Management response template

**UNDP management response template**

**Name of the Evaluation:** Final Evaluation of the joint project “Empowering Youth for a Peaceful, Prosperous and Sustainable Future in Kosovo[[1]](#footnote-2) 2019-2021"

**Date:** 28.09.2021

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| **Evaluation recommendation 1**. PBF - To develop a community of practice of country teams working on PBF financed projects |
| **Management response:** Management takes note of the recommendation and considers it a useful suggestion in light of the upcoming regional youth project. The overall responsibility for establishing the CoP rests with PBF.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |

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| **Evaluation recommendation 2.** UN Resident Coordinator in Kosovo to develop a regional project building on social cohesion on the results of this project |
| **Management response:** The DC accepts the recommendation, as she considers it highly relevant to build future work on good practices from previous projects.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 2.1 DCO Kosovo led an intensive consultation process with other RCs in the region and eight UN agencies working on social cohesion to develop a joint regional project or projects addressing social cohesion by building on previous, good experiences. | November 2021 | DCO |  | Completed |
| 2.2 The extensive consultation process led to the successful development of a two-year regional project on “Strengthening the role of youth in promoting increased mutual understanding, constructive narrative, respect for diversity, and trust in Albania, Bosnia and Herzegovina, Kosovo, North Macedonia and Serbia,” which is expected to be approved before the end of the year. The joint project builds on good practices from previous projects, including in particular the Kosovo youth project, which is the focus of this evaluation and focuses on supporting young women and men to promote constructive and fact-based narratives, and contribute to building trust, intercultural dialogue, cultural diversity, gender equality and social cohesion using an innovative combination of local and regional initiatives.  | December 2021 | DCO |  | Initiated |
| 2.3 Recognising the importance of consulting youth on project Theory of Change and development of activities, with regard to the regional youth project, UNDP as lead agency with support of DCO has led a number of in-person youth consultations (with small numbers due to COVID restrictions), on 12 October, and the Youth Advisor of the Kosovo Prime Minister. The networks created through the PBF project that is the subject of this evaluation were instrumental in consulting with youth on the future project. The feedback has been incorporated into the design of the upcoming regional youth project.  | October 2021 | DCO with UNDP |  | Completed |

