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# **Final Evaluation**

## **“Response to COVID-19 Emergency and Early Recovery Support”**

**December 2020 – December 2022**

**December 2022**

The authors of the report thanks all the stakeholders who participated in and contributed to this evaluation. Particular thanks are extended to the staff of UNDP Kosovo who coordinated and facilitated the evaluation process with professionalism and commitment.

## PROJECT INFORMATION

<b><i>Project/Outcome Title</i></b>	<b>Response to COVID-19 Emergency and Early Recovery Support</b>	
<b><i>Country</i></b>	<b>Kosovo</b>	
<b><i>Region</i></b>	<b>Balkans</b>	
<b><i>Date ProDoc Signed</i></b>	<b>October 2020</b>	
<b><i>Project Start and End Dates</i></b>	<b><i>Start</i></b> <b>December 2020</b>	<b><i>End</i></b> <b>December 2022</b>
<b><i>Committed Budget</i></b>	<b>EUR 4,999,961</b>	
<b><i>Project Expenditure at the Time of Evaluation</i></b>		
<b><i>Funding Source</i></b>	<b>EU</b>	
<b><i>Implementing Partner</i></b>	<b>UNDP</b>	

## EVALUATION INFORMATION

<b><i>Evaluation Type</i></b>	<b>Project Evaluation - Final Evaluation</b>	
<b><i>Period Under Evaluation</i></b>	<b><i>Start</i></b> <b>December 2020</b>	<b><i>End</i></b> <b>October 2022</b>
<b><i>Evaluators</i></b>	<b><i>Elinor Bajraktari and Mytaher Haskuka</i></b>	
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## Executive Summary

This report presents the main findings of the final evaluation of the project “*Response to COVID-19 Emergency and Early Recovery Support*” (hereafter referred to as the *HAP project*), financed by the EU Office in Kosovo and implemented by UNDP in partnership with UN Women and UN Volunteers and in close cooperation with the Department for Social Policies and Families under the Ministry of Finance, Labour, and Transfers. The project was designed in response to the challenges created by the COVID-19 crisis. Its goal was to enhance the provision of social services by the Centres for Social Work (CSWs) in support of the most vulnerable groups and individuals, primarily those living in poverty or at risk of socio-economics marginalization, especially women and girls, non-majority communities, victims and those at risk of gender-based violence (GBV), and people living in rural areas who experienced difficulties to access social facilities and services.

The final evaluation presented in this report assessed the project’s achievements in terms of its relevance, impact, effectiveness, efficiency, and sustainability, and provides recommendations for future interventions in this sector. The evaluation methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. The data collection process involved a detailed review of the project documentation, a questionnaire with the project team, semi-structured interviews and online surveys with project stakeholders and partners. Field work was conducted in the period 31 November – 5 December 2022 and included meetings with heads of municipalities, directors of CSWs and representatives of NGOs that were involved in project activities in five municipalities with Albanian majority (Prishtina/Priština, Prizren, Gjakovë/Đakovica, Suharekë/Suva Reka, and Malishevë/Mališevo) and three non-majority municipalities (Graçanicë/Gračanica (Serbian community), Novobërdë/Novo Brdo (Serbian minority), and Mamushë/ Mamuša (Turkish community)).

The evaluation findings are organized according to the main evaluation dimensions.

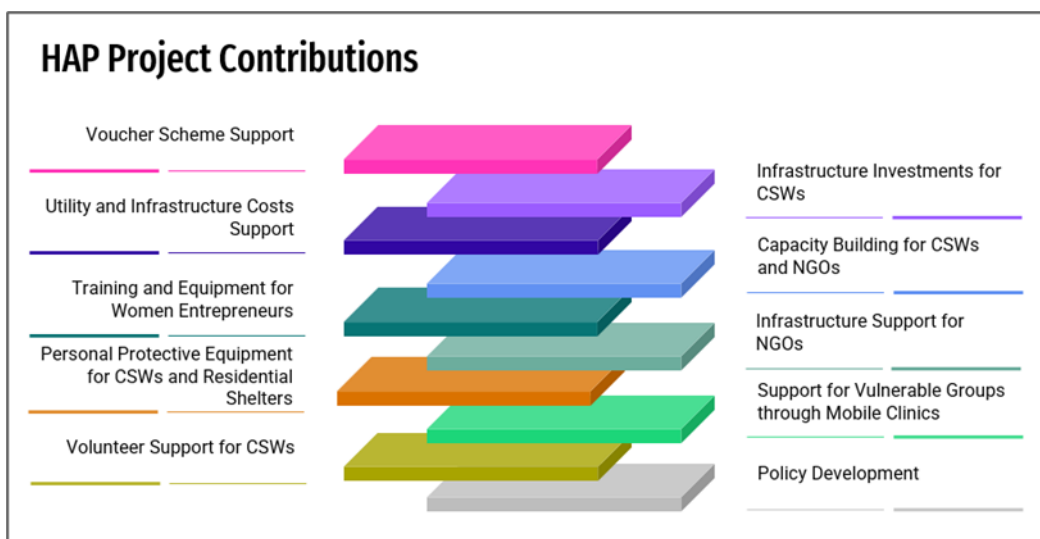
### Relevance

The HAP project has been an extremely relevant intervention at a very challenging time not only for Kosovo, but for the whole world. It was designed to contribute to the Strategic Objective 3 of the Ministry of Labour and Social Welfare Sector Strategy 2018-2022, which aims to increase social welfare through expanding and raising the quality of protection and social and family services. It was also aligned with the priorities of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025. The HAP project was designed in close cooperation with MFLT/DSFP and the EU Office in Kosovo and was delivered in a global emergency situation – it represented one of the interventions rolled out by UNDP and the EU, involving a partnership with UN Women and UN Volunteers. It was designed to address two priorities simultaneously – managing the effects of the pandemic on the population, while at the same time boosting the capacities of Kosovo’s institutions for targeted service delivery. The

intervention was very well-targeted– its primary target group was people and individuals living in poverty or at risk of socio-economic marginalization; who were further stratified to include single mothers/women heads of households, non-majority communities particularly Roma, Ashkali, and Egyptians, women survivors of or at risk of gender-based violence, abuse or domestic violence; people living in remote rural areas who experience difficulties to access social facilities and services. The instruments deployed by the project for the delivery of the support to beneficiaries were effective and relevant. Another key feature of the relevance of this project was the method used for the identification and selection of beneficiaries.

### Effectiveness

Overall, the HAP project was able to achieve the objectives identified in the project document, despite the limited implementation timeframe and contextual challenges. It provided a range of contributions in different ways which are summarized in the following figure.



- The project supported families living in extreme poverty through the provision of vouchers for vulnerable families, as part of the Social Assistance Scheme (SAS). The “voucher” support included both food and non-food items, with the latter including things such as personal hygiene products. By the end of implementation period, a total of 8,290 families had benefitted with the amount of 2,909,200.19 Euro through the voucher scheme.
- In addition to the food/non-food “voucher” support, the project helped vulnerable families to cover a part of their utility costs (payment of water and heating expenses).
- The project supplied 40 CSWs and all residential centres with 5,536 PPE items (hand sanitizers, stands, masks) worth a total of 19,000 Euro.
- The project supported the placement of UN Community Volunteers within all CSWs to assist CSWs to improve their case management practices and enhance service delivery and to prepare a new generation of certified social workers.

- The project supported the rehabilitation or renovation of the premises of 30 CSWs for a total amount of 215,247 Euro. These infrastructure interventions created a more user-friendly environment for both the staff of these centres and their clients.
- As part of the capacity development support initiatives, the UNDP project team, jointly with the UNV Office in Kosovo, University of Prishtinë/Priština, and MFLT/DSPF, delivered four training events for all UN Community Volunteers and their CSW supervisors on topics related to their daily work and career development.
- The project supported a total of 11 NGO Residential Centers with grants to rehabilitate, renovate, or reconstruct their facilities. These centres included emergency shelters for victims of domestic violence and trafficking, homes for the elderly and abandoned children, and rehabilitation centres for people with disabilities.
- The project supported the economic empowerment of vulnerable women – especially, women experiencing domestic violence, survivors of gender-based violence, women from Roma, Ashkali, Egyptian communities, rural women and women with disabilities. The focus of the project in this area was building women’s knowledge and skills and supporting them in the creation of income-generating activities and diversification of their businesses.
- The project also supported the establishment of four mobile clinics which were deployed in remote areas to facilitate access to services such as social, health, and employment benefits by vulnerable groups (particularly for women, the elderly, and children and those from minorities).
- The project supported the review and upgrade of the existing system for needs assessment of beneficiaries and introduced a digitalized service-based case management system.

### Coherence

The HAP project was designed and implemented in a way that enabled it to be coherent with the institutional framework, the efforts of UNDP and the UN in Kosovo and the assistance provided by the EU. The project was in coherence with institutional framework, and especially with the social assistance scheme (SAS). Further, it was part of a bigger package of EU-funded interventions targeting the effects of COVID-19. The project was implemented by UNDP in partnership with UN Women and UN Volunteers, in the spirit of the “One UN” approach. The division of labour among the agencies was clear and based on their comparative advantages. Also, the project built on existing foundations built by other UNDP and UN Women interventions. The project has also contributed to donor coordination in the area of social assistance. The project team organized bi-monthly Technical Coordination Meetings with the Ministry, the EU, and other international and local organizations to ensure complementarity of interventions and coordination.

