Management response template

**UNDP management response template**

Evaluation of Combating Cyber Crime in Kosovo (C3K) project

Date: November 2021

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| **Evaluation recommendation 1.**  Focus more on cybersecurity capacity development and awareness raising activities, covering prevention and advocacy aspects, and policy making and coordination processes, build around MIA, as main lead partner, in cooperation with KP, RAEPC and AIS. | | | | |
| **Management response: FULLY ACCEPTED** As part of UNDP’s wider support to the Kosovo 2030 Digital Agenda, consultations with Kosovo institutions, development partners, private sector and influencers is being carried out as part of the finalization of the UNDP Digital Readiness Assessment (DRA) for Kosovo. This includes a strong view on cyber security, in terms of regulation, infrastructure, institutional setup and general awareness of the population in the field of cyber security. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** | |
| **Comments** | **Status**  **(initiated, completed or no due date)** |
| UNDP to initiate actions aiming to strengthen cybersecurity as a result of the DRA and in support of the Kosovo 2030 Digital Agenda. | December 2022 | UNDP Programme | N/A | **Initiated** |

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| **Evaluation recommendation 2.**  The technical aspects, related to specialised equipment, software and trainings (e.g. digital forensics) required for cybercrime investigation and prosecution, besides requiring significant resources, they are largely covered by other donors such as the U.S. and the EU programmes respectively, thus ought to be covered only if necessary under a separate outcome or even a separate project of more technical – procurement centred nature. | | | | |
| **Management response: FULLY ACCEPTED** The completion of the UNDP DRA and wider consultations aims at outlining how UNDP can further complement existing initiatives by Kosovo institutions and development partners, including on cyber security, in order to drive systemic change in the field of cyber security. As such, a global UNDP pilot of establishing a portfolio approach to digital transformation is being completed in Kosovo. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** | |
| **Comments** | **Status**  **(initiated, completed or no due date)** |
| UNDP Kosovo to complete a portfolio blueprint for developing a portfolio of strategic options on digital transformation. | December 2022 | UNDP Programme; | N/A | **Initiated** |

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| **Evaluation recommendation 3.**  Focus on providing policy support to completion of the legal infrastructure and development of the new Strategy Cyber Security, through sponsoring relevant local surveys, analysis and research papers in the domain of cybersecurity. | | | | |
| **Management response:** **Fully Accepted.** While the CS strategy is being prepared, UNDP will support the process, leveraging insights gained as part of the Digital Readiness Assessment as well as global advisory expertise. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** | |
| **Comments** | **Status**  **(initiated, completed or no due date)** |
| Provide advisory support to the CS Strategy to the Office of the Prime Minister | March 2022 | UNDP Programme | N/A | Initiated |

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| **Evaluation recommendation 4.**  Identify suitable local partner Experts, CSOs and Think Tanks and commission analysis and research papers which are very scarce, yet necessary to feed into the policy making processes in the field of cybersecurity. This also contributes to strengthening of non-government sector capacities in the field of cybersecurity and overall sustainability of results. | | | | |
| **Management response:** **FULLY ACCEPTED** UNDP has already engaged with local and regional experts and CSOs who actively involved in C3K project activities as well as the preparation of the DRA and portfolio option. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** | |
| **Comments** | **Status**  **(initiated, completed or no due date)** |
| To expand the cooperation and regional experts and other partners. | June 2023 | UNDP Programme  KSSP Team | N/A | **Initiated** |

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| **Evaluation recommendation 5.**  The anticipated establishment of the Cyber Security Authority by the government, most probably under the MIA, is expected to lead and coordinate all cybersecurity efforts, and should be the centre of focus in terms of capacities to gather, analyse and disseminate information amongst relevant stakeholders. | | | | |
| **Management response**:  **ACCEPTED:**  The establishment of the CSA is foreseen as per the draft law on CS with an explicit mandate to carry out activities as per recommendation 5. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| Support the competent institutions dealing with cybersecurity by providing advice and guidance. | December 2023 | UNDP Programme  KSSP team | N/A | Initiated |

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| **Evaluation recommendation 6.**  Further strengthen capacities of KP first responders in regional and local KP stations, in preliminary investigation techniques related to reported cybercrime, as this stage determines the effectiveness of later more advanced investigation stages. | | | | |
| **Management response**:  **FULLY ACCEPTED:**  Through UNDP’s DRA for Kosovo, avenues to strengthen KP capacity are being assessed in connection with the wider gaps underpinning Kosovo’s current digital transition process. Through existing UNDP interventions and new initiatives, UNDP seeks to integrate digital per default, including cyber security. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| Through DRA support the Kosovo’s digital transformation process while having cybersecurity as its integral part. | December 2022 | UNDP Programme | N/A | **Initiated** |

