization strategy; audit reports; financial reports; resource landscape of UNDP areas.¹⁵ • Interviews on budget planning, resource mobilization opportunities and use.
		Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams. (Mobilised planned resources)	
	17. To what extent has the planning, monitoring and evaluation functions contributed to organizational learning and to the achievement of expected results?	n/a	<ul style="list-style-type: none"> • Document review – Monitoring and evaluation plans, ERC, annual/monitoring reports, evaluation reports. • Interviews on monitoring, evaluation, learning and planning processes.

¹⁵ Check for comparison of CPD resources estimate to resources raised; resource mobilization planning, adaptation and implementation; use and leveraging of core resources; portfolio composition (i.e. those with a strategic value and the ability to contribute to important results vs. small non-strategic projects); management to programme cost ratio; financial efficiency (delivery rate, partner perceptions).

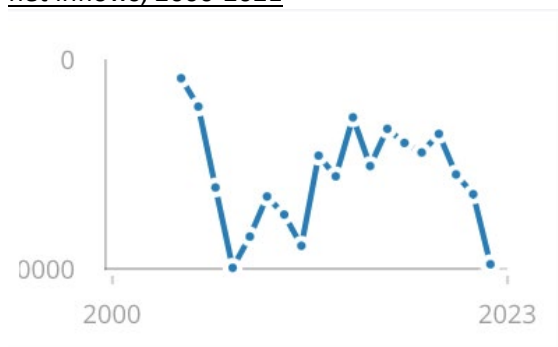
ANNEX 3. KOSOVO AT A GLANCE

Poverty

Population growth (annual %), 2000-2022

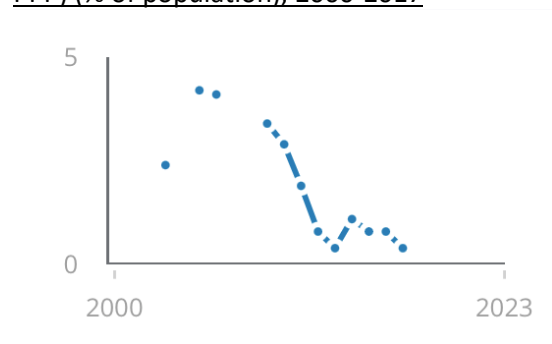


Source: [World Development Indicators](#)
Foreign Direct Investment, net inflows, 2000-2021

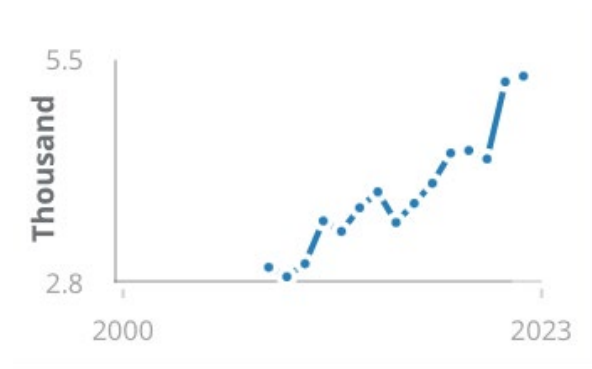


Source: [UNSTAT](#)

Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of population), 2000-2017

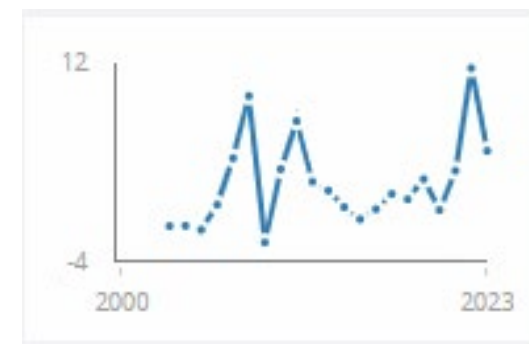


Source: [UNSTAT](#)
GDP per capita (current US\$), 2000-2021



Source: [UNSTAT](#)

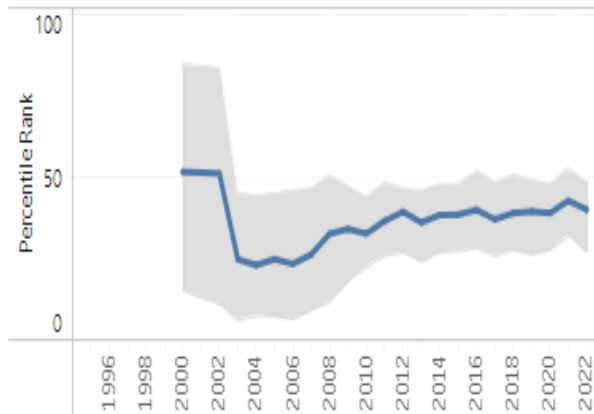
Inflation, consumer prices (annual %)



Source: [World Development Indicators](#)

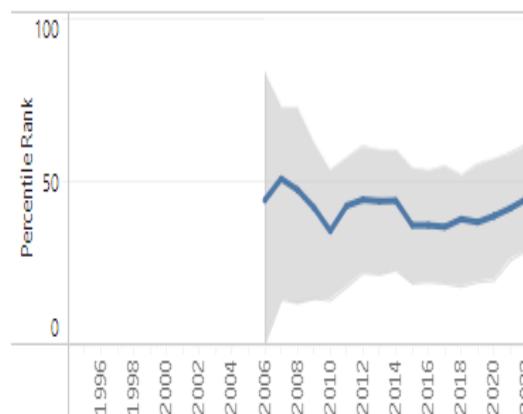
Governance

Perception of Rule of Law, percentile rank, 2000-2021



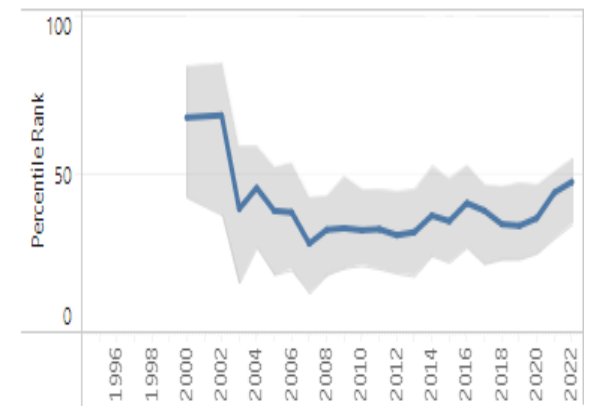
Source: [World Governance Indicators](#)

Perception of Effectiveness of central institutions, percentile rank, 2000-2021



Source: [World Governance Indicators](#)

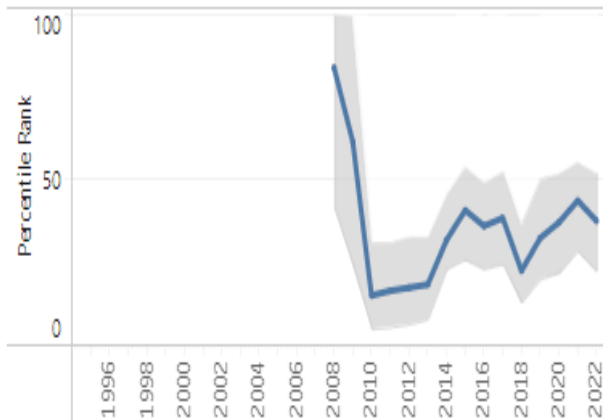
Control of Corruption: Estimate, 2000-2021



