

Management response template

Independent UNDP Kosovo Programme Evaluation Date: Jan 2016 - June 2019

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Evaluation recommendation 1. To expand its funding base in response to development needs, UNDP should look to new partnerships and alternative financial sources.				
Management response: UNDP Kosovo is actively exploring opportunities for new strategic partnerships and alternative financing by engaging with IFIs, the EU, Kosovo Institutions, the private sector, and diaspora. In its capacity as technical lead for the UN Kosovo Team's (UNKT) Socio-Economic Response Plan to COVID-19 and based on UNDP's Programmatic Offers, the CO will deploy leading international expertise both to support its efforts in enriching the government's economic recovery programme with particular emphasis on green recovery, digitization, and social protection, and will seek to partner with IFIs, private sector and other development partners in mobilizing alternative financing.				
	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (initiated, completed or no due date)
1.1. Establish an Innovation & Digitalization Team to identify best practices and innovative financing opportunities for UNDP Kosovo	February 2020	UNDP Kosovo Programme	Ecosystem mapping of key actors in innovation and alternative finance conducted with support of UNDP Istanbul Regional Hub's Innovation Team & Alternative Finance Lab to identify potential partnerships and approaches. Roundtable on alternative finance organized with key players.	Completed
1.2. Crowdfunding initiative in response to COVID-19	June 2020	Governance and Peacebuilding Programme	The crowdfunding campaign was piloted in response to immediate needs for testing kits and 3-D printing of face shields.	Completed

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

1.3 Conduct Problem Space exercise on UNKT Socio-Economic Response Plan to COVID-19	June 2020	UNDP Programme	With support the Innovation Team of UNDP Regional Hub, the problem space methodology was applied to 1) define an intent and identity of the UNDP Kosovo as a technical lead for the UNKT Socio-Economic Response Plan (SERP), 2) articulate the problem space structures on the development areas in relation to COVID-19 in Kosovo, 3) map the immediate and long-term response offers, and 4) analyze the SERP based on the mapping, identifying gaps and needs in the offers.	Completed
1.4 Conduct Development Finance Assessment and Development Financing Roadmap for Kosovo	October 2020	UNDP Kosovo programme, supported by Geopolicy	As UNDP Kosovo's overall advisory support to the Kosovo Institutions in responding to COVID-19, the roadmap will identify innovative new development financing partnerships and modalities (i.e. blended financing, green / conservation financing, social impact bonds, crowdfunding, catalytic first loss capital etc.)	Initiated
1.5 Develop recommendations for Building Back Greener in consultation with IFIs, other development partners, and Kosovo Institutions	November 2020	Sustainable Growth and Resilience Programme	UNDP Kosovo has engaged leading international and local expertise to develop recommendations in regards to policies and strategies for Building Back Greener, in consultation with the Kosovo Institutions, IFIs and other development partners.	Initiated
Evaluation recommendation 2. UNDP should continue to emphasize gender equality and women's empowerment and strive to integrate more gender-sensitive activities across its portfolio of projects.				
Management response: UNDP Kosovo will continue to promote women's political and economic empowerment, and mainstream gender in a balanced manner throughout its programme. In addition, UNDP Kosovo will ensure that projects and programmes are designed in a gender sensitive manner and include gender disaggregated indicators and targets. Initiatives such as empowering young women who aspire politics, with support of experienced women politicians as				

their mentors over the last year was one of the most effective leadership and innovative interventions. Specific attention as we go forward will be given to women economic empowerment, access to social and legal services in our efforts to Building Back Better and response to COVID19 impact.