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| **Evaluation recommendation 3.** RUNOs to clarify the objective and the vision of peacebuilding projects |
| **Management response**: Management of RUNOs takes note of the recommendation and accepts it. The vision and mission of the upcoming regional project has already incorporated the recommendation to have clearer and specific objective(s) including achievable and measurable results. The same will be applied in all upcoming joint projects.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 3.1 Develop a Kosovo specific glossary on the themes of peacebuilding and social cohesion, which will address issues of gender equality and youth empowerment | Dec 2023 | UNDPUN Women | The glossary will be developed by UNDP and UN Women and will be available to all UN Agencies | Initiated |
| 3.2 The upcoming project on youth was designed with a specific objective and vision which will lead to measurable and realistic results | November 2021 | UNDPUN Women |  | Completed |
| **Evaluation recommendation 4.** To develop more coherent projects based on solid TOC |
| **Management response**: The management of RUNOs takes note of the recommendation and accept it. RUNOs have applied it in the upcoming regional PBF funded project.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
|  |  |  | **Comments** | **Status (initiated, completed or no due date)** |
| 4.1. RUNOs will ensure that TOCs for future projects are developed in a participatory manner based on evidence-based, solid understanding of the systemic challenges and transformative changes needed, demonstrating the most effective pathway to achieve clearly defined objective(s).  | December 2023 | UN WomenUNDP |  | Initiated |
| 4.2 UNDP as lead agency of the upcoming regional youth project initiated a series of extensive consultations on the TOC, including two interagency workshops on theory of change involving four agencies and five RCOs (using innovative technology such as a MIRO board allowing interactive participation from across the region) and an extensive consultation process with over 400 young people from across the region to test the assumptions of the TOC. | October 2021 | UNDP |  | Completed |
| **Evaluation recommendation 5.** To develop a clear ‘exit strategy’ |
| **Management response**: The management of RUNOs acknowledges the recommendation and partially accepts it. The exit strategies are designed for the context in which RUNOs operate, and quite often their implementation comes across challenges linked to funding and capacities needed beyond the project duration including institutional support. In the upcoming joint regional project, funded by the PBF, the recommendation was already applied.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
|  |  |  | **Comments** | **Status (initiated, completed or no due date)** |
| 5.1 For future joint programs, initiate the engagement with institutions and beneficiaries at the project conceptualisation stage to ensure alignment with their needs, ensuring strong ownership based on Kosovo’s development priorities and strategies, allowing for results to be sustained beyond the project duration.  | April 2022 | UNDPUN WomenUNICEF | The recommendation was applied as part of the regional project (UNDP, UNFPA, and UN Women in Kosovo) | Initiated |
| 5.2. Future interventions to ensure that institutional and individual capacities are built based on the needs identified and the results to be achieved. Assessment of these capacities will be included as an integral part of the sustainable exit strategy. | December 2023 | UNDPUN Women UNICEF | An example of this is the early engagement with MYCS in the design of a youth project in order to commit to the implementation of specific project activities | Initiated |
| **Evaluation recommendation 6.** To improve the M&E and reporting system of new projects and make it more outcome oriented, articulated, and gender sensitive |
| **Management response**: The management of RUNOs acknowledges and accepts the recommendation. Greater attention will be paid to the monitoring process, viability of indicators, and feasibility of targets which will consider and better articulate gender sensitivities.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
|  |  |  | **Comments** | **Status (initiated, completed or no due date)** |
| 6.1 Agencies participating in future joint programs should ensure a clear program design, based on their existing systems, to enable results-based management and reporting. This should include gender analysis either researched by the project itself or using existing analyses.  | December 2023 | UNDPUN Women UNICEF |  | Initiated |
| **Evaluation recommendation 7.** To develop, possibly, a “learning system” for future similar peacebuilding projects |
| **Management response:** The management of RUNOs acknowledges and accepts the recommendation, as it recognizes the importance of knowledge management, systematic capturing of lessons learned, including their dissemination and use. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
|  |  |  | **Comments** | **Status (initiated, completed or no due date)** |
| 7.1DCO will encourage increased information sharing and ensure information flow of lessons learned exercises (such as the Thematic Review of Local Peacebuilding in the Western Balkans sponsored by PBSO). Through regular briefings - which can also include other partners such as the Council of Europe (e.g., on hate speech), EU (e.g., on anti-discrimination strategy) or OSCE (on use of municipal youth councils) - DCO will further lessons learned processes.  | Dec 2023 | DCO |  | Initiated |
| 7.2 As part of the development of the new regional youth project, UNDP as lead agency will ensure an adequate budget for M&E and the inclusion in the team of a part-time M&E support officer with a budget for M&E travel in the region. This process is designed also to contribute to better capturing of lessons learned and the ability to modify project activities throughout the lifetime of the project, instead of waiting for a final evaluation.  | November 2021 | UNDP |  | Completed |
| **Evaluation recommendation 8**. To develop a communication strategy that is effective and uses easy-to-understand terminology |
| **Management response**: The recommendation is partially accepted. The management of RUNOs considers that the communication strategy for the joint project was effective and efficient in reaching intended target groups, as demonstrated by outreach campaigns, the participating municipal institutions, community volunteers, and other beneficiaries. Nevertheless, RUNO management acknowledges the need for a wider dissemination of results and enhanced communication with other stakeholders. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
|  |  |  | **Comments** | **Status (initiated, completed or no due date)** |
| 8.1 The communication strategy for future joint projects will be developed by the project team in close discussions with direct beneficiaries and institutional stakeholders. The strategy will be finalized using internal or external gender expertise, to ensure that communication efforts are gender sensitive and serve the different outreach needs of women, men, girls, and boys from different backgrounds.  | December 2023 | UNDPUN WomenUNICEF |  | Initiated |
| 8.2 The upcoming regional youth project will have a small communications component that will ensure professional communications accompanying the project throughout, whereby stories will be told about what has happened in the various project initiatives, and package them to target audiences, including local audiences (in the respective language) as well as an international audience (including for UN leadership). This approach will facilitate greater visibility and impact of the initiatives and can help show the connections regionally. It will also be strategic and coordinated regionally to ensure that project activities and results will be known beyond a relatively small group of project participants and UN managers  | November 2021 | UNDPUN Women |  | Completed |
| **Evaluation recommendation 9.** To better clarify the possible scenarios for governance set-up for joint programs and to select the most appropriate one |
| **Management response:**  The management of RUNOs acknowledges and accepts the recommendation. Actions have already been taken through the upcoming joint regional project.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
|  |  |  | **Comments** | **Status (initiated, completed or no due date)** |
| 9.1 DC Kosovo in close consultation with other RCs and implementing agencies will carry out outan in-depth analysis of the different joint programs in Kosovo, the Western Balkans, and Central Asia with a different set-up so as to compare them so as to verify as well as the advantages and disadvantages of the different models to influence the governance model for the new regional youth project. | October 2021 | DCO |  | Completed |
| 9.2 In future joint projects, in line with UNDG guidance on UN joint program development, coordination and implementation, DC Kosovo and participating agencies will select governance models that allow for an efficient division of tasks on strategic coordination (DC) and programming and implementation (RUNOs).  | December 2023 | DCO |  | Initiated |
| 9.3 The new regional youth project envisages a regional Steering Committee chaired by one of the DCs and a technical advisory board run by the RUNOs. | November 2021 | DCOUNDPUN Women |  | Completed |

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| **Evaluation recommendation 10**. To engage with Kosovo authorities at central and local level and ensure that they are part of the sustainability strategy of future peacebuilding projects |
| **Management response:** The management of RUNOs acknowledges and accepts the recommendation, which is also addressed as part of Recommendation 5 (Actions 5.1 and 5.2). |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
|  |  |  | **Comments** | **Status (initiated, completed or no due date)** |
| 10.1 As lead agency of the new regional youth project, UNDP in close consultation with DCO will pay special attention to involving the Ministry of Culture, Youth and Sports in the formulation of the project document from the very beginning. This included insisting on their participation in an all day workshop testing the TOC (with youth stakeholders), extensive discussions on the project document with the Deputy Minister and the Youth Adviser of the Minister of Ministry of Culture Youth and Sport (MCYS) including the Deputy Minister as a co-chair on the Project Advisory Board. | Dec 2023 | UNDP | The Ministry has made numerous detailed suggestions to the project design, ranging from the inclusion of non-majority groups to the actual formulation of sporting events, which show their interest in the project and active involvement. | Initiated |

\* Status of implementation is tracked electronically in the ERC database.

1. References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999). [↑](#footnote-ref-2)