Source: [World Governance Indicator](#)

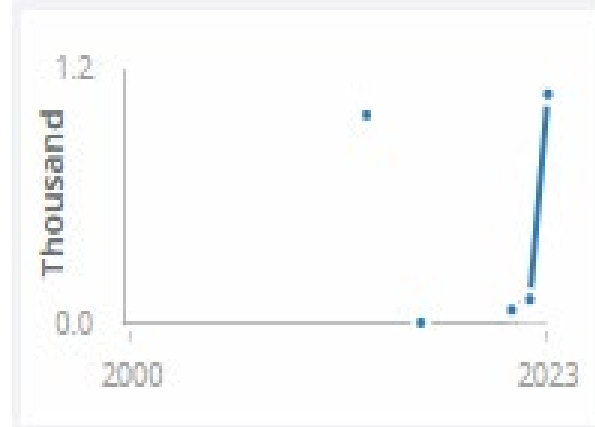
Resilience

Political stability and absence of violence/terrorism: Percentile rank, 2000-2021



Source: [World Governance Indicator](#)

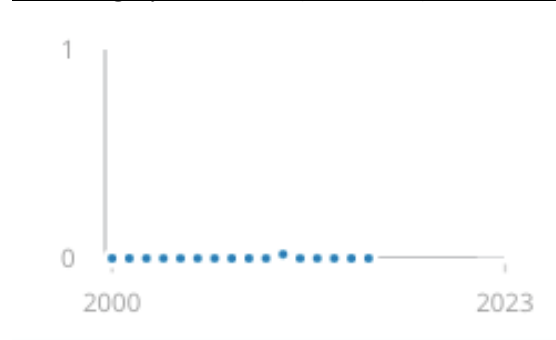
Internally displaced persons, new displacement associated with disasters (number of cases)



Source: [World Development Indicators](#)

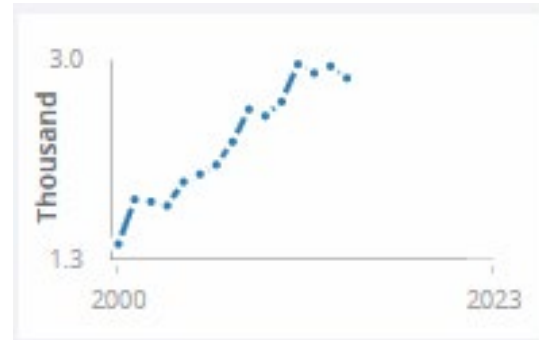
Energy

Electricity production from renewable sources, excluding hydroelectric (% of total), 2000-2015



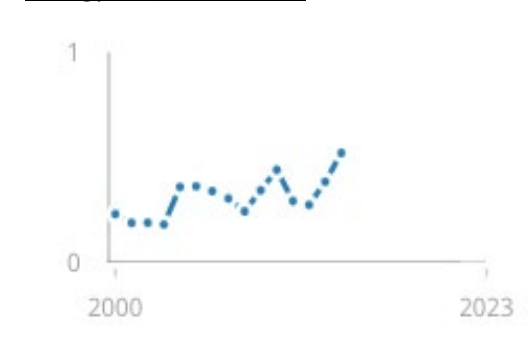
Source: [World Bank](#)

Electric power consumption (kWh per capita)



Source: [World Bank](#)

Alternative and nuclear energy (% of total energy use), 2000-2014



Source: [World Bank](#)

Gender

Women Business and the Law Index Score (scale 1-100)



Source: [World Bank](#)

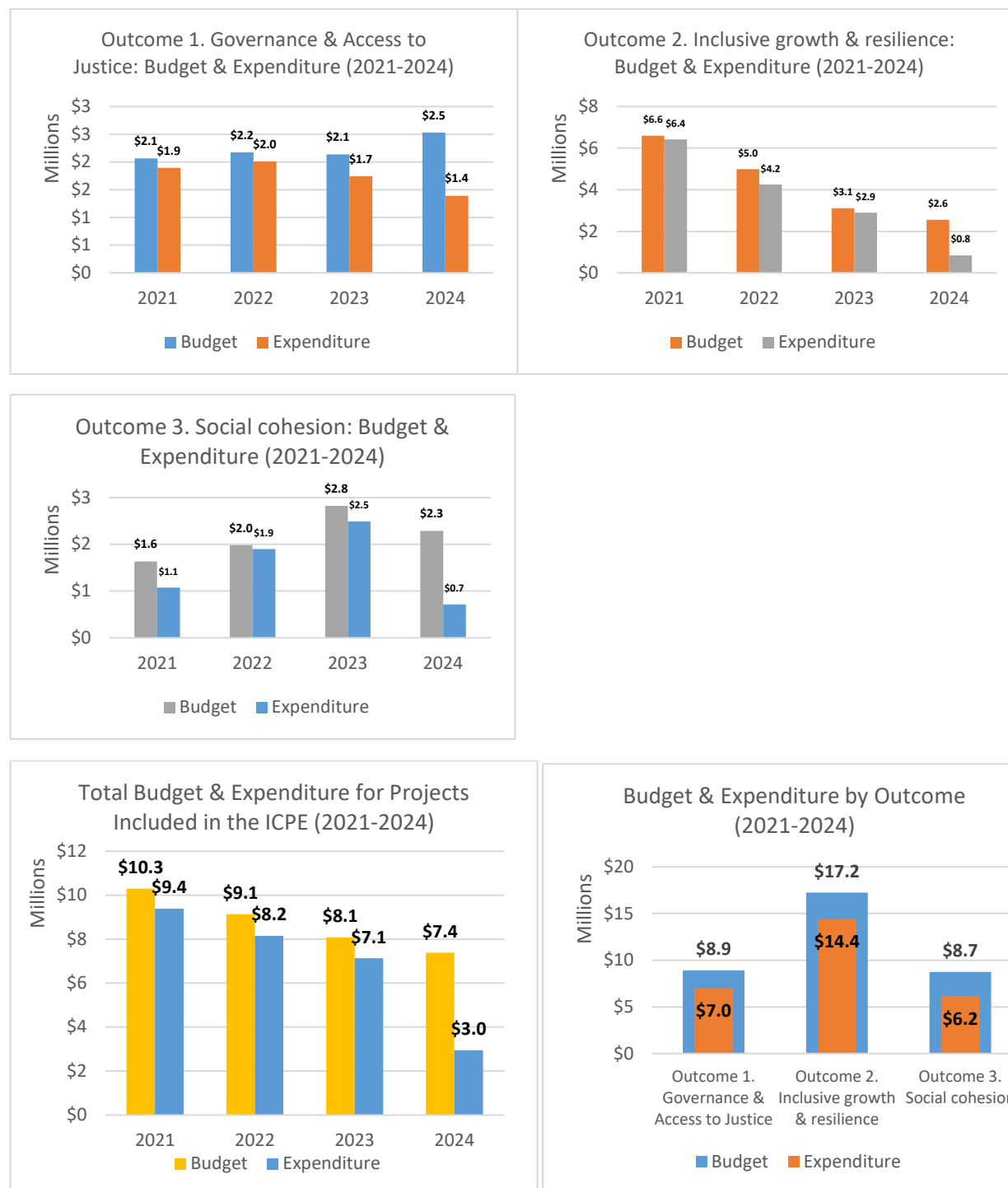
Female share of employment in senior and middle management (%)