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2.1 Projects indicators and targets are gender-sensitive and gender-disaggregated throughout the entire UNDP Kosovo programme	Ongoing	Sustainable Growth and Resilience Programme	Maintain 30% for women beneficiaries for interventions related to institutional reform; maintain 50% criteria for women beneficiaries for all interventions related to economic empowerment	Initiated
2.2 Access to justice for women	Ongoing	Governance and Peacebuilding Programme	Ensure a minimum of 30% women's participation in institutional events and strive for 50% of women beneficiaries for project interventions. The interventions will entail design and implementation of advocacy campaigns on mediation, as an effective dispute resolution mechanism, through development of information materials and outreach activities throughout Kosovo. Manual on Mediation will be developed and distributed to 350 judges and prosecutors. In addition, capacities of legal aid actors according to the amended legislation will be increased. Women, especially those who live in more rural areas and other women considered marginalised will be the target group of the interventions.	Initiated

2.3 Impact of Corruption on Women Survey	June 2021	Governance and Peacebuilding Programme	This activity will be delivered through the Support to Anti-Corruption Efforts – 3 rd phase and it will produce qualitative data about the impact of corruption on women specifically	Initiated
2.4 Implement Wage Subsidy and Self-Employment measures	December 2021	Sustainable Growth and Resilience Programme	Current Active Labour Market Programme interventions will support reintegration of the repatriated persons from the western Europe. The CO will expand its support through wage subsidy programme, in close working with Public Employment Service and micro, small and medium sized enterprises. In both cases, not less than 50% of beneficiaries will be women.	
<p>Evaluation recommendation 3. UNDP should continue its efforts to enhance governance at central and local levels, through anti-corruption policies, safety and security, and increased attention to other important rule of law issues. UNDP should consider mobilizing advice and expertise to help develop policy frameworks in other rule of law areas, for instance addressing the informal economy, money laundering, terrorist financing and economic crime.</p>				
<p>Management response: UNDP Kosovo is well placed to deliver results against this specific recommendation, having just embarked on the 3rd phase of Support Ani-Corruption Efforts project that among others addresses issues of money laundry, asset confiscation and repatriation of stolen assets. The CO will also continue to support the security sector in the area of cyber security, small arms and explosives control, community engagement in the design and implementation of prevention of violent extremism (PVE) programmes and set up of a referral mechanism for prevention of PVE.</p>				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
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3.1 Money Laundering typologies developed to help identify suspicious activities, detect, and repatriate stolen assets	June 2020	Governance and Peacebuilding Programme	Money laundering typologies for Politically Exposed Persons (PEPs) are developed in close cooperation with Financial Investigation Unit and Private sector. The objective of the typologies to illustrate alleged money laundering schemes so as to ease the	Completed

			identification of suspicious activities and improve early detection, disruption of illicit activities, the success rates of prosecutions, and ultimately the amount of repatriated stolen assets.	
3.2 Development of the Anti-Corruption Strategy	June 2021	Governance and Peacebuilding Programme	UNDP will support the Kosovo Institutions in the development of a new Anti-Corruption Strategy in consultations with all relevant parties.	Initiated
3.3 Design policy and mechanisms for asset confiscation	June 2021	Governance and Peacebuilding Programme	UNDP Kosovo will engage international expertise to support the Kosovo Institutions in the design policies and mechanisms for asset confiscation and repatriation of stolen assets.	Initiated
3.4 Increased effectiveness of Border Police, Forensics, and Investigations teams on illicit arms trafficking	July 2021	Governance and Peacebuilding Programme	UNDP is using a people-processes-technology approach to strengthen individual and institutional capacities on identification, tracing, seizing and destruction of illicit arms trafficking.	Initiated
3.5 Kosovo Police's specialised cyber-crime unit can conduct darknet investigations	July 2021	Governance and Peacebuilding Programme	UNDP will provide specialised, certified training to develop capacities for select members of the unit, based on best international practices, to safely and effectively conduct investigations and infiltration	No due date
3.6. Strengthen the Public Employment Service's (PES) community outreach capacities	Ongoing	Sustainable Growth and Resilience Programme	In addition to support to PES, to reach out to communities to encourage them to register their job seeking profiles, the CO will explore opportunities with PES to target informal economy through awareness and proactive approaches that encourage people to seek employment through PES.	No due date