Despite these achievements, there was potential for stronger coherence. While good coordination between the HAP project and these other initiatives was ensured through the bi-monthly Technical Coordination Meetings, some stakeholders interviewed for this evaluation noted that greater synergies could have been achieved between these initiatives through joint activities. Also, greater

synergies could have been achieved with the interventions of the World Bank, which has provided significant support toward the reformation of SAS, including the capacities of the CSWs and municipalities. There was also potential for greater coherence within the HAP project between the M&E and reporting activities of UNDP and UN Women.

### Efficiency

The management and implementation of the project was carried out by a very lean UNDP team. The UN Women team operated in parallel for the implementation of their portion of activities and deliverables and it was more fluid, benefitting from several staff members in the office in Kosovo. Also, the UNV Coordinator played an important role in the project, leading and coordinating the recruitment of the Community Volunteers and their deployment in the respective CSWs. The project was overseen by a Technical Coordination Committee which provided the project team with sound guidance and strategic direction. To avoid redundancies, the Technical Coordination meetings replaced the official Board meetings. In the face of the vast scope of the project, the enormous number of stakeholders involved and the intensity of project activities driven by the limited timeframe available for the completion of activities, the project team of five people has done an admirable job of managing the complexity of the work involved in this project, especially in the highly restrictive conditions of the COVID-19 pandemic. The Technical Coordination Committee and project team managed to resolve several crucial challenges that the project encountered and bring most project activities to a successful conclusion and on time. The project team has maintained active communications with beneficiaries, implementing partners and external audiences. The project team put in place a sound monitoring system that allowed for the regular monitoring of all activities. One area of improvement for this type of project that applied to both UNDP and UN Women going forward is the evaluation of the quality of training at the end of each training event. Overall, the project has been implemented in an efficient manner, with most activities completed or on the way to being completed at the time of this evaluation. Thanks to the project's close collaboration with DSPF/MFLT, most challenges were mitigated with appropriate alternatives identified to ensure effective implementation.

### Sustainability

The project engaged a multitude of partners and made use of Kosovo's institutions and structures for the delivery of its activities. This approach ensured the project's strong ownership in Kosovo. Further, civil society took a prominent place in the project, with NGOs and community organizations engaged with project activities at different levels. The interventions in CSWs' infrastructure have created a suitable environment for the effective delivery of social services. Combined with the capacity building activities, this work has improved the ability of the CSWs to discharge their responsibilities more effectively and in a more sustainable manner. Another key feature of the project that contributes to the sustainability of results was the engagement of 40 Community Volunteers within CSWs for a period of 12-months. Also, the project's policy development component is another factor of sustainability because the policy changes introduced

by the project will be grounded on legislation, thus creating commitments for the Kosovo's institutions to implement them.

For all the positive factors of sustainability listed above, there were also some challenges to the sustainability of the achievements of the HAP project. Now that the scheme has been tested and has provided positive results both in terms of how it was managed by the CSWs and how the assistance reached the neediest layers of the population, it will be important for the ministry to consider the feasibility of its adoption as part of the permanent SAS structures of Kosovo financed through the Kosovo budget. As far as the community volunteers are concerned, DSPF/MFLT will have to decide whether the concept of "community volunteers" is something that should be maintained and instituted formally as part of Kosovo's SAS model. The Ministry also needs to convene the General Council for Social and Family Services as soon as it is possible and take into consideration the licensing of the batch of volunteers that served for one year under the HAP project. Also, the sustainability of the mobile clinics remains precarious because of the lack of funds for salaries and fuel.

### Impact

A challenge encountered by the evaluation was the lack of adequate data on the perceptions of beneficiaries and the overall impact of the project on their livelihoods. This is explained in more detail in the section on Evaluation Limitations. Without this data, it was difficult to determine the degree of the impact of the project in reaching and supporting vulnerable populations and the improvements made in their lives. The evaluation team made great effort to get an indication of the impact based in interviews and a survey with officials from the Centers for Social Work.

Based on the data collected through his evaluation, the project's impact at the level of individual and community recipients of assistance has been tangible and extremely relevant – especially, at a time of a health crisis, restrictions and economic dislocations. All CSW representatives met for this evaluation pointed out the importance of this support for the people who benefitted. They noted that although the support was temporary it had two crucial features – first, it came a time when restrictions and lockdowns had created challenges for vulnerable groups either through job losses or increased isolation; and, second, the "voucher" nature of this support enabled children and women to benefit directly as the nature of the support received could not be used for other things (for example, alcohol or tobacco in families where men make decisions about the allocation of family finances). CSW representatives interviewed for this evaluation noted the positive impact of the HAP project on the performance of their institutions. They noted the importance of infrastructure improvements, especially the rehabilitation of meeting rooms, heating systems, and other parts of the buildings. The positive impact of the support provided by the HAP project to CSWs was also confirmed by the responses received from the CSW representatives through the online survey administered for this evaluation. Also, the placement of UN community volunteers and the training for both volunteers and CSW staff was perceived as useful by CSW representatives responding to the online survey organized for this evaluation. The UNV deployment's dual-benefit

nature was a remarkable design feature – it provided immediate relief to CSWs through additional capacities, and at the same time enabled the volunteers to gain professional field experience. It is also important to note the project’s impact at the policy level, especially the development of the administrative instructions and the ongoing establishment of the case management system. Upon the completion of this work, the case management system is expected to significantly improve the efficiency and accuracy of the system. According to stakeholders interviewed for this evaluation, the HAP project also played a role in changing gender-related social norms and addressing gender stereotypes through the various awareness-raising activities led by UN Women. These activities have helped reduce the gender equality gap and encourage DV survivors to speak up and reach out for help.

### Gender Mainstreaming

The HAP project has had a significant focus on gender equality and economic empowerment of women. The project’s gender dimension benefitted from the partnership of UNDP and UN Women and the clear division of labour between the two. Overall, the project was implemented in a gender-sensitive fashion. UN Women’s contribution was crucial for the provision of economic opportunities to women, support service providers and shelters for protection of domestic violence survivors, as well as promotion of community actions to change gender-discriminatory social norms and gender stereotypes. The HAP project identified factors of gender-based discrimination that hindered women’s access to services and contributed to the creation of an environment that embraces women’s rights and addresses their needs in an equitable manner. The project was methodic in understanding and identifying the real needs of women in the most marginalized communities. The project supported service providers such as shelters for the protection of domestic violence survivors and NGOs with gender responsive training for social services staff. The project also supported community actions to change gender-discriminatory social norms and gender stereotypes through tailor-made campaigns, including several activities and campaigns were undertaken to address the gender equality gap and to encourage women victims and survivors of domestic violence to speak up and reach out for help.

The following table summarizes the overall ratings for each dimension of the evaluation and the overall rating for the project.

<b>Evaluation Dimension</b>	<b>Rating</b>
Relevance	Highly Relevant
Coherence	Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Sustainability	Moderately Likely
<b>Overall Rating</b>	<b>Satisfactory</b>



The evaluation identified a set of recommendations directed to all project stakeholders, but primarily to Ministry of Finance, Labour, and Transfers and UNDP.

**Recommendation 1: Strengthen the Sustainability of Structures Created under the Project**

- To strengthen the sustainability of project results, the project team, UNDP, UN Women, UN volunteers and the Ministry of Finance, Labour, and Transfers should focus in the last few weeks of the project more intensively on the way in which some of the structures created by the project will be operated going forward and how the experiences and results of the project will be disseminated.

**Recommendation 2: Consider the Feasibility of the Voucher Scheme**

The voucher scheme was piloted by UNDP on a much smaller scale. Now that the scheme has been tested Kosovo-wide and has provided positive results both in terms of how it was managed by the CSWs and how the assistance reached the neediest layers of the population, it will be important for the ministry to consider the feasibility of its adoption as part of the permanent SAS structures of Kosovo financed through the Kosovo budget.

In the event further work is carried out in this area, UNDP is in the position to support the Ministry with further technical and advocacy support. On opportunity for further carrying forward this work will be the World Bank-funded project “Social Assistance System Reform Project for Kosovo”, which aims to improve the equity and adaptability of the Kosovo’s social assistance and social protection programmes.

**Recommendation 3: Complete the Licensing of community volunteers**

As far as the community volunteers are concerned, two key issues are important from a sustainability perspective.

- Firstly, DSPF/MFLT will have to decide whether the concept of “community volunteers” is something that should be maintained and instituted formally as part of Kosovo’s SAS model. The Ministry could consider the continuation of community volunteers’ concept, making necessary improvements to the idea on the basis of lessons learned from the HAP project. To the extent possible, UNDP could also advocate for progress on the licensing of the community volunteers, which has still to occur.
- Secondly, the Ministry needs to convene the General Council for Social and Family Services as soon as it is possible and take into consideration the licensing of the batch of volunteers that served for one year under the HAP project.

**Recommendation 4: Identify Options for the Continued Operation of Mobile Clinics**

In the remainder of the project’s timeline, the project team and the Project Board should focus on the issue of mobile clinics and identify options for the continuation of their operations. The mobile clinics are greatly appreciated by stakeholders, but their sustainability remains precarious because of the lack of funding. The project team should ideally develop a quick exit strategy for these clinics which identifies potential pathways for their survival.

**Recommendation 5: Strengthen Synergies with Similar Interventions**

- In future interventions, stakeholders should forge greater synergies between projects such as the HAP project and other similar initiatives. Cooperation should be extended beyond the sharing of information on to the undertaking of joint activities. Care should be taken to forge greater cooperation with the activities of the World Bank, which has provided significant support toward the reformation of SAS, including the capacities of the CSWs and municipalities.
- Based on the suggestions of a majority of interviewed stakeholders, this evaluation recommends that the technical coordination meetings should be maintained. The Ministry and UNDP should discuss and decide who could be responsible for organizing them after the completion of the HAP project. There is perhaps an opportunity for UNDP Kosovo to step in with a coordinating role in this area.