Source: [World Bank](#)

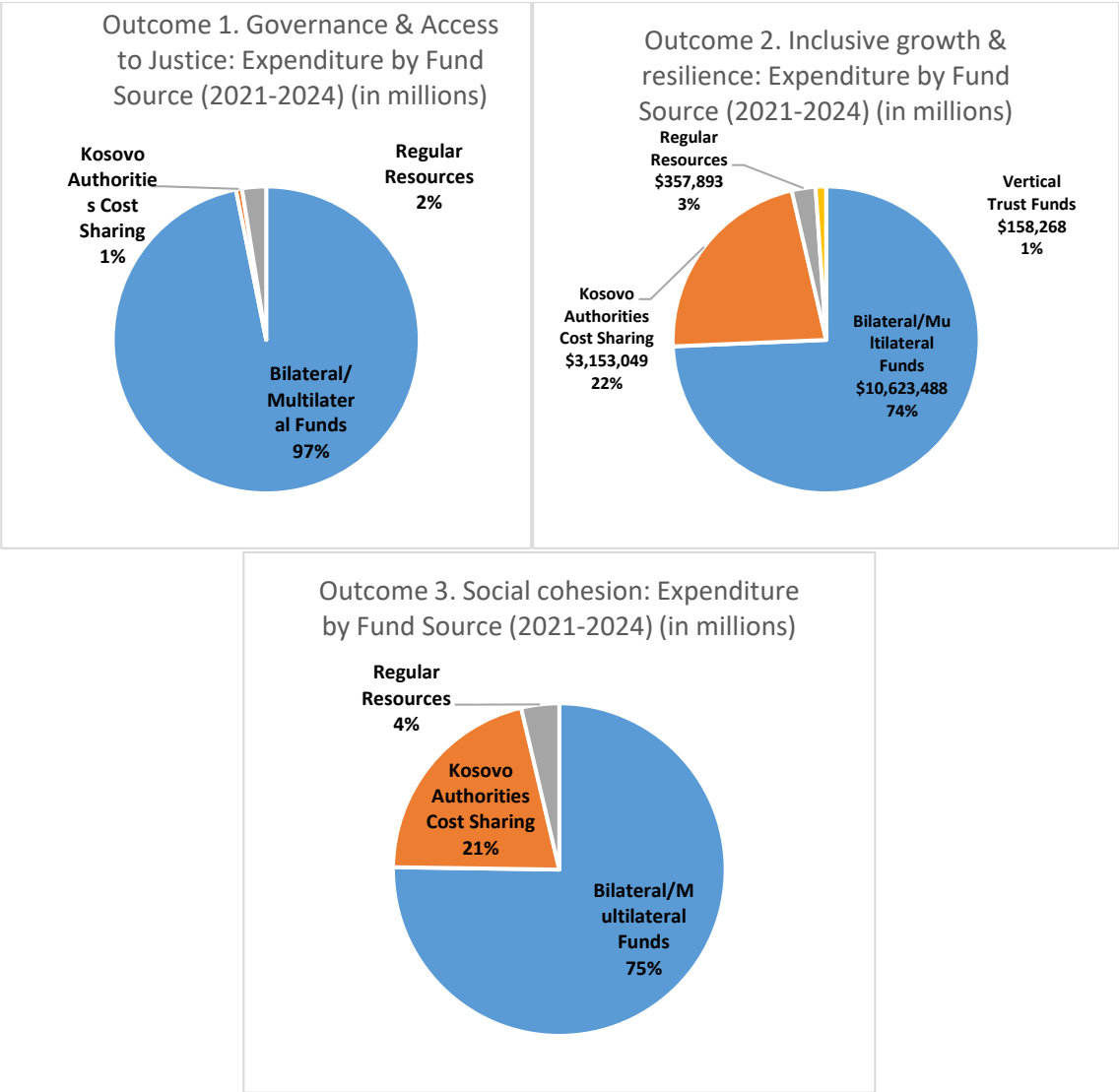
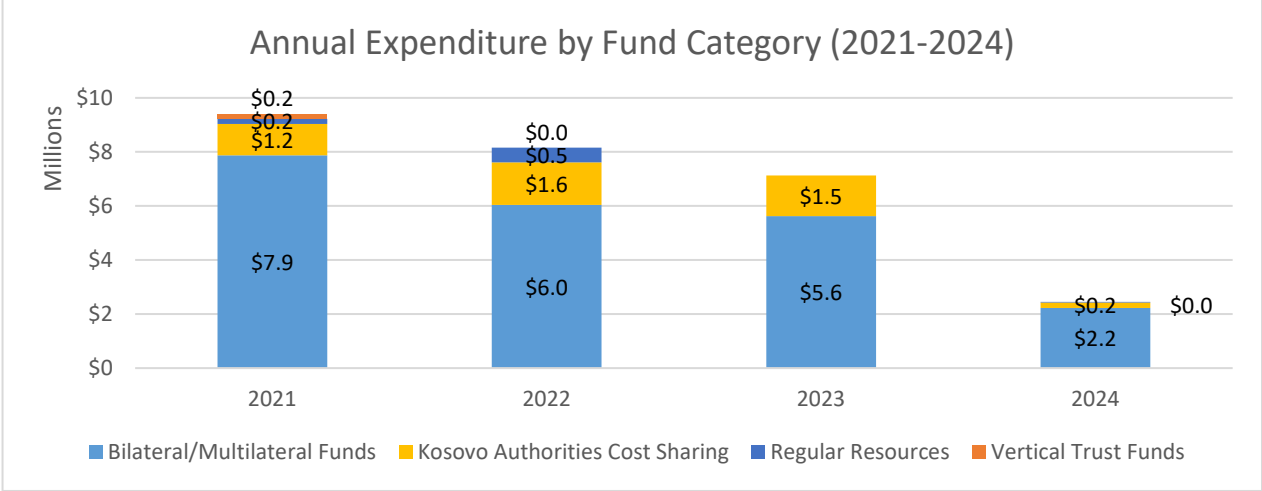
ANNEX 4: UNDP KOSOVO OFFICE AT A GLANCE