3.7 Strengthen capacities of Rule of Law institutions and the coordination among them	Ongoing	Governance and Peacebuilding Programme	The CO supports strengthening the capacities of judges and prosecutors as well and Kosovo's Judiciary Council and Kosovo's Prosecutorial Council coordination. In order to increase transparency and accountability of justice institutions, UNDP supports digital transformation of processes related to asset and income declaration, and tracing of illicit transactions and human rights-based approaches in the judiciary, through the human rights and SDGs database.	Initiated.
<p>Evaluation recommendation 4. While continuing its current support frame for employment institutions, UNDP should consider complementary interventions in the field of vocational education and training and adult education to improve the effectiveness of employment policies. Over the long term, responsibility for implementing employment policies should transfer to national authorities, allowing UNDP to focus more on strategic aspects and design and evaluation activities</p>				
<p>Management response: The office initiated discussions with the Ministry of Labour and Social Welfare regarding the diversification of employment programmes and vocational education in line with development trends in the region and labour market needs. On the latter, UNDP will continue to provide support to the ministry with a market needs assessment to identify skills gaps and potential for more strategic employment programmes. Expert advice will be provided to policymakers to enhance strategic planning. In the meantime, the office will facilitate the work of the public employment service, especially at municipal level, for more effective and efficient service delivery until full implementation of existing financing agreements between UNDP Kosovo and the Ministry of Labour and Social Welfare. UNDP will play its convening role in bringing together key stakeholders from the private sector, educational institutions and employment authorities to facilitate joint planning for training that will allow for the development of future skills.</p>				
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4.1 Provide recommendations for employment policy reform	November 2020	Sustainable Growth and Resilience Programme	The office has engaged external expertise to support the government in the design of interventions for recovery programmes in response to COVID-19. As part of this support, international experts will conduct policy	Initiated

			dialogue with the Minister of Labour and Social Welfare and provide advice accordingly on how to improve employment policy making in the short and medium term.	
4.2 Develop new employment programmes and guidelines for implementation	December 2021	Sustainable Growth and Resilience Programme	The office will utilize resources from the Global Policy Network and Sustainable Development Team in the Istanbul Regional Hub who will, based on best regional and global practices, support the country office design and promote new employment programmes that are strategic and in line with labour market needs in Kosovo. The focus will be on digital skills for youth and profiles that are in line with the development of technology in different production sectors and the IT sector.	Initiated
4.3 Carry out two Business Pulse surveys	December 2020	Sustainable Growth and Resilience Programme	The policy recommendations referred to above will be informed by the Public Pulse survey data and Business Pulse survey – the first one carried out in May and results published in June 2020, followed up by a roundtable organized in June with international and government stakeholders, positioning UNDP as a facilitator of policy-level discussions between stakeholders and joint planning as we go forward. The other two Business Pulse surveys will be implemented until the end of 2020.	Initiated
Evaluation recommendation 5. Employment and livelihood support in rural areas should be pursued and extended to encompass wider territories, with grant support for larger partnership-based projects promoting higher income opportunities in selected value chains				

Management response: UNDP will continue its implementation of Active Labour Market Programmes and aims to expand the programme to engage particularly with the youth in all sectors through self-employment and through targeted wage subsidy programme, especially in response to COVID-19.

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5.1 Continued implementation of the Active labour market Programmes	December 2021	Sustainable Growth and Resilience Programme	The action will support reintegration of the repatriated persons in a gender-sensitive manner. The target group will be specifically those living in rural areas that through self-employment programme will benefit skills and tools to operate in sectors of dairy production, honey production, wood processing and service sector that will ultimately improve livelihoods.	Initiated
5.2 Expand on ALMP target groups with focus on youth and future skills	December 2021	Sustainable Growth and Resilience Programme	The action will target regular beneficiaries through wage-subsidy scheme for private sector SMEs, and development of skills for future, based on domestic market needs and beyond, with focus on digital skills.	No due date

Evaluation recommendation 6. UNDP should promote integrated measures combining education, employment and social welfare to fight poverty and social exclusion, with emphasis on women and youth.