**Recommendation 6: Strengthen Joint Monitoring Systems**

While the tracking of project indicators has been sound under the HAP project, there are opportunities for further strengthening the systems UNDP and other UN agencies use for the monitoring of projects similar to the HAP project that it might implement in the future. The following recommendations are derived from the experience of the HAP project.

- There is potential for UNDP and UN Women to further integrate their M&E and reporting procedures and activities when implementing joint projects such as this one. This not only aligns with the spirit of the “Delivery as One” approach and the United Nations Development System Reform agenda, but it will also help in practical ways a more efficient implementation of joint projects.
- The component of the project that provided equipment support to women-owned businesses will benefit from the tracking of results over a longer time frame, well beyond the end of the project. This is something that can be organized by UN Women, UNDP and the Ministry jointly. The tracking of the results of this component will show how useful the equipment was in spurring additional business activity for women recipients.
- UNDP and UN Women should institute the practice of evaluating the quality of capacity development at the end of training. Such assessment will allow the project team to understand the degree to which the needs and expectations of beneficiaries are met and to make the necessary adjustments to project activities.
- Also, in similar projects, stakeholders should institute systems and processes for a more effective tracking of the audiences reached through the awareness-raising and visibility activities. It will be important to show in concrete and measurable terms the results that the money spent on these types of activities has produced.

- Further, in similar interventions in the future, stakeholders should assess more carefully the time requirements for the implementation of planned activities. Ample time should be allocated for the development and approval of policies that require a highly consultative process and consensus at the political level.

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## ACRONYMS AND ABBREVIATIONS

CSO	Civil Society Organization
CSW	Centre of Social Work
DIM	Direct Implementation Modality
DV	Domestic Violence
EU	European Union
FAFA	Financial and Administrative Framework Agreement
FGD	Focus Group Discussion
GBV	Gender Based Violence
GDP	Gross Domestic Product
HAP	Humanitarian Assistance Project
IOM	International Organization for Migration
IPA	Instrument for Pre-accession Assistance
IPSAS	International Public-Sector Accounting Standards
KAS	Kosovo Agency of Statistics
LFS	Labour Force Survey
LLC	Limited Liability Company
MDHSW	Municipal Directorates for Health and Social Welfare
MFLT/DSF P	Ministry of Finance, Labour, and Transfers/Department for Social Policies and Families
MLSW	Ministry of Labour and Social Welfare
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
PPE	Personal Protective Equipment
SAS	Social Assistance Scheme
SDG	Sustainable Development Goal
SOP	Standard Operation Procedure
ToC	Theory of Change
UN	United Nations
UNKT	United Nations Kosovo Team
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
UNV	United Nations Volunteer
UP	University of Prishtinë/Priština “Hasan Prishtina”
VAWG	Violence Against Women and Girls

# 1. INTRODUCTION

## 1.1. Kosovo Context

The COVID-19 pandemic called for immediate, coordinated and rigorous action from all countries to restrain its spread and save human lives, as well as salvage the healthcare system and ensure its functionality. Kosovo was no exception. These measures contributed to two interlinked shocks: i) supply shocks as a result of disruption of global value chains due to Kosovo's institutions' efforts to suppress the spread of the virus by closing borders, cities, and workplaces; ii) demand shocks as a result of reduced spending on trade, tourism and travel, due to loss of jobs and limited disposable income.

In 2020, Kosovo's economy saw its first economic decline since 1998. Growth had been 3.6 percent on average from 2009 to 2019.<sup>1</sup> Economic activity is estimated to have decreased by 6.9 percent in 2020, mostly due to a 51 percent decline in exports of travel services and investment associated with the diaspora. The budget deficit more than doubled in 2020, reaching 7.6 percent of GDP, up from 2.9 percent in 2019 and despite a 28.4 percent drop in public investment. According to the results of Kosovo Agency of Statistics' (KAS) Labour Force Survey (LFS), in 2020 the unemployment rate was 25.9%, increasing marginally from 2019 when it was 25.7%. These effects have disproportionately affected marginalized groups, including women, considering approximately 30% of which are informal employees<sup>2</sup>, and Roma, Ashkali and Egyptian communities which have historically been a part of grey economy, with higher unemployment rates and lower salaries. Roma, Ashkali and Egyptian communities faced even greater obstacles related to access to education, health and social services. Access to information for non-Albanian communities and people with disabilities weakened even further. The pandemic crisis worsened and deepened gender and social inequality and gender-blind measures to respond to the pandemic exacerbated these inequalities. The inadequacy of the social safety system became more evident with the sharp increase of social vulnerability as a result of the pandemic.

The Ministry of Labour and Social Welfare (MLSW) was responsible for organizing the provision of social and family services and municipalities were responsible for the delivery of social services which are funded from the central budget. At the local level, the Municipal Directorates for Health and Social Welfare (MDHSW) or Directorates of Social Welfare oversee the planning and development of services. The Centres of Social Work (CSW) are responsible for service delivery to all 38 municipalities through 40 CSWs. CSWs' work is augmented through licensed NGOs who cooperate with CSWs, municipal departments and MLSW. While NGOs are operational and provide adequate services, a key challenge is their financial sustainability.

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<sup>1</sup> World Bank GDP growth reports by year (link [here](#)).

<sup>2</sup> Kosovo Women's Network (2020) Addressing COVID-19 from a Gender Perspective (link [here](#)).

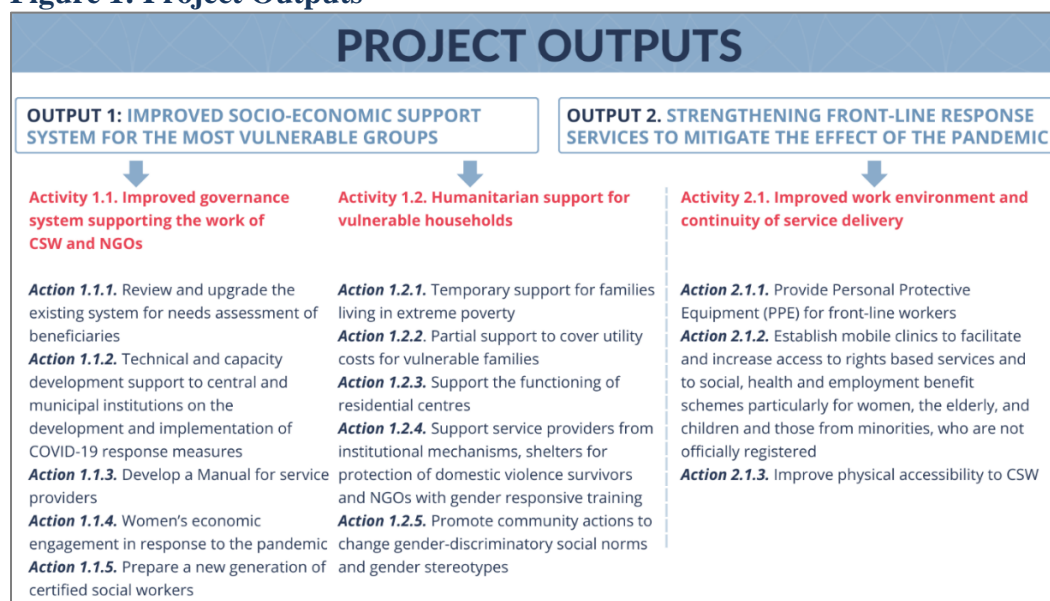


## 1.2. Project Description

The “*Response to COVID-19 Emergency and Early Recovery Support*” (hereafter referred to as the *HAP project*), financed by the EU Office in Kosovo and implemented by UNDP in partnership with UN Women and UN Volunteers and in close cooperation with the Department for Social Policies and Families under the Ministry of Finance, Labour, and Transfers, aimed at enhancing the provision of social services by Centres of Social Work (CSW) and improve access to equitable, qualitative, integrated social protection for the most vulnerable groups.

The project was designed to support the most vulnerable groups and individuals, primarily those living in poverty or at risk of socio-economics marginalization, especially women and girls, non-majority communities, victims and those at risk of gender-based violence (GBV), and people living in rural areas who experienced difficulties to access social facilities and services. The project’s outcome-level objective was to **enhance the provision of social services by CSWs and improve access to equitable, qualitative, integrated social protection for the most vulnerable groups, including women and girls**. The objective was supported by two interlinked outputs, addressing humanitarian aspects and improved governance, presented in the figure below.

**Figure 1: Project Outputs**



The HAP project was underpinned by a Theory of Change (ToC), which is based on the premise that *if humanitarian support is provided to vulnerable individuals and families then the pandemic’s effect on their resilience will be reduced and if the system of providing social services is functioning more efficiently through, improved financing, infrastructures, digitalization and technological upgrades, and human capacities are strengthened for a more effective and efficient service delivery, then its responsiveness to the need of vulnerable groups will improve*. At the level of the respective outputs, the ToC may be summarized as follows.