Expenditure and Budget for current RRF Programme

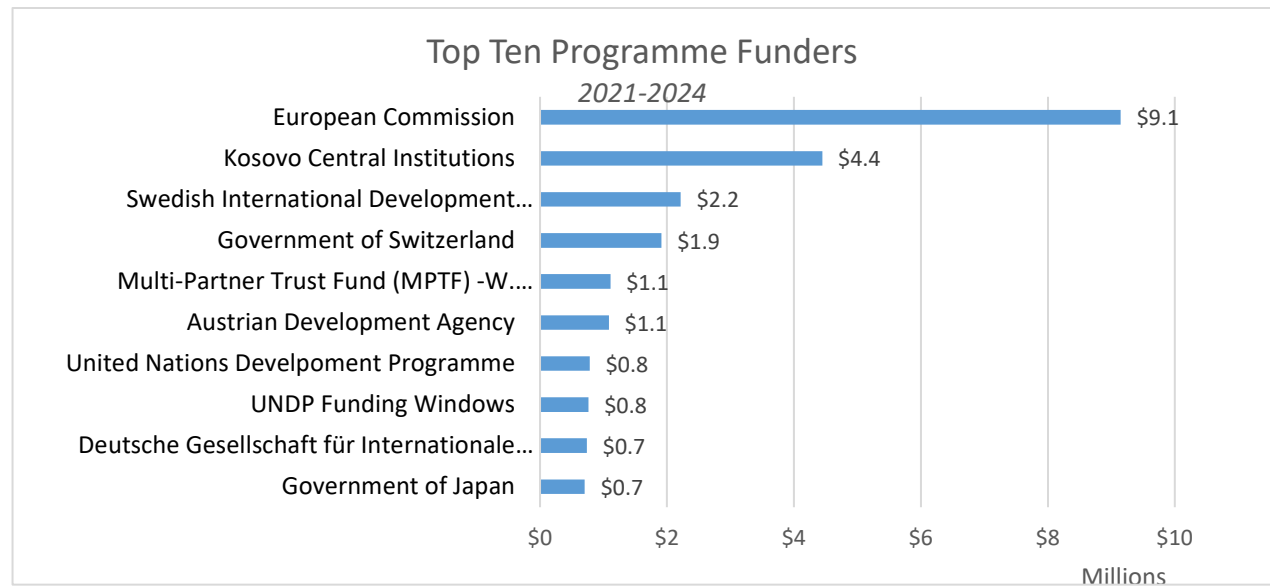


Source: Data Validated by Kosovo Office, UNDP Quantum & Atlas, extracted on July 31, 2024

Fund Source for current RRF Programme (Source: UNDP Quantum & Atlas, extracted on July 31, 2024)

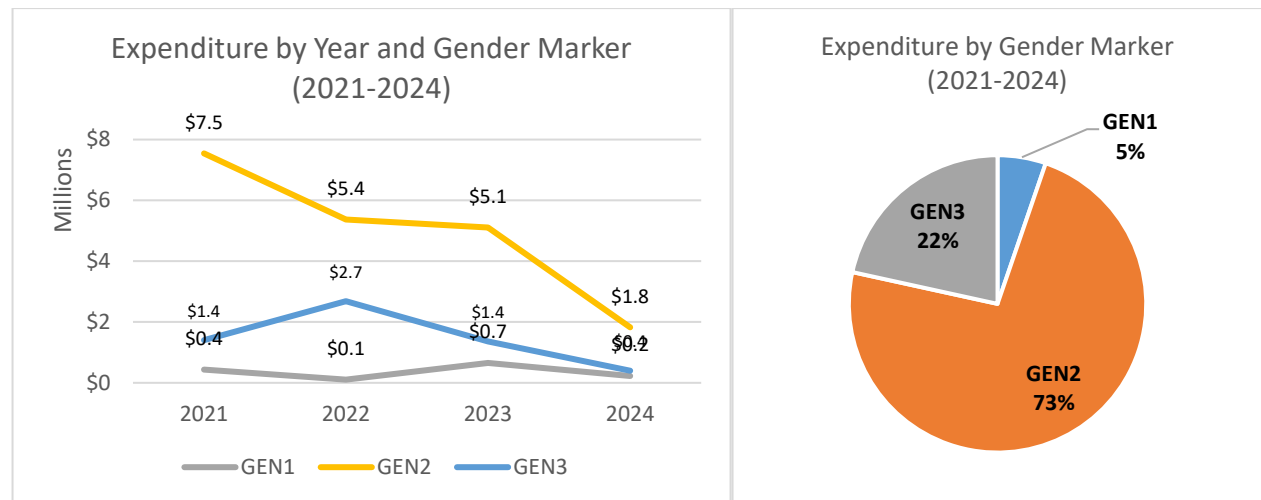


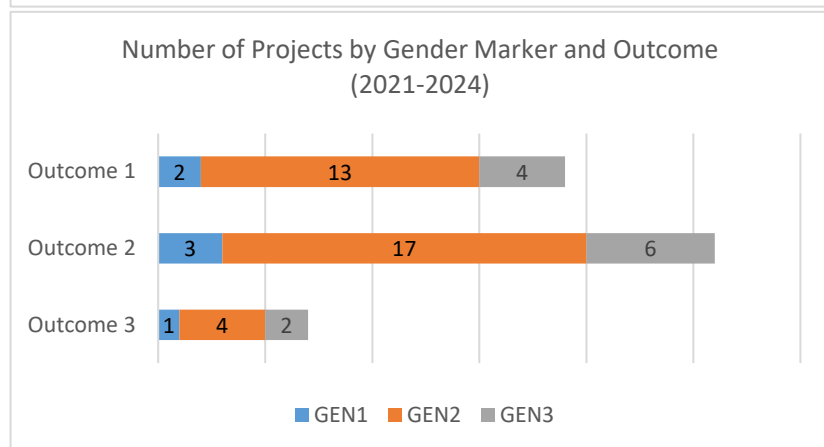
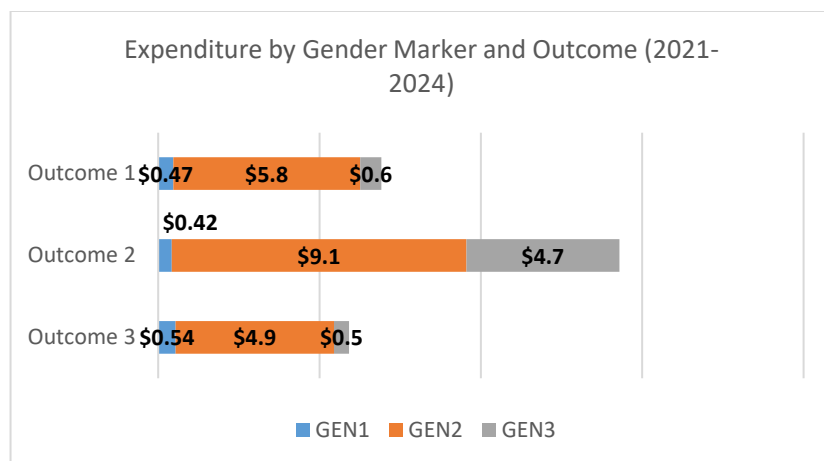
Donors for current RRF Programme



Source: UNDP Quantum & Atlas, extracted on July 31, 2024

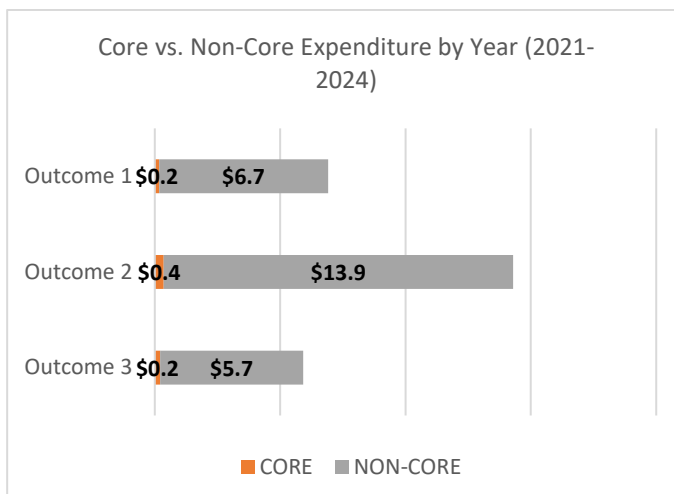
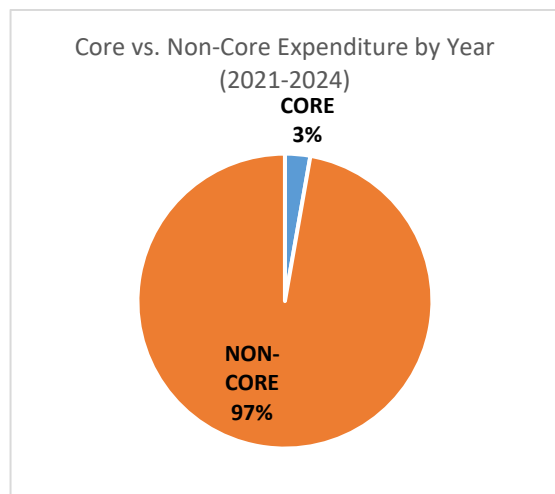
Gender for current RRF Programme