Management response: The CO will support development of digital solutions for addressing the skills gaps, with focus on the future skills required in the labour market. That will also be part of the package of self-employment and wage subsidy programmes. In parallel, the CO will support addressing issues aiming to improve key governance aspects, in coordination closely with the central government, municipalities and Centers for Social Welfare (CSW). In doing so, it will upgrade the existing monitoring system into an innovative one for effective targeting and provision of the right level of support in a gender equitable manner for vulnerable groups and individuals and those harder to reach. The ultimate aim is to strengthen coordination and communication between line ministries and Local level – Municipalities and CSWs for improved quality of social service delivery and reporting against service delivery standards.

Key action(s)			Tracking
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6.1 Review the existing database for case registration	May 2022	Governance and Peacebuilding & Sustainable Growth and Resilience Programmes	The CO will carry out a needs assessment and identify areas which require updating including alignment of processes between CSW and NGOs, coordination and information sharing between municipal and central levels.	no due date
6.2 Upgrade the service-based case management system	September 2022	Governance and Peacebuilding & Sustainable Growth and Resilience Programmes	The CO will engage closely with Ministry of Labor and Social Welfare, Municipalities and CSWs to support them with a design of a service-based case management system, entailing the drafting of admirative instructions, guidelines, development of service-based case management modules.	No due date
6.3 Develop a Manual for service providers linking social services with legal services	June 2021	Governance and Peacebuilding Programme	The CO will work on unification of approaches for social workers, legal actors, psychologists, and sociologists. We will develop a beneficiary list and list of services and a manual to provide clear definition of each category/type of beneficiary, related legal provisions, standards and procedures to determine the link between the beneficiary and services.	Initiated
Evaluation recommendation 7. UNDP has an important role to play in Kosovo in strengthening administrative capacity for environmental policy implementation and disaster risk reduction at central and local level, but this will require much more substantial funding than at p resent.				
Management response: Due to Kosovo's status, it is not eligible to funding from the global environmental vertical funds (e.g. GEF, GCF). This is well noted in the evaluation report. The CO is actively developing a plan – which entails advancing the European Green Deal, utilise UNDPs Climate Promise and embark into dialogue with development partners for potential partnerships towards Build Back Greener in response to COVID-19. UNDP will continue to support the government's efforts to step up climate action and strengthen disaster risk reduction efforts, and will actively explore new strategic partnerships and financing.				
Key action(s)			Tracking	

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7.1 Enhance capacities of the Kosovo's Committee for Climate Change (KCCC) and other relevant institutions for setting quantitative and qualitative targets on climate change (CC) mitigation and adaptation and for more effective implementation of climate change priorities.	December 2020	Sustainable Growth and Resilience	CO managed to fundraise additional funds for implementation of the "Climate Promise" for Kosovo, activities of which will be adjusted to be aligned with COVID-19 response complementary to UNKTs Socio Economic Response Plan.	Initiated
7.2 Support the Kosovo's Institutions and strengthen their capacities to accelerate nature and climate actions to advance Kosovo towards green recovery, low-carbon development and improved climate resilience.	No due date	Sustainable Growth and Resilience	CO is actively exploring the possibilities to best position Kosovo and support its efforts towards carbon neutrality and climate resilience in line with the European Green Deal. CO, in close cooperation with IRH, is increasing efforts to seek ways to include Kosovo in regional environmental projects.	No due date

Evaluation recommendation 8. The results framework for UNDP's work in Kosovo should include better-defined indicators capturing the real effects of UNDP interventions, with targets better adjusted to the size and scope of the programme portfolio.				
Management response: UNDP Kosovo has developed its Results and Resource Framework (RRF) for CDP 2021-2025. Based on the initial recommendations by the IEO, it paid specific attention to include well-defined and measurable indicators and targets in the RRF reflecting an adequate balance between programme portfolios and realistic targets based on foreseen size of the programme over the next 5 years.				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
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8.1 Yearly monitoring of the RRF progress	On yearly basis	All programme teams	Progress will be measured against the set targets and their timeline of achievement	Continuous

8.2 Adjust targets and indicators during programme implementation cycle, as needed	On yearly basis	All programme teams	Based on developments as we go forward and emerging priorities, the CO will review the indicators and targets to assess if adjustments are required, by preserving the RRF objectives	Continuous
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* Status of implementation is tracked electronically in the ERC database.