- **Output 1: Improved socio-economic support system for the most vulnerable groups:**

The first output's ToC was that *if governance aspects of service provision are addressed through legal provisions, increased capacities and system development then CSW will demonstrate improved effectiveness and efficiency leading to improved service delivery for vulnerable groups because their needs will be identified and addressed in a systematic manner.* From a gender perspective, *if vulnerable women and girls have access to integrated, quality, essential services - including legal, employment and health – that promote economic empowerment and sustainable income generation then vulnerable women and girls will gain legal and economic independency from their perpetrators and can prevent violence from re-occurring, because women and girls, including most vulnerable, will be empowered and able to sustain themselves legally and financially and will not have to return to the perpetrators.*

- **Output 2. Strengthening front-line response services to mitigate the effect of the pandemic:**

The second output's ToC was that *if relevant institutional service providers continue to operate without interruption and front-line responders are protected from infection then the social system will be buffered (at least in the short-term) and vulnerable groups will continue to access essential services because there will not be a reduction of access to public goods and services.* From a gender perspective, the ToC was based on the premise that *if favourable gender equitable social norms, attitudes and behaviours are promoted at institutional, community and individual levels to prevent violence against women and girls (VAWG), and women and girls who experience violence can use available, accessible and quality essential services so the impacts of violence are addressed and perpetrators of VAWG are duly prosecuted, then there will be a substantial reduction in VAWG, because when better preventive measures, responses and services to VAWG are available, violence is prevented before it happens, or before it reoccurs, and those experiencing violence, as well as their dependents, can recover and rebuild their lives with appropriate assistance and support.*

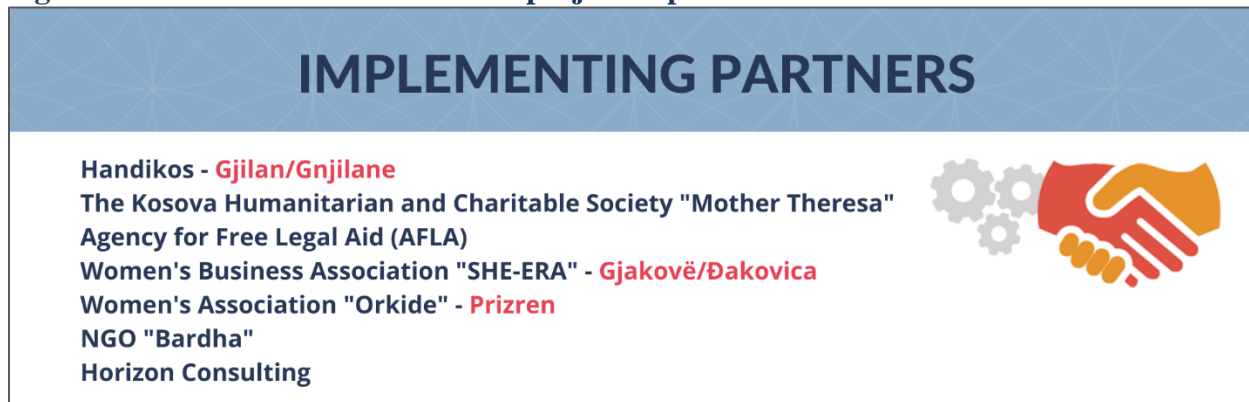
To fulfil the objectives laid out above, the HAP project involved multiple stakeholders. First of all, the project activities were delivered in partnership with UN Women.<sup>3</sup> This partnership between the two agencies is a good example of “joint delivery” under the “One UN” approach which has contributed to the coherence of the UN Kosovo Team (UNKT) in Kosovo. From Kosovo's institutions' side, the leading partner was the Department for Social Policies and Families in the Ministry of Finance, Labour, and Transfers. While the municipalities and the Centres for Social Work (CSWs) played a crucial role in this project, given the local-level delivery of project activities, the project utilized several local non-governmental organizations as implementing partners: Handikos Gjilan/Gnjilane, Humanitarian and Charitable Society "Mother Theresa", Agency for Free Legal Aid, Women's Business Association "SHE-ERA" (Gjakovë/Đakovica), Women's Association "Orkide" (Prizren), NGO "Bardha" (Prishtinë/Priština) and the private

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<sup>3</sup> UN Women was responsible for the implementation of specific activities identified in the Project Document and the project's work plans.

company Horizon Consulting (Prishtinë/Priština). The project's main non-governmental implementing partners are shown in the figure below.

**Figure 2: Local NGOs involved in the project implementation**



As far as beneficiaries are concerned, in the first instance they included thousands of individuals and families across Kosovo who benefitted from the project regardless of their ethnicity, gender, age, sexual orientation, dwelling, or other classification. Secondly, they included 30 CSWs which were supported by the project with infrastructure support. Thirdly, beneficiaries included 11 Residential Centers/NGOs which were supported with grants for infrastructure rehabilitation.

**Figure 3: Stakeholders and Beneficiaries**



## 2. EVALUATION OBJECTIVES AND METHODOLOGY

UNDP Kosovo has commissioned a Final Evaluation of the “*Response to COVID-19 Emergency and Early Recovery Support*” project, financed by the EU Office in Kosovo and implemented by UNDP in partnership with UN Women and UN Volunteers, in close cooperation with the Ministry of Finance, Labour, and Transfers/Department for Social Policies and Families. The evaluation assessed the overall achievements of the project in terms of its relevance, impact, effectiveness, efficiency, and sustainability, and provided recommendations for future interventions in this sector. The scope of the evaluation encompassed both the outcome-level results and the output-level results as key indicators of the overall project performance.

### 2.1. Purpose of the Evaluation

The purpose of the evaluation was to assess the achievements of the project in terms of its relevance, impact, effectiveness, efficiency, and sustainability, and provide recommendations for future interventions in this sector. The evaluation report serves as an accountability tool for Kosovo’s institutions, UNDP, UN Women, UN Volunteers, EU Office in Kosovo, and other stakeholders. It assess the implementation of the HAP project, while providing specific and achievable recommendations to stakeholders in order to inform future steps.

The evaluation looked both into the outcome-level and output-level results. Additionally, the evaluators considered in their assessment the mainstreaming of gender in project activities, as well as the inclusion of vulnerable groups such as people living in poverty or at risk of socio-economic marginalization including women, minorities, victims or at-risk of GBV or domestic violence, etc. Since these dimensions are included as a standalone output of the project (Output 1), the evaluators have assessed the achievements of results against indicators, as well as their mainstreaming throughout the implementation of the project.

### 2.2. Evaluation’s Scope and Methodology

The final evaluation assessed project performance against the expected targets set out in the project’s Results Framework, part of the approved project document. The evaluation has applied OECD DAC criteria<sup>4</sup> and definitions and has followed norms and standards established by the United Nations Evaluation Group. It was guided by the requirements set forth in UNDP’s evaluation toolkit, and in particular the “*Handbook on Monitoring and Evaluation for Development Results*”<sup>5</sup>. A participatory and consultative approach was used for the collection of data, formulation of recommendations and identification of lessons learned. The evaluation team engaged with project teams and boards, institutional counterparts, implementing partners, UNDP Office in Kosovo, NGOs, CSOs, direct beneficiaries and other stakeholders.

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<sup>4</sup> Criteria for evaluating development assistance: relevance, effectiveness, efficiency, sustainability and impact of development efforts.

<sup>5</sup> Link [here](#).

The evaluation methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. Evaluation activities were organized according to the following stages: i) planning; ii) data collection; and, iii) data analysis and reporting. The figure below shows the three stages and the main activities under each of them.

**Figure 4: Evaluation Stages**



### Evaluation Planning

The documentation was shared by the project team with the evaluators through a Shared Drive. The evaluators conducted a review prior to the data collection mission in Kosovo. This aided the formulation of the online surveys and project team questionnaire, as well as the guides for the interviews.

### Data Collection

The data collection process involved further reviewing of the project documentation, semi-structured interviews and online surveys with stakeholders and partners (see Table 1 below for a list of data sources). It also involved a questionnaire with the project team and Kosovo mission. A list of key questions that drove the data collection process is shown in Annex III of this report. The evaluation team took great care to collect to extent possible data disaggregated by gender, ethnicity and location/geography.

Specifically, the data collection process consisted of the following components.

**Figure 5: Data Collection Process**

## DATA COLLECTION PROCESS

- **Desk Review** - Analysis of all relevant documents, project documents, progress reports, country development policies and strategies, documents from similar and complementary initiatives, as well as reports on the specific context of the project.
- **Detailed questionnaire with Project Team** - The evaluation team developed one detailed questionnaire that was used to solicit the response/feedback of the Project Team.
- **Semi-structured Interviews** - Involved key stakeholders, in particular: project team and board members, national counterparts, UNDP CO staff, civil society representatives, NGOs, development partners, beneficiaries, etc.
- **Online Surveys** - Two short online surveys were used to engage UN Community Volunteers and staff from the Centres for Social Work that participated in project activities.
- **Focus Group Discussions (FGDs)** - Four FGDs were organized with a representative sample of beneficiaries in various locations.
- **Kosovo Mission** - A mission in Kosovo took place in support of the data collection process for this evaluation.