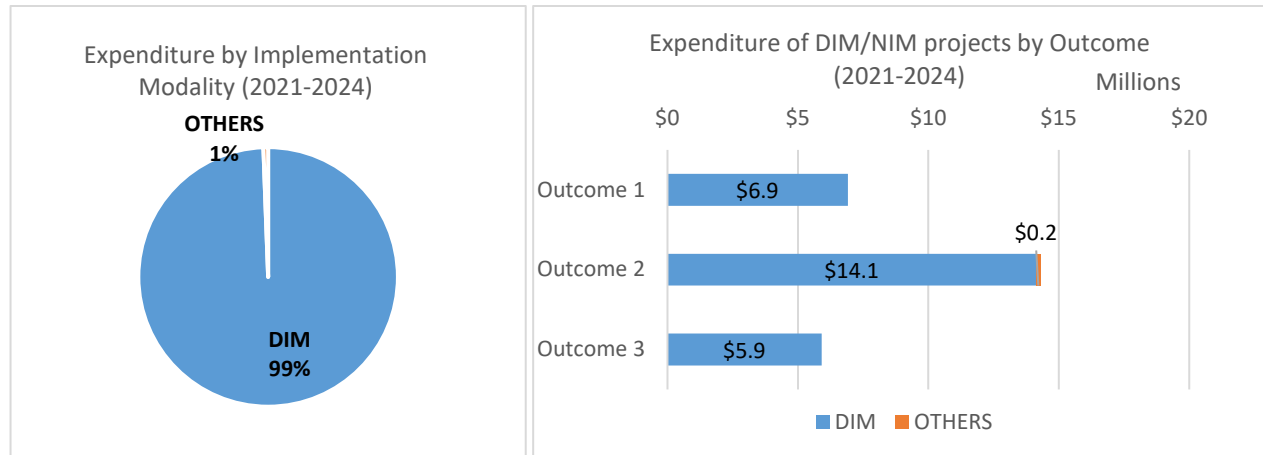
Source: UNDP Quantum & Atlas, extracted on July 31, 2024

Core and Non-Core for current RRF Programme



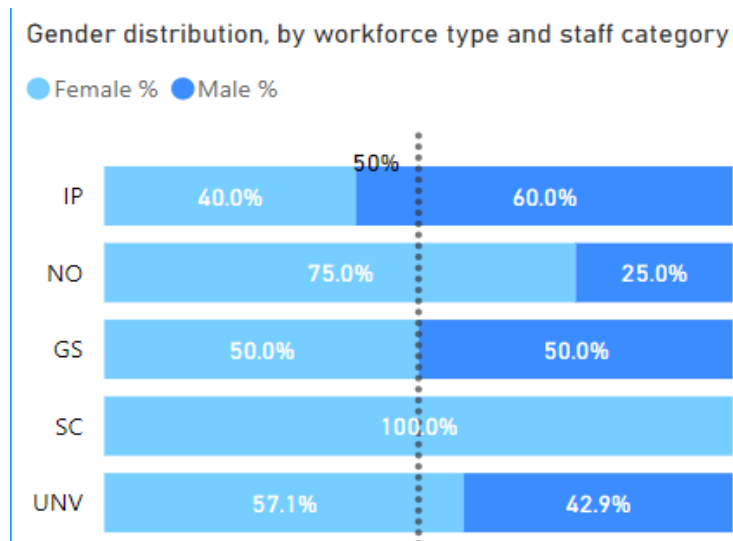
Source: UNDP Quantum & Atlas, extracted on July 31, 2024

Implementation Modality for current RRF Programme



Source: UNDP Quantum & Atlas, extracted on July 31, 2024

Staff Gender Distribution



Source: UNDP Executive Snapshot, data extracted on July 31, 2024

ANNEX 5. PROJECT LIST

List of Projects for Deep Dive Analysis

CPD OUTCOME	PROJECT ID	PROJECT TITLE	OUTPUT ID	OUTPUT DESCRIPTION	CPD OUTPUT	OUTPUT START YEAR	OUTPUT END YEAR	IMPL MODALITY	GENDER MARKER	Total Budget (2021-2024)	Total Expenditure (2021-2024)
Outcome 1	(blank)	Integrated Institutional Approach and Strengthening cross-border cooperation to SALW Control	01001469	Integrated Institutional Approach and Strengthening cross-border cooperation to SALW Control	Output 1.2	2023	2025	DIM	GEN1	\$754,297	\$224,578
Outcome 1	(blank)	Strength Infor through Youth Empowerment	01000837	Strength Infor through Youth Empowerment	Output 1.3	2023	2024	DIM	GEN3	\$250,000	\$241,936
Outcome 1	(blank)	Support to Firearms related Investigations	01000123	Support to Firearms related Investigations	Output 1.2	2023	2023	DIM	GEN1	\$356,918	\$333,628
Outcome 1	00128156	Support to Anti-Corruption Efforts in Kosovo SAEK III	00122188	Policy regulatory and capacity	Output 1.1	2020	2024	DIM	GEN2	\$3,925,516	\$3,171,503
Outcome 1	00128156	Support to Anti-Corruption Efforts in Kosovo SAEK III	00122189	Strengthened civic engagement	Output 1.1	2020	2024	DIM	GEN2	\$690,300	\$640,212
Outcome 1	00136692	Improving Justice Service delivery & increasing transparency	00127507	Rule of Law and Access to Just	Output 1.3	2022	2023	DIM	GEN3	\$148,013	\$137,295
Outcome 2	(blank)		01000034	Digital Skills Project	Output 2.1	2022	2024	DIM	GEN2	\$244,058	\$221,736

Outcome 2	(blank)	(blank)	01000147	Global Engineer Girls - Kosovo	Output 2.1	2023	2023	DIM	GEN3	\$15,992	\$16,070
Outcome 2	00080204	Active Labour Market Programmes 2	00129321	ALMP3	Output 2.1	2021	2023	DIM	GEN3	\$781,302	\$759,592
Outcome 2	00131494	Emergency and early recovery support	00124528	Humanitarian response to Covid	Output 2.5	2020	2023	DIM	GEN2	\$6,185,489	\$5,694,900
Outcome 2	00131590	Strengthening Local Climate Action	00124574	Strengthening Local Climate Ac	Output 2.3	2021	2024	DIM	GEN3	\$1,210,939	\$1,004,632
Outcome 2	00139024	Repurposing of HS Library into an Interdisciplinary Lab	00128880	Repurposing of ex-HZ Library	Output 2.2	2021	2022	DIM	GEN2	\$318,126	\$317,944
Outcome 2	00142565	Growth through Green and Just Recovery from COVID-19	00130766	Growth through Green and Just	Output 2.4	2022	2023	DIM	GEN2	\$768,015	\$694,366
Outcome 3	00131490	CH as a driver for Inter community dialog and social cohesion	00124526	Improved Social Cohension	Output 3.2	2020	2023	DIM	GEN2	\$2,781,584	\$2,104,808
Outcome 3	00131490	CH as a driver for Inter community dialog and social cohesion	00128090	Rehabilitation of sites CHIII	Output 3.1	2021	2024	DIM	GEN2	\$691,242	\$529,909
global/regional project	00138836	Slovak Transformation Fund	00128996	Accelerated System Transform	global/regional project	2021	2024	DIM	GEN2	\$1,763,809	\$794,757