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| **Evaluation recommendation 7.**  Ensure continuity of provision of specialised professional trainings and certification to CERTs in  demand driven basis. | | | | |
| **Management response**:  **FULLY ACCEPTED:**  Under the DRA and wider digital portfolio process, UNDP has expanded contact and discussions with potential partners interested in collaborating in a continuation of specialised trainings in the field of cyber security. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| Continue to strengthen capacities of CERT’s officials and other law enforcement officers who are dealing with cybersecurity through specialized trainings with international certification. | **December 2021** | KSSP Team | N/A | **Completed** |

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| **Evaluation recommendation 8.**  Advocacy and awareness should be further enhanced, both in terms of protection from potential cyber threats, as well working with various local IT labs, to target more women to specialise on cybersecurity. | | | | |
| **Management response**: **FULLY ACCEPTED:** As part of UNDP’s DRA and digital portfolio work, particular emphasis is placed on digital inclusion, including the need to target women professionals in the field of cyber security and digitalization more broadly with the aim of strengthening UNDP’s support to skills development and women in STEM. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| Through digital portfolio development, identify challenges and opportunities in accelerating digital society and inclusion, while addressing digital divide through digital literacy and gendered perspectives. | **December 2023** | UNDP Programme | N/A | **Initiated** |

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| **Evaluation recommendation 9.**  Engage with MEST to strengthen awareness and advocacy actions targeting schools, pupils, and students. | | | | |
| **Management response**:  **PARTIALLY ACCEPTED:**  Through UNDP’s work on DRA and digital portfolio, skills development is emerging as both a key enabler and barrier. This includes engagement with all relevant stakeholders including MEST, CSO, academia but also the wider community of stakeholders providing or influencing skills training on accelerating Kosovo youth’s foundational skills in ICT and digitalization, including online threats and cyberbullying. .. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| UNDP Kosovo to complete a portfolio blueprint for developing a portfolio of strategic options on digital transformation | December 2022 | UNDP Programme | N/A | Initiated |

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| **Evaluation recommendation 10.**  Engage with institutions and businesses to open up and encourage ethical hacking activities in testing their cybercrime prevention capacities. Offer awards to successful hacks. | | | | |
| **Management response**:  **ACCEPTED.**  While potentially sensitive, UNDP is gathering lessons on how to promote ethical hacking in support of Kosovo institutions via UNDP’s global digital network, in line with recommendations from the DRA. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| Explore with key counterparts the scope for pilot testing of ethical hacking in identifying potential vulnerabilities on ICT infrastructure. | N/A | UNDP Programme | N/A | N/A |

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| **Evaluation recommendation 11.**  Identify Champions of Change and support their engagement in TV debates, presentations, lectures, etc. | | | | |
| **Management response**:  **FULLY ACCEPTED:**  Under the DRA and wider digital portfolio process, UNDP organized in November 2021 Digital Week in close cooperation with the Ministry of Economy, through which it expanded contact with various stakeholders on how to build inclusive, ethical and sustainable digital society. . The role of the digital transformation portfolio is to identify the most strategic intervention spots that accelerate Kosovo’s digital transformation and add value to existing initiatives led by government, private sector, civil society and development partners. Digital Champions in several areas have been identified and invited for active engagement in the portfolio process while highlighting the need to work across four areas: digital landscape, digital utility, digital trust and digital economy.    with potential partners interested in beginning | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| Stakeholder engagement and consultations through digital portfolio to identify digital that influence actions for digital acceleration | **December 2021** | UNDP Programme | N/A | **Completed** |

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| **Evaluation recommendation 12.**  Maintain demand driven approach to development of trainings, and where possible spread out trainings over time to provide more space for stakeholders to participate while being able to carry out their daily duties uninterrupted. | | | | |
| **Management response**: **FULLY ACCEPTED:**  UNDP has maintained a demand driven approach to specialized trainings which were organized based on the beneficiaries availability. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| Consult with potential beneficiaries on the type and duration of the specialized trainings. | **December 2022** | UNDP Programme | N/A | Initiated |

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| **Evaluation recommendation 13.**  Develop a comprehensive M&E mechanism to ensure quality analysis not only on progress reporting, but also in feeding into research, policy studies, papers and publications. If resources allow, engage an additional staff covering Monitoring, Evaluation and Learning aspects of the project. | | | | | | | | |
| **Management response**:  **FULLY ACCEPTED:** Under both the digital portfolio process as well as a CPD-level Programme Dynamic Management pilot, UNDP is exploring avenues to strengthen data gathering for enhanced policy making, including in terms of MEL. | | | | | | | | |
| **Key action(s)** | **Completion date** | | | **Responsible unit(s)** | **Tracking** | | | |
| **Comments** | | | **Status (initiated, completed or no due date)** |
| Strengthened MEL and data gathering and analysis reflected in UNDP Kosovo’s M&E practice. | | **December 2022** | UNDP Programme | | | N/A | **Initiated** | |

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