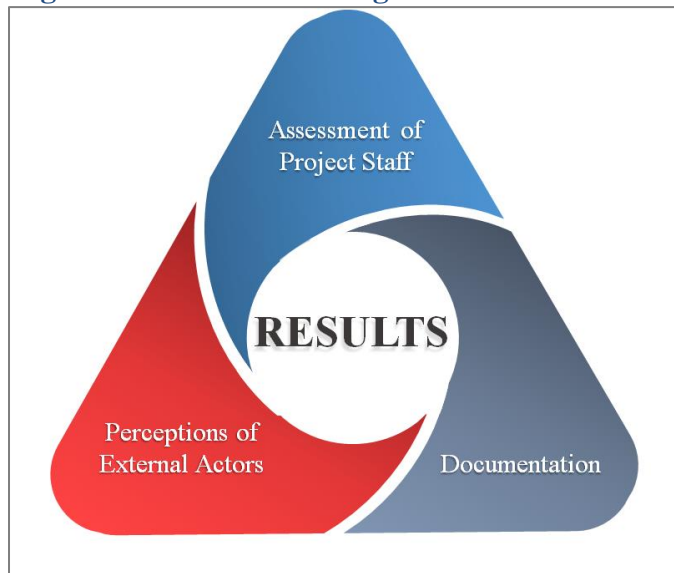
- **Desk Review** - The evaluation team completed the analysis of all relevant documents, project documents and progress reports, as well as Kosovo development policies and strategies. Documents from similar and complementary initiatives, as well as reports on the specific context of the project formed part of the analysis.
- **Detailed questionnaire with Project Team** - To set the stage for the evaluation and establish the main issues to be followed up in the interviews with the stakeholders, the evaluation team developed one detailed questionnaire that was used to solicit the response/feedback of the Project Team.
- **Semi-structured Interviews** - Interviews involved key stakeholders - in particular, project team and board members, institutional counterparts, UNDP CO staff, civil society representatives, NGOs, development partners, beneficiaries, etc. The list of interviewed stakeholders is provided in Annex V to this report. This list was discussed with UNDP and the project team and updated accordingly.
- **Online Surveys** - Two short online surveys were developed in the Albanian and Serbian languages and were used to engage UN Community Volunteers and staff from the Centres for Social Work that participated in project activities. The survey with Centres for Social Work received 27 responses (68% response rate) and the survey with the UN Community Volunteers received 20 responses (50% response rate). Both surveys were answered in the Albanian and Serbian languages, indicating participation from both Albanian and Serbian communities.
- **Kosovo Mission** - The mission in Kosovo took place in support of the data collection process for this evaluation. The interviews organized in the context of the Kosovo mission enabled the evaluators to better assess project implementation and stakeholder perception. The mission in Kosovo took place during the period 31 November - 5 December 2022 and included fieldwork in five municipalities with Albanian majority (Prishtina/Priština, Prizren, Gjakovë/Đakovica,

Suharekë/Suva Reka, and Malishevë/Mališevo) and three non-majority municipalities (Graçanicë/Gračanica and Novobërdë/Novo Brdo (Serbian minority), and Mamushë/ Mamuša (Turkish community). The fieldwork at the local level included meetings with heads of municipalities, directors of CSWs and representatives of NGOs that were involved in project activities.

### Data Analysis

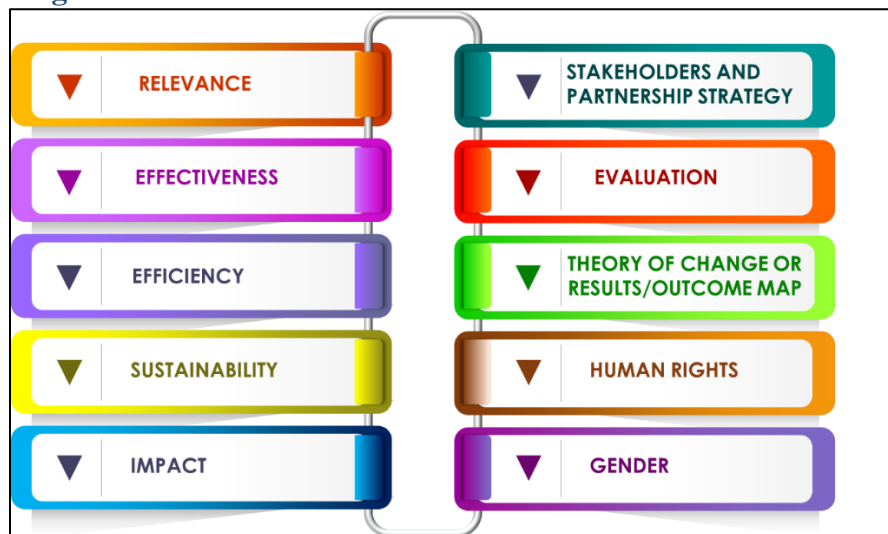
Information obtained through the documentary review and interviewing process was triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is shown in Figure 6 below.

**Figure 6: Method of Triangulation**



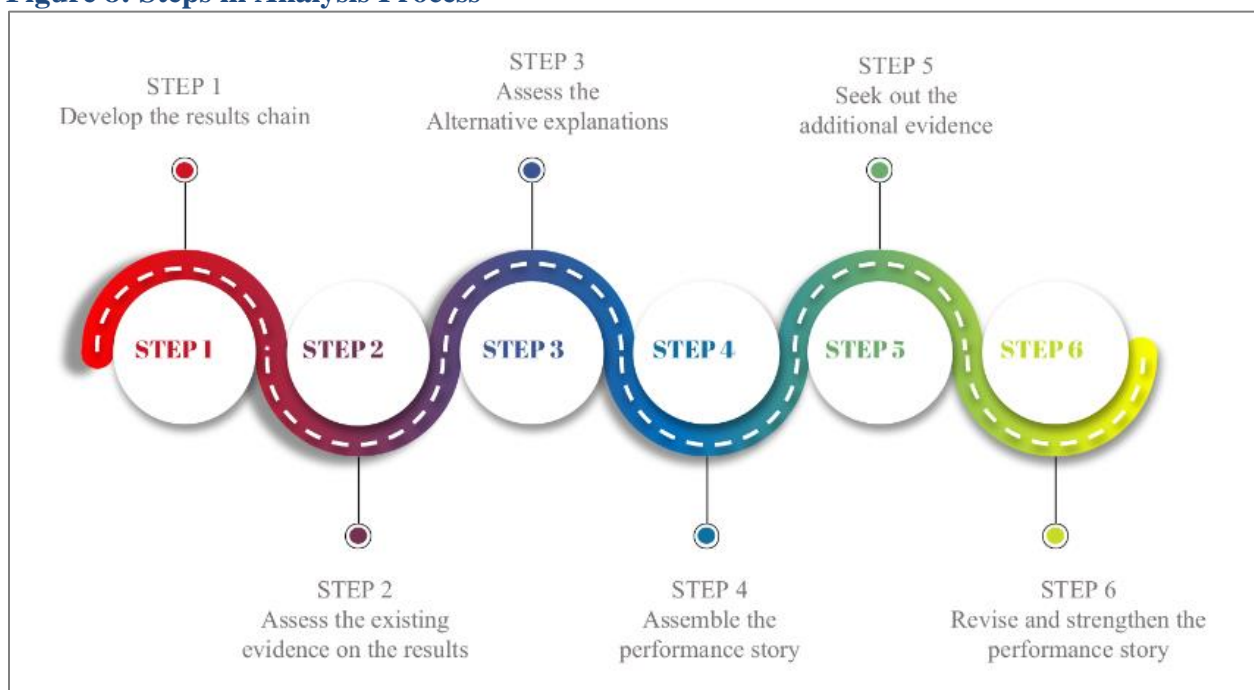
Some basic questions that were used in the analysis of the collected information are shown in Annex III of this report. The analysis of the data was conducted on the basis of the criteria illustrated in the figure below, which were underpinned by the evaluation questions shown in Annex III to this report.

**Figure 7: Evaluation Criteria**



Care was given to the assessment of the extent to which the project has been successful in involving *marginalized groups*, especially *women, persons with disabilities* and minorities. The figure below shows the steps that were taken for the analysis.

**Figure 8: Steps in Analysis Process**



The analysis also covered aspects of project formulation, including the extent of stakeholder participation during project formulation; replication approach; design for sustainability; linkages between the project and other interventions within the sector or in the beneficiary countries; adequacy of management arrangements, etc.



### **2.3. Evaluation Limitations**

The evaluation team made all possible efforts to minimize potential limitations during the process. Where limitations and constraints were met in the course of the data collection and analysis work, care was taken to properly document and report them. The only major limitation of note in this section was the limited available data and access to the ultimate beneficiaries (people on social assistance scheme who benefited from the voucher scheme and partial cover of utility costs) due to privacy concerns and the difficulty of reaching out to them online (as a result of limited or no connectivity). Collecting data on the number and needs of beneficiaries is essential to ensure that their needs are addressed and that they receive adequate support. Without this data, it was difficult to determine the degree of the impact of the project in reaching and supporting vulnerable populations and the improvements made in their lives. To mitigate this challenge, the evaluation team made use of data extracted from interviews and surveys with CSW representatives and Community Volunteers.

### **2.4. Structure of the Report**

The report begins with an introductory section that provides a description of the project and the context of Kosovo (previous chapter). The second (current) chapter provides an overview of the evaluation objectives and methodology. The third chapter presents the main findings of the report organized in the following standard dimensions: i) Relevance; ii) Effectiveness; iii) Coherence; iv) Efficiency; v) Sustainability; vi) Impact; and, vii) Gender Mainstreaming. The fourth chapter identifies key “lessons learned” drawn from the experience of this project. The fifth section summarizes the main conclusions and the last (sixth) chapter provides a set of recommendations for the consideration of project stakeholders. Additional information supporting the arguments made throughout the document is provided in the annexes attached to this report.

### 3. FINDINGS

The evaluation findings are organized in the following seven sections: i) Relevance (the extent to which the project has been relevant to Kosovo's priorities and needs and aligned with the UN's strategic framework for Kosovo); ii) Effectiveness (whether the project has contributed towards development results for Kosovo); iii) Coherence (whether the project has been delivered in a coherent fashion); iv) Efficiency (whether the delivery of project results has been efficient); v) Sustainability (whether the project results are likely to be sustained after the project's completion); vi) Impact (whether the project has achieved or is on course to achieving the intended impact); and, vii) Gender Mainstreaming (whether project interventions have mainstreamed gender equality considerations and have delivered results for the equality of men and women and the empowerment of women and girls).

#### 3.1. Relevance

The HAP project has been an extremely relevant intervention at a very challenging time not only for Kosovo, but for the whole world. The following is a brief assessment of the project's relevance in terms of the rationale of the intervention, prioritization of beneficiaries, design approach, implementation approach, and alignment with Kosovo's and UN's institutional frameworks.