Source: Data validated by Kosovo Office, Atlas & Quantum Project data, Power BI, July 31, 2024

ANNEX 6. DOCUMENTS CONSULTED

UNDP/UN Policy/Strategic documents

- UNDP Kosovo Programme document 2021-2025
- United Nations Sustainable Development Cooperation Framework 2021-2025
- UNDP Strategy paper
- Annual Strategic note
- ROARs
- UNDP Evaluation Policy
- CPD Outcome Output Indicators
- UNDP PowerBi financial data
- UNDP PowerBi project marker data

UNDP Project level documentation

- Project proposals, Descriptions of Actions
- Project reports
- Project evaluations
- Contracts
- Project portfolio overview
- Other available project level documentation
- Project level deliverables (studies, guides, manuals, reports, etc.)

Other relevant studies and reports

- Kosovo Agency for Statistics (2022); Estimation Population of Kosovo in 2021
- Kosovo Agency for Statistics (2023); Results of the Labour Force Survey (LFS), Q1 2023
- European Commission (2020); Kosovo 2020 Report
- European Commission (2021); Kosovo 2021 Report
- European Commission (2022); Kosovo 2022 Report
- European Commission (2023); Kosovo 2023 Report
- Transparency International and KDI Kosovo (2024); National Integrity Report; p. 15; <https://kdi-kosova.org/wp-content/uploads/2024/03/01-NIS-Report-Eng-Draft-06.pdf>
- World Bank (2023); Macro Poverty Outlook for Kosovo; <http://documents1.worldbank.org/curated/en/099641204102337632/pdf/IDU03ef583e406ab90440e08d890e4ac8562043e.pdf>
- The Strategy for Youth 2024-2032, page, https://www.mkrs-ks.org/repository/docs/STRATEGJIA_SHTETERORE_PER_RINI_2024-2032_EN.pdf
- UNDP, UN Women, UNFPA and UNKT (2021); Rapid Socio-Economic Impact Assessment of COVID-19 in Kosovo, Round 3, May 2021
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- Kosovo Women's Network (2024); In the Shadows A Gender Analysis of Informal Work in Kosovo
- UNTK (2021), Rapid Integrated Assessment: Policy alignment and data availability for the SDGs in Kosovo
- National Democratic Institute (2021); Kosovo's Vibrant Democracy: Closing the deficit in woman's full participation.
- European Commission (2024), EU factograph on the status of implementation in Kosovo; <https://ec.europa.eu/neighbourhood-enlargement/document/download/466234d5-0f60-4148-a04a-31736df75b34>
- UNTK (2021); Rapid Integrated Assessment: Policy alignment and data availability for the SDGs in Kosovo.
- OECD (2022); Multi-dimensional Review of the Western Balkans: From Analysis to Action.
- Ministry of Justice (2024), Summary report of the campaign 16 Days of Activism Against Gender-Based Violence 2023, <https://md.rks-gov.net/desk/inc/media/14CC1CA7-0CB5-4F7A-80A1-2F6D4CBD716E.pdf>.

Strategies and legislation

- Concept for drafting the Development Plan Strategy 2030, <https://kryeministri.rks-gov.net/wp-content/uploads/2022/07/Concept-on-preparation-of-the-National-Development-Strategy-2030.pdf>
- The second phase of political priorities (ERA II); <https://integrimievropian.rks-gov.net/en/saa/political-priorities-for-the-implementation-of-the-saa-european-reform-agenda-era/>
- Anti corruption strategy; <https://kryeministri.rks-gov.net/wp-content/uploads/2022/08/ANG-Strategjia-Kunder-Korrupsionit-2021-2023.pdf>
- Public Administration Reform Strategy; <https://kryeministri.rks-gov.net/en/blog/public-administration-reform-strategy-2022-2027/>
- Energy Strategy for 2022-2031.
- 'National Energy and Climate Plan and the Law on Climate Change'.
- Law no. 08/L-250 on climate change, <https://www.preventionweb.net/media/93384/download?startDownload=20240724>
- e-Government Strategy Kosovo 2023-2027, <https://mpb.rks-gov.net/Uploads/Documents/Pdf/EN/2700/e-Government%20Strategy%20Kosovo%202023-2027.pdf>
- 2022: Law No. 08/L-017 on the Agency for Prevention of Corruption; Official Gazette of the Republic of Kosovo / No. 19 / 21 July 2022, Pristina; https://akk-ks.org/assets/cms/uploads/files/Legjislacioni/LAW_NO.08_L-017_ON_THE_AGENCY_FOR_PREVENTION_OF_CORRUPTION.pdf
- 2022: Law No. 03/L-174 on the Financing of political entities,
- Ministry of Internal Affairs (2022); Decision No: 527/2022, dated: 04.04.2022 for creating the working group to draft/amend the Law on Weapons.
- Ministry of Internal Affairs (2022); Decision: 1187/2022, dated: 28.07.2022 for revising/amending the Administrative Instruction on technical procedures of deactivation of firearms
- Firearms Regulation (EU) No 258/2012: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32012R0258>

- European Commission (2023): Kosovo 2023 Report: https://neighbourhood-enlargement.ec.europa.eu/document/download/760aacca-4e88-4667-8792-3ed08cdd65c3_en?filename=SWD_2023_692%20Kosovo%20report_0.pdf
- 'Strategy for Sustainable Reintegration of Repatriated Persons 2018-2022'. <https://konsultimet.rks-gov.net/Storage/Consultations/15-46-22-04122017/ANG-Strategjia%20Komb%C3%ABtare%20per%20Riintegrimin%20e%20Qendrueshem%20t e%20PR%202018-2022.doc>
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Websites

- <https://www.seesac.org/SALW-Control-Roadmap/>
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- <https://www.ilo.org/resource/news/european-commission-and-ilo-join-forces-support-young-people>
- https://mmphi.rks-gov.net/MMPHIFolder/DocumentsFiles/2023_8171e270-643b-4de3-9387-91794084eb8b.pdf
- https://indep.info/wp-content/uploads/2021/04/INDEP_SDG-Data-Visualization-and-Reporting-for-Kosovo-Municipalities_ENG.pdf
- <http://www.ecshlire.com/>
- https://www.ebrd.com/what-we-do/project-information/board-documents/1395306706946/Prizren_Public_Buildings_Energy_Board_Report.pdf?blobcache=true
- <https://manifesta14.org/venue/centre-for-narrative-practice/>
- <https://www.undp.org/kosovo/blog/fresh-look-urban-narratives-and-potential-futures-pristina>
- https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/europe-fit-digital-age/europes-digital-decade-digital-targets-2030_en
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- <https://www.seesac.org/SALW-Control/>
- www.kallxo.com
- <https://www.transparency.org/en/cpi/2022/index/ksv>
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- https://mmphi.rks-gov.net/MMPHIFolder/DocumentsFiles/2023_8171e270-643b-4de3-9387-91794084eb8b.pdf
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- https://international-partnerships.ec.europa.eu/policies/team-europe-initiatives_en
- <https://www.legalpoliticalstudies.org/the-one-year-anniversary-of-eu-measures-against-kosova/>
- <https://worldjusticeproject.org/rule-of-law-index/country/2023/Kosovo>

ANNEX 7. STATUS OF RRF PROGRAMME OUTCOME & OUTPUT INDICATORS

Below data is as reported by the Kosovo Office.

Outcome Indicators

Fiscal Year				2021	2022	2023
RRF Outcome Indicator		Component	Type	Component Value	Component Value	Component Value
Outcome 1. By 2025, all men and women in Kosovo enjoy from more accountable, effective, transparent, and gender responsive institutions at all levels ensuring access to justice, equality and participation for all	1.1 Corruption Perceptions Index Value	1.1.1 Index Value	Actual		41	41
	1.2 Percentage of people satisfied with the performance of Kosovo institutions	1.2.1 Kosovo-wide	Actual		44	46
	1.3 Percentage of people satisfied with the performance of justice system	1.3.1 Kosovo-wide	Actual		31	29
	1.4 Percentage of people who feel safe and secure	1.4.1 Kosovo-wide	Actual		80	83
Outcome 2. 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.	2.1 Proportion of youth (aged 15–24 years) not in education, employment or training	2.1.1 Youth	Actual		0	33
	2.2 Amounts of Municipal budgets for service delivery channelled through CSOs (23%Women; 19% Men)	2.2.1 Kosovo-wide	Actual		24	14
	2.3 Level of air pollution	2.3.1 Pristina PM10	Actual		28	49
	2.4 Local coordination mechanisms for climate change mitigation and adaptation	2.4.1 Kosovo-wide aggregate	Actual		2	2
	2.5 Share of electricity produced from renewable energy sources	2.5.1 Kosovo-wide	Actual		7	5

	2.6 Socioeconomic recovery measures	2.6.1 Kosovo-wide aggregate	Actual		0	5
Outcome 3. By 2025, all communities in Kosovo, equitably benefit from inclusive engagement and greater social cohesion	3.1 Share of people who have trust in public institutions	3.1.1 Kosovo-wide	Actual		38	46
	3.2 Public satisfaction with protection of cultural heritage	3.2.1 Kosovo-wide	Actual		43	47

Output Indicators

Fiscal Year				2021	2022	2023
RRF Output Indicator		Component	Type	Component Value	Component Value	Component Value
Output 1.1: Increased accountability, transparency and integrity of institutions	1.1.1 Share of measures of the Action Plan of the Anti-Corruption Strategy 2020-2024 implemented in gender-sensitive manner (Kosovo wide)	1.1.1.1 Kosovo-wide	A. Baseline			
			B. Milestone	25		
			C. Actual	0	0	0
	1.1.2 Share of new cases issued on corruption charges, incl. environmental crime cases (Kosovo-wide)	1.1.2.1 Kosovo-wide Aggregate	A. Baseline			
			B. Milestone	1257		
			C. Actual	1700	0	790
	1.1.3 Share of cases processed by Kallxo.com (Kosovo wide)	1.1.3.1 Kosovo-wide	A. Baseline			
			B. Milestone	30		
			C. Actual	72	92	67
Output 1.2: Improved public safety and security	1.2.1 Number of seized, found or surrendered illicit arms, ammunition and explosives (Kosovo-wide)	1.2.1.1 Kosovo-wide	A. Baseline			
			B. Milestone	9280		
			C. Actual	17332	35909	255000
	1.2.2 Implementation of information security audits in selected institutions (Kosovo-wide)	1.2.2.1 Kosovo-wide	A. Baseline	1		
			B. Milestone		2	2
			C. Actual		0	0
	1.2.3 Number of certified officials on cybersecurity (Pristina)	1.2.3.1. Pristina	A. Baseline	118		
			B. Milestone		0	0

	1.2.4 Number of prosecuted cases for cybercrimes (Kosovo-wide)	1.2.4.1 Kosovo-wide	C. Actual		0	
			A. Baseline	38		
			B. Milestone		30	30
			C. Actual		50	43
Output 1.3: Access to services, including justice for women and men, increased	1.3.1 Number of backlog cases (Kosovo-wide)	1.3.1.1 Kosovo-wide	A. Baseline	38000		
			B. Milestone		200000	200000
			C. Actual		805	0
	1.3.2 Number of cases referred to mediation procedures (Kosovo-wide)	1.3.2.1 Kosovo-wide	A. Baseline			
			B. Milestone	500		
			C. Actual	529	0	0
		1.3.2.2 Women	B. Milestone	40		
			C. Actual	40	0	0
	1.3.3 Number of beneficiaries trained (at least 50% women) on the implementation of the anti-discrimination law (Kosovo-wide)	1.3.3.1 Kosovo-wide	A. Baseline			
			B. Milestone	0		
			C. Actual	0	160	191
		1.3.3.2 Women	A. Baseline			
			B. Milestone	0		
			C. Actual	0	80	124
	1.3.4 Number of staff in Centres for Social Work (CSW) skilled to respond to vulnerable individuals in a gender-equitable manner (Kosovo-wide)	1.3.4.1 Kosovo-wide	A. Baseline			
			B. Milestone	40		
			C. Actual	80	50	0
		1.3.4.2 Women	A. Baseline			
			B. Milestone	35		
			C. Actual	65	41	0
Output 1.4: Strengthened alignment of strategies and financing of the Sustainable Development Goals	1.4.1 New Development Strategy (NDS 2021-2015) aligned with the Sustainable Development Goals (Pristina)	1.4.1.1 Kosovo-wide	A. Baseline			
			B. Milestone	50		
			C. Actual	50	0	1
	1.4.2 Number of initiatives for advancement of Sustainable Development Goals by Council for Sustainable Development (Pristina)	1.4.2.1 Kosovo-wide	A. Baseline			
			B. Milestone	1		
			C. Actual	1	6	3
Output 2.1: Skills, decent jobs and	2.1.1 Number of jobseekers (women and men) benefiting from the active labour	2.1.1.1 Kosovo-wide aggregate	A. Baseline			
			B. Milestone	850		