##### Rationale of the Intervention

The HAP project was designed and delivered in a global emergency situation – it represented one of the interventions rolled out by UNDP and the EU, involving a partnership with UN Women and UN Volunteers, as a contribution to the direct response of Kosovo authorities to the COVID-19 pandemic. The impact of the health crisis on Kosovo had two significant dimensions:

- First, it had a social dimension related to the deterioration of the situation in terms of jobs, livelihoods, delivery of basic social services, and particularly for those already in vulnerable situations. The speed and scale of the spread of the pandemic, the severity of social problems, and the societal and economic disruption was dramatic for many citizens. The pandemic crisis magnified all existing inequalities, especially those driven by gender and location.
- Secondly, the pandemic not only exposed gaps in Kosovo's institutional set-up, effectiveness and capacities for the delivery of social services, but also severely strained Kosovo's response mechanisms. The inability of the social assistance system to cope with increasing demand became more evident with the sharp increase of social vulnerability due to the pandemic. Subsequently, reduced access to public goods and services, particularly social protection and employment services, required immediate and increased action by the authorities to manage the influx of requests for services.

Such a situation required immediate action on two fronts – managing the effects of the pandemic on the population, while at the same time boosting the capacities of Kosovo’s institutions for targeted service delivery. To address these two interlinked challenges, the EU jointly with UNDP launched the HAP project, in close cooperation with the Department for Social Policies and Families under the Ministry of Finance, Labour, and Transfers (MFLT/DSPF). The project was designed to have a two-pronged approach - improve access to public goods and services, particularly social protection and employment services for the most vulnerable groups,<sup>6</sup> while strengthening the capabilities of municipalities, CSWs and non-governmental actors for the delivery of social services.

### Prioritization of Beneficiaries

The HAP project was a very well-targeted intervention – its primary target group was people and individuals living in poverty or at risk of socio-economic marginalization; who were further stratified to include single mothers/women heads of households, non-majority communities particularly Roma, Ashkali, and Egyptians, women survivors of or at risk of gender-based violence, abuse or domestic violence; people living in remote rural areas who experience difficulties to access social facilities and services. For the identification of recipients of support, the project made use of Kosovo’s existing database and system for the identification of recipients of social assistance, as part of the Social Assistance Scheme (SAS). The identification of eligible families benefiting from project interventions was conducted in cooperation with MFLT/DSFP and CSWs based on Operation Guidelines formulated with the support of the project.

Another important component of the project was the economic support for women in response to the pandemic. In all interventions, the project deconstructed gender-based discrimination that hindered women’s access to services, contributing to creating an environment that embraces women’s rights and addresses their needs in an equitable manner. UN Women played a key role in delivering the project’s support for the economic empowerment of women, especially those fleeing from domestic violence. The project targeted all categories of vulnerable women (gender-based violence survivors, women from Roma, Ashkali, Egyptian communities, rural women, and women with disabilities) through capacity building activities that enhanced their skills and knowledge to create income-generating activities and provision of equipment to reinforce women-led enterprises’ capacities.

### Inclusion of Non-Majority Communities

Project interventions had a direct impact on the most vulnerable groups and individuals identified in close coordination with the Department for Social Policies and Families/MFLT, and the CSWs.

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<sup>6</sup> The project was designed to address Kosovo’s most immediate needs and enhance the provision of social, legal and health services, as well as improve access to equitable, qualitative, integrated social protection for the most vulnerable groups, including women and girls. The project was also designed to contribute to an improved working environment for men and women, and implementation of basic health and safety measures for front-line workers, to ensure continuity of service delivery from residential centers/NGOs and CSWs.

As part of project interventions, 10% of the beneficiary families from a total of 8,290 families who benefitted from the Voucher Scheme and 18% of the beneficiary families from a total of 1,819 participating in the utility coverage scheme were from non-majority groups residing in 38 municipalities.

### Design Approach

Several features of the approach taken by the stakeholders for the design of the HAP project add to its relevance.

- First, the project was designed in close cooperation with MFLT/DSFP, which provided key insights on the project's support dimensions and targeting of beneficiaries. This approach ensured strong ownership of the project by Department for Social Policies and Families. Further, the project was designed to make full use of the institutional systems, particularly the network of CSWs – a crucial institutional component of Kosovo's social service infrastructure at the municipal level. This allowed the project to avoid the creation of parallel mechanisms for the delivery of project activities – a common drawback of similar projects in other countries.
- The project was also designed in close cooperation with the EU Office in Kosovo. The HAP project was part of a bigger package of EU-funded interventions targeting the effects of COVID-19 (the project was part of IPA II - 2014-2020 EU4 Social Protection). In the framework of this work, the EU Office also funded UNICEF, IOM, Save the Children, and Kosovo Women's Network to implement similar initiatives.
- Thirdly, the instruments that the project was designed to deploy for the delivery of the support to beneficiaries were effective and relevant. The key delivery instruments of the voucher and utility schemes were directly relevant to the needs of targeted groups and addressed well-defined needs in the context of COVID-19 pandemic. The mobile clinics were particularly relevant to marginalized groups in remote areas. Also, the infrastructure support for the CSWs and NGO service providers was very relevant as it created for them strong incentives to engage with the project and increase capacities for service delivery. Furthermore, the work on policy development was relevant and with high-impact potential as it establishes a normative framework that is sticky in nature and creates certain obligations for the authorities.

### Implementation Approach

Several features of the project's implementation approach enhanced its relevance. For example, given the paramount importance of targeting in this project, the selection of beneficiaries was done on the basis of strict criteria. A key feature of the relevance of this project was the method used

for the identification and selection of beneficiaries. The following is the manner in which the selection of beneficiaries was conducted for each key beneficiary group.

- For families on SAS: based on SOPs which specify strict criteria.
- For UN Community Volunteers: based on an open call, in cooperation with University of Pristina
- For NGOs: based on an open call.
- For CSWs: based on site visits and the assessment of needs.

#### Alignment with Kosovo's institutions and UN Institutional Frameworks

The HAP project was designed to directly contribute to the Strategic Objective 3 of the Ministry of Labour and Social Welfare Sector Strategy 2018-2022, which aims to increase social welfare through expanding and raising the quality of protection and social and family services, with a special focus on groups in need and gender equality. The HAP project was fully aligned with the priorities of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025. It was directly aligned with Priority Area 2: Inclusive and non-discriminatory social policies and services; Priority Area 4: Social Cohesion; and the Cross-Cutting Theme: Increased gender equality and rights-holders' participation, empowerment, and civic engagement.

- **Priority Area 2** – Ensure that social services such as healthcare, education and social protection services are more accessible, qualitative, and effective, especially for vulnerable groups and excluded groups.
  - Outcome 2: By 2025, all girls and boys, women and men, particularly the most marginalised have improved access to and utilize equitable, qualitative, integrated social protection, universal health services and quality education.
- **Priority Area 4** – Ensure all communities in Kosovo equitably benefit from inclusive engagement and greater social cohesion.
  - Outcome 4: By 2025, all communities in Kosovo, benefit equitably from inclusive engagement and greater social cohesion.
- **Cross-Cutting Theme**
  - Outcome 5: By 2025, all women and men in Kosovo, particularly young people, vulnerable groups, and displaced persons increasingly achieve gender equality and claim their rights and fulfil civic responsibilities.

#### Contribution to SDGs

Due to its multidimensional nature, the HAP project has contributed to several SDGs simultaneously. The following are the most important SDGs to which the HAP project has provided direct contributions.

- Sustainable Development Goal 1 - End poverty in all its forms everywhere

- Sustainable Development Goal 2 - End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Sustainable Development Goal 3 - Ensure healthy lives and promote well-being for all at all ages
- Sustainable Development Goal 5 - Achieve gender equality and empower all women and girls
- Sustainable Development Goal 6 - Ensure availability and sustainable management of water and sanitation for all
- Sustainable Development Goal 7 - Ensure access to affordable, reliable, sustainable and modern energy for all
- Sustainable Development Goal 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Sustainable Development Goal 10 - Reduce inequality within and among countries
- Sustainable Development Goal 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Sustainable Development Goal 17 - Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

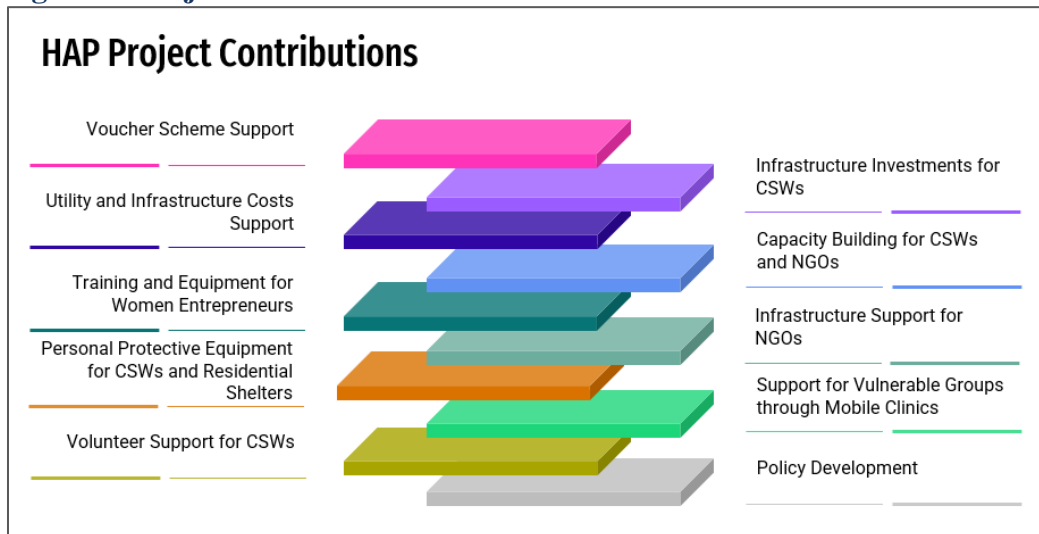
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As a result of all of the above, the relevance of this project is rated “***Highly Relevant***”.

### 3.2. Effectiveness

This section presents an **assessment of the effectiveness** of the HAP project in achieving the objectives and goals that were established at the outset of the intervention and laid out in the project document. This assessment is organized on the basis of the main contributions of the project, which are organized in broad categories shown in the figure below. The achievements of the project under each of the ten categories shown in the figure below are discussing in the rest of this section of the report.

**Figure 9: Project Contributions**

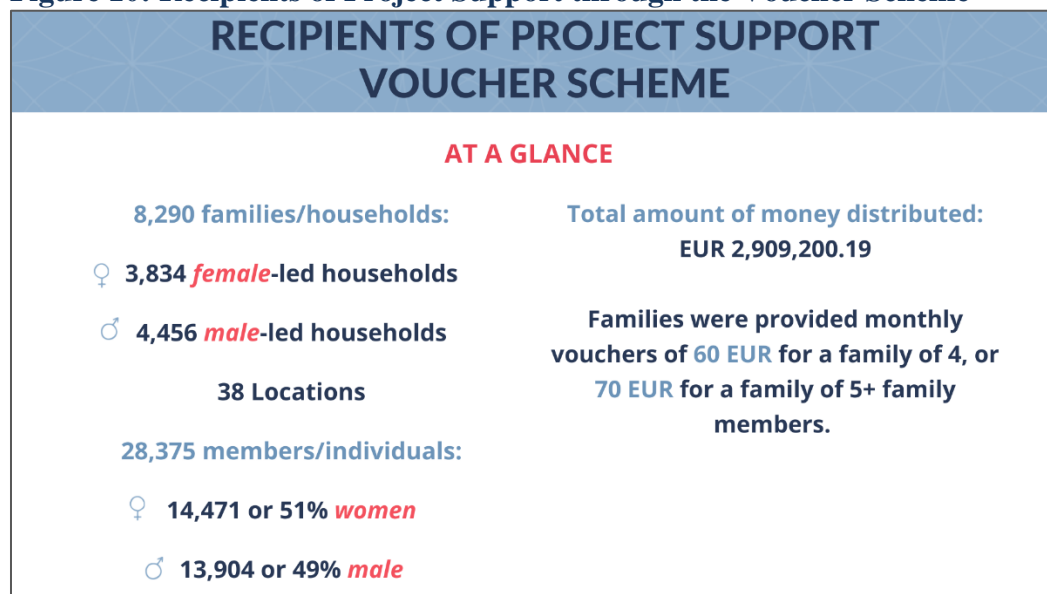


#### **1) Temporary Support for Families Living in Extreme Poverty (Voucher Scheme Support)**

One of the project’s key components was the support provided to families living in extreme poverty through the provision of vouchers for vulnerable families, as part of the Social Assistance Scheme (SAS). The “voucher” support included both food and non-food items, with the latter including things such as personal hygiene products. To organize the distribution of assistance logistically, the project relied on the systems put in place by Kosovo’s institutions for the delivery of social assistance. As a first step, the HAP project supported the identification of beneficiary families. For this, the project team in close cooperation with MFLT/DSPF updated the Operational Guidelines for the implementation of the voucher scheme. These guidelines were crucial for the transparency of the process, as they provided clear criteria for the selection of beneficiary families, delivery process, monitoring of progress, as well as outlining the roles/responsibilities of all the parties involved. Vulnerable families were selected based on information contained in the database of Social Assistance Scheme (SAS). For the distribution of food and non-food items, the project engaged, through a competitive open call, four grocery distribution/wholesale companies covering the entire territory of Kosovo. The support through the voucher scheme started in May 2021 and ran for a total of seven months (May to November 2021). During the implementation of this component, the project team conducted an analysis of the budget and an assessment of needs,

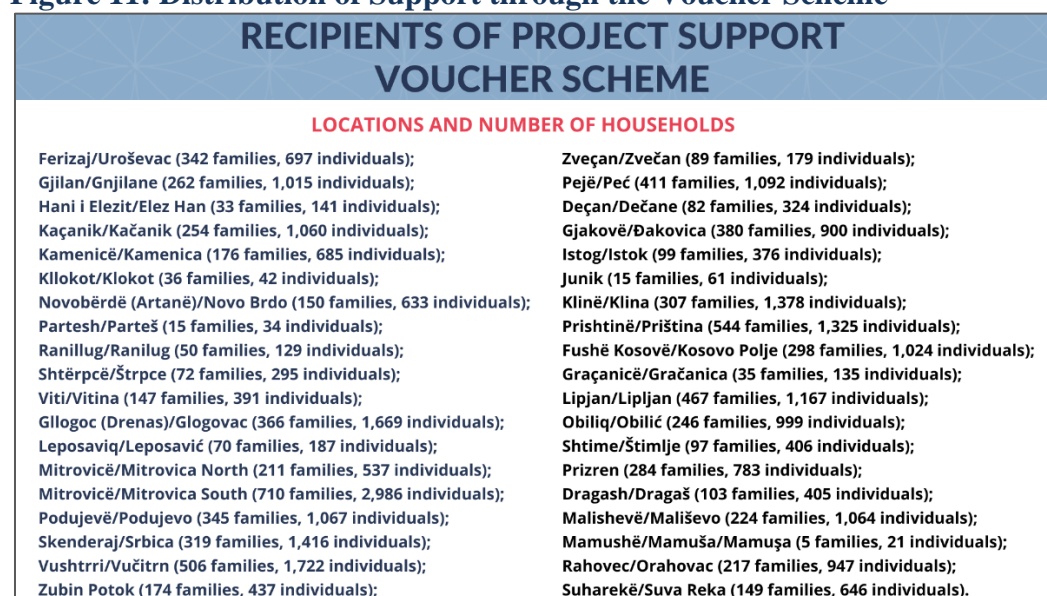
which resulted in an increase in the number of beneficiaries for the period of September-November 2021. By the end of implementation period, a total of 8,290 families (from the planned 6,500) had benefitted with the amount of 2,909,200.19 Euro through the voucher scheme. More details of this support are provided in the figure below.

**Figure 10: Recipients of Project Support through the Voucher Scheme**



The figure below shows the distribution of the project’s voucher scheme support by municipality. The figure also shows the respective number of families and individuals that received support in each municipality. The number of families and individuals has varied for each municipality, depending on their overall population.

**Figure 11: Distribution of Support through the Voucher Scheme**





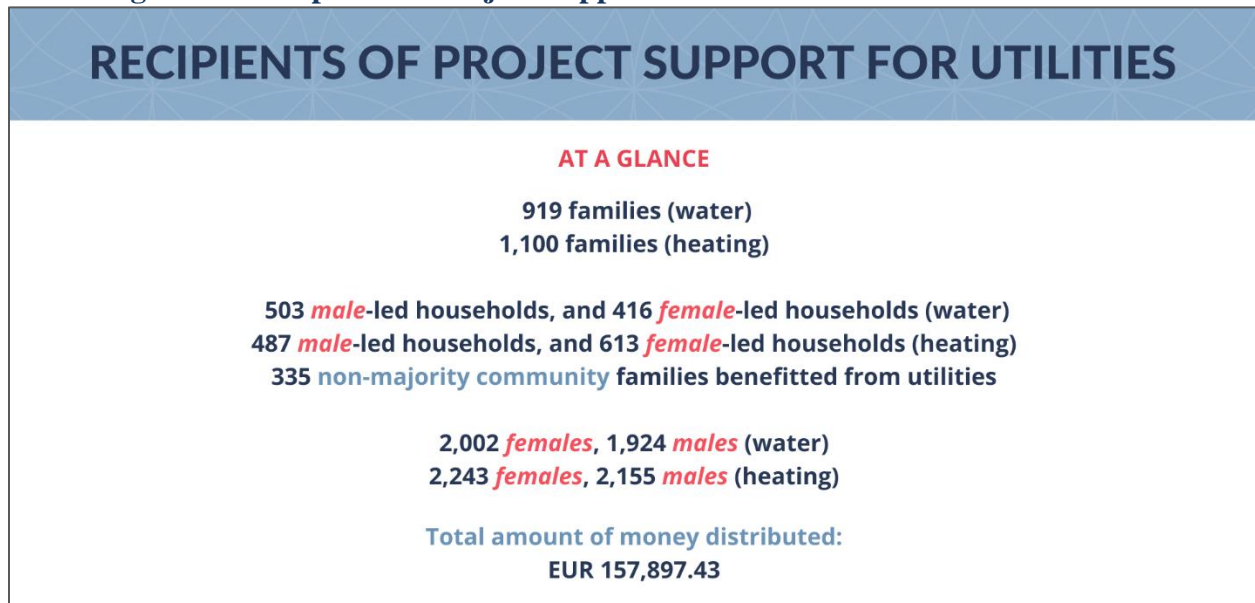
## 2) Partial Support to Cover Utility Costs of Vulnerable Families (Utility Costs Support)

In addition to the food/non-food “voucher” support, the HAP project helped vulnerable families to cover a part of their utility costs. Given that electricity expenses for these families were already covered by the Ministry of Finance, Labour, and Transfers, the project decided to cover the payment of water and heating expenses.

- **Water Expenses** – To provide financial support for water costs, the project developed an operational manual for the identification of beneficiaries and supported the development of an MoU that was signed by the Ministry of Finance, Labour, and Transfers, UNDP, and seven Regional Water Companies. The project team worked closely with the ministry and the seven Regional Water Companies to identify families with unpaid bills that met the criteria identified in the operational manual.
- **Heating Expenses** – Currently, only two municipalities in Kosovo –Prishtinë/Priština and Gjakova/Đakovica – have district heating systems in their urban areas. As such, wood logs and coal are the two main energy sources for heating in Kosovo. Since coal is considered an environmental pollutant, the project decided to support heating costs through the purchase of wood. The selection of beneficiaries was done in cooperation with CSWs and the ministry, with CSWs playing an active role in the distribution of wood logs.

The figure below summarizes the details of the support with the utility costs that the project provided to vulnerable families.

**Figure 12: Recipients of Project Support for Utilities**



The figure below shows the Kosovo municipalities that benefitted from the “utility costs” support and the respective number of families and individuals that benefitted from the project’s support in each municipality.

**Figure 13: Distribution of Support for Utilities**

<b>RECIPIENTS OF PROJECT SUPPORT FOR UTILITIES</b>	
<b>LOCATIONS AND NUMBER OF HOUSEHOLDS</b>	
Ferizaj/Uroševac (86 families, 250 individuals);	Zvečan/Zvečan (22 families, 44 individuals);
Gjilan/Gnjilane (66 families, 267 individuals);	Pejë/Peć (87 families, 377 individuals);
Hani i Elezit/Elez Han (14 families, 63 individuals);	Dečan/Dečane (20 families, 99 individuals);
Kaçanik/Kaçanik (54 families, 194 individuals);	Gjakovë/Đakovica (83 families, 331 individuals);
Kamenicë/Kamenica (48 families, 193 individuals);	Istog/Istok (29 families, 119 individuals);
Klllokot/Klokot (10 families, 29 individuals);	Junik (6 families, 27 individuals);
Novobërdë (Artanë)/Novo Brdo (36 families, 146 individuals);	Klinë/Klina (61 families, 276 individuals);
Partesh/Partesh (7 families, 27 individuals);	Prishtinë/Priština (86 families, 337 individuals);
Ranillug/Ranilug (18 families, 60 individuals);	Fushë Kosovë/Kosovo Polje (63 families, 222 individuals);
Shtërpçë/Štrpce (13 families, 41 individuals);	Graçanicë/Gračanica (12 families, 47 individuals);
Viti/Vitina (29 families, 104 individuals);	Lipjan/Lipljan (106 families, 460 individuals);
Glllogoc (Drenas)/Glogovac (95 families, 426 individuals);	Obiliq/Obilić (62 families, 253 individuals);
Leposaviq/Leposavić (15 families, 61 individuals);	Shtime/Štimlje (29 families, 128 individuals);
Mitrovicë/Mitrovica North (25 families, 78 individuals);	Prizren (62 families, 277 individuals);
Mitrovicë/Mitrovica South (122 families, 632 individuals);	Dragash/Dragaš (21 families, 83 individuals);
Podujevë/Podujevo (75 families, 367 individuals);	Malishevë/Mališevo (69 families, 344 individuals);
Skenderaj/Srbica (66 families, 313 individuals);	Mamushë/Mamuša/Mamuša (3 families, 11 individuals);
Vushtrri/Vučitrn (106 families, 486 individuals);	Rahovec/Orahovac (49 families, 202 individuals);
Zubin Potok (24 families, 66 individuals);	Suharekë/Suva Reka (40 families, 174 individuals).

### **3) Personal Protective Equipment for CSWs and Residential Shelters**

To reduce the risk of infection, while ensuring the continuous provision of services by front-line workers and visitors of CSWs and residential centers (homes for the elderly and abandoned children), the project supplied 40 CSWs and all residential centers with PPE (hand sanitizers, stands, masks). This happened at a critical time when PPE was hard to procure.<sup>7</sup> The project delivered 5,536 PPE items, worth a total of 19,000 Euro. This type of support is summarized in the figure below.

<sup>7</sup> First batch of PPE was distributed in May 2021 and the second batch in September 2021.

**Figure 14: Personal Protective Equipment Support**



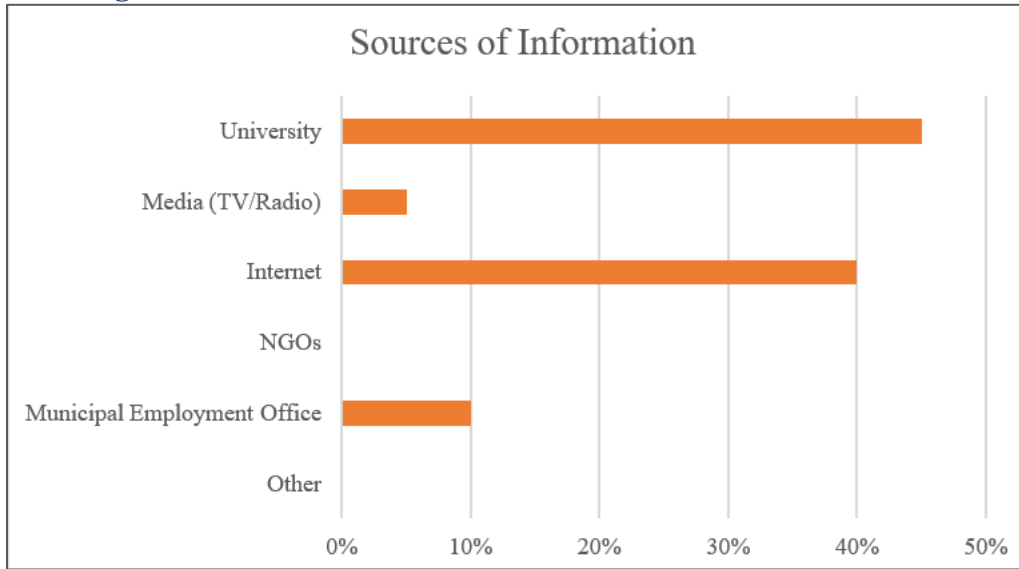
#### **4) Volunteer Support for CSWs**

As part of the efforts to strengthen the CSWs’ capacities to meet increasing demand for social assistance, the HAP project supported the placement of UN Community Volunteers within all CSWs. The placement of volunteers had a two-fold purpose – (i) assist CSWs to improve their case management practices and enhance service delivery; and, (ii) prepare a new generation of certified social workers.

The project partnered with the University of Prishtinë/Priština “Hasan Prishtina” (UP) to reach out to potential candidates through different communication channels. UNDP also cooperated closely with United Nations Volunteers (UNV) Coordination Office in Kosovo, who are mandated to leverage the power of volunteerism and volunteers as a means of implementation and people engagement for attainment for the Sustainable Development Goals (SDGs). UNV’s added value rested in the straight-forward procedures for the selection of the recruitment process of the graduate students who would benefit from the internships, and the appropriate criteria which allow for recruitment of graduates without professional experience.

The call for applications was published on UP’s website (Faculty of Philosophy). Conscious of similar needs for support in the seven Serb-majority municipalities, an equally intensive yet different outreach approach was taken. Although the University of Mitrovicë/Mitrovica South hesitated to disseminate the information, the project managed to successfully reach out to potential candidates through the Municipal Employment Offices within each municipality in the north of Kosovo, through former UN Community Volunteers who served in prior initiatives, as well as through NGOs in the social services sector.

**Figure 15: Sources of Information for UNVs**



A total of 222 applications were received from all municipalities, of which 142 candidates were shortlisted and interviewed. The evaluation process was conducted jointly with the representation of MFLT/DSPF, University of Prishtinë/Priština, UNDP and UNV Coordination Office in Kosovo. On the recommendation of the evaluation panel, 33 UN Community Volunteers were selected for Albanian-majority municipalities and seven for Serbian-majority municipalities. Among the 31 CSWs where UNVs were engaged, those in municipalities where the needs were higher and the capacities limited, the project placed two volunteers per CSW. These municipalities are shown in the figure below. Seven municipalities which had small offices and sufficient capacities, did not feel the need for support; as such no UNV was deployed to their respective CSWs. Following the completion of the evaluation process and administrative requirements, the 40 selected UNVs commenced their work on April 28th, 2021. The total amount of money spent on this component of the project was about 250,000 Euro.

**Figure 16: CSWs with two UNVs and Total Investment**



The project also organized the necessary induction for the UN Community Volunteers. To mark the initiation of their engagement, a one-day online kick-off meeting and training was organized

for all 40 UNVs with the presence of the project team, UNV Head of Office, representatives of the MFLT/DSFP, and the University of Prishtinë/Priština. Each respective institution made a presentation of their mandate, role, and involvement with the HAP project. Furthermore, at the request of the Ministry, all CSWs assigned mentors for each UN Volunteer to provide them with professional support and guidance towards career development.

### **5) Infrastructure Investments for CSWs**

Another key contribution of the HAP project for the social assistance infrastructure in Kosovo was the support for the improvement of the CSWs' physical infrastructure. The project team conducted initial visits to all CSWs and assessed their needs for small-scale renovations. The assessment concluded that the CSWs in general needed physical rehabilitation, heating installation, and upgrade of the inventory of family/children rooms with furniture and toys. Subsequently, the project proceeded with the rehabilitation or renovation of the premises of 30 CSWs for a total amount of 215,247 Euro.<sup>8</sup> The remaining CSWs did not meet the criteria for selection, as some CSWs operate in privately-owned buildings and the others had uncertain status because of plans for new buildings by the municipality. In these circumstances, the project decided to only proceed with CSWs that had a defined ownership status of