livelihoods for youth and women increased	market measures and decent jobs (Kosovo-wide)	2.1.1.2 Women	C. Actual	410	1810	1889
			A. Baseline			
			B. Milestone	40		
			C. Actual	65	829	826
Output 2.2: Planning and mechanisms for inclusive service delivery strengthened	2.2.1 Number of municipalities with institutionalized model of transparent and gender sensitive project-based funding of civil society organizations.	2.2.1.1 Kosovo-wide aggregate	A. Baseline			
			B. Milestone	7		
			C. Actual	7	12	7
Output 2.3: Enhanced climate change and green investment strategies	2.3.1 Number of strategies reflecting long-term resilience-building to address vulnerabilities of the climate and health crises approved (Pristina)	2.3.1.1 Kosovo-wide aggregate	A. Baseline			
			B. Milestone	0		
			C. Actual	1	2	6
Output 2.4: Enhanced capacities in monitoring, forecasting and early warning for climate risks and disasters	2.4.1 Number of action plans from disaster risk reduction strategy implemented by Emergency Management Agency and municipalities (Kosovo-wide)	2.4.1.1 Kosovo-wide aggregate	A. Baseline			
			B. Milestone	0		
			C. Actual	5	0	11
	2.4.2 Number of monitoring programmes operational for integrated transboundary river basin management of the Drin (water quality, hydrological/hydrogeological, sediment transport, biodiversity) for coordinated actions for the transboundary integrated management of the Drin Basin (Kosovo, North Macedonia, Montenegro, Albania and Greece)	2.4.2.1 Kosovo-wide aggregate	A. Baseline			
			B. Milestone	1		
			C. Actual	1	0	1
Output 2.5: Livelihoods recovered post COVID-19	2.5.1 Number micro enterprises benefit from green recovery, including circular economy (Kosovo-wide)	2.5.1.1 Kosovo-wide aggregate	A. Baseline			
			B. Milestone	50		
			C. Actual	50	100	102
	2.5.2 Number of livelihoods improved (Kosovo -wide)	2.5.2.1 Kosovo-wide aggregate	A. Baseline			
			B. Milestone	6500		
			C. Actual	8584	28375	1300
		2.5.2.2 Women	A. Baseline			
			B. Milestone	40		
			C. Actual	55	18716	520
	2.5.3 Number of vulnerable individuals benefiting from facilitated social, legal and health service delivery (Kosovo-wide)	2.5.3.1 Kosovo-wide aggregate	A. Baseline			
			C. Actual	200	2918	N/A
		2.5.3.2 Women	A. Baseline			

			C. Actual	30	1560	N/A
Output 3.1: Engagement and trust between ethnic communities, strengthened	3.1.1 Number of young women and men benefiting from youth-led trust-building initiatives (Kosovo-wide)	3.1.1.1 Kosovo-wide aggregate	A. Baseline			
			B. Milestone	75		
			C. Actual	214	628	609
		3.1.1.2 Non-majority communities	A. Baseline			
			B. Milestone	30		
			C. Actual	20	188	189
		3.1.1.3 Women	A. Baseline			
			B. Milestone	50		
			C. Actual	75	314	330
Output 3.2: Mutual respect for cultural heritage strengthened municipality level	3.2.1 Number of municipalities with gender-sensitive initiatives for trust-building through cultural heritage preservation	3.2.1.1 Kosovo-wide aggregate	A. Baseline			
			B. Milestone	13		
			C. Actual	14	17	2
Output 3.3: Enhanced civic engagement, voice mechanisms and reconciliation	3.3.1 Number of activities supporting inter-ethnic dialogue on missing persons (50% women) (Kosovo-wide)	3.3.1.1 Kosovo-wide aggregate	A. Baseline			
			B. Milestone	6		
			C. Actual	9	0	13
		3.3.1.2 Women	A. Baseline			
			B. Milestone	50		
			C. Actual	78	0	8

Data Source: CO reporting on the UNDP Corporate Planning System (Quantum +) as of 8 August 2024

<https://app.powerbi.com/groups/me/reports/4178b612-801b-4ae3-bbf9-3b1f6c9efe80/ReportSection?ctid=b3e5db5e-2944-4837-99f5-7488ace54319&experience=power-bi>

ANNEX 8: PERFORMANCE RATING

An overview of the Kosovo Programme performance rating is provided below, based on a 4-point scale; where 4 is the highest and 1 the lowest.¹⁶ The results of the evaluation are rated based on the following five criteria, each comprising a set of parameters: relevance, coherence, efficiency, effectiveness and sustainability. This rating table should be read keeping in mind the findings presented in the previous sections of the report, which provide the basis and detailed justification for the ratings.

Consolidated Rating Table	Overall rating	Remarks/ Justification
1. Relevance	4.0	The UNDP programme adhered to development priorities and strongly aligned with Kosovo's development and EU accession priorities and needs across all sectors.
1.A. Adherence to Kosovo development priorities	3.67	
1.B. Alignment with United Nations/ UNDP goals	3.67	
1.C. Relevance of programme logic	3.41	
2. Coherence	3.0	UNDP Kosovo programme is small and to some extent compact which helps promote consolidated efforts and synergies. The Office is yet to embark in portfolio approach that target topic of outcome areas, however a cross cutting digital portfolio has been developed. External coherence is mostly good, though some more consolidated efforts to engage proactively with other UN agencies are warranted.
2.A. Internal programme coherence	3.10	
2.B. External programme coherence	2.85	
3. Efficiency	3.0	UNDP has been efficient and delivered its assistance in a timely manner overall. Some delays that were encountered linked to slow institutional decision making, difficulties with tendering processes as well as COVID-19. UNDP was quite effective in addressing delays and constraints and helped to get most initiatives back on track, adhering to expected actions and outputs. The office underwent restructuring in 2018 which resulted in significant cuts in staff and lower staff morale. The recent consolidation of efforts is a promising sign of positive trajectory going forward.
3.A. Timeliness and management efficiency	3.23	
3.B. Management efficiency	3.56	
4. Effectiveness	3.0	Overall, programme outputs were delivered successfully. Outcome-level achievements were generally positive, with visible success in the field of anti-corruption and access to justice. Some variation in terms of sustainability is evident in interventions pertaining youth empowerment and social cohesion, where UNDP has brought some important results, albeit mainly at individual level but with limited transformational potential. Outputs and outcomes are also achieved in access to decent work, inclusive service delivery, and climate
4.A. Achieving stated outputs and outcomes	3.29	
4.B. Programme inclusiveness (especially those at risk of being left behind)	3.78	
4.C. Prioritizing GEWE	2.83	

¹⁶ 4 = Satisfactory/Achieved, 3 = Moderately satisfactory/Mostly achieved, 2 = Moderately unsatisfactory/ Partially achieved, 1= Unsatisfactory/ Not achieved.

4.D. Prioritization of development innovation	3.45	<p>change. However, outcomes of green business investment are not fully achieved due to various factors. UNDP has taken care of gender mainstreaming, with few interventions directly targeting transformational change. There was no strong focus on people with disabilities, while other vulnerable groups were targeted across different sectors. Interventions in building local capacities for addressing climate change were well design to ensure sustainable development principles.</p> <p>UNDP measures to enable development innovation are visible across all outcomes. Digital transformation has been boosted by various e-systems (e.g. e-services and digital platforms for the use of the Kosovo Anti-corruption Agency, SALW, the court system, etc.), resulting in increased transparency and efficiency of institutions. In terms of social innovation, an important contribution was a collaboration with academia and UNV to enable access to social services for vulnerable groups during the COVID, as well as with CSOs to run mobile clinics. In private sector support, innovative green solutions have been promoted and developed, while new methodologies for boosting business growth have been initiated.</p>
5. Sustainability	3.0	<p>The sustainability prospects of UNDP interventions in Kosovo have been mixed, with positive results in terms of establishment and functioning of key institutions (e.g. Anti-corruption agency and FIU) though full sustainability of their internal institutional practices and models is still fragile. Sustainable capacities are ensured in local green governance, urban development and to some extent to access to labour market, while inclusive social delivery has mixed sustainability prospects. Financing for development is ensured for energy efficiency interventions, but UNDP has been particularly affected by a lack of access to vertical funds for upscaling some pilot solutions.</p>
5.A. Sustainable capacity	3.03	
5.B. Financing for development	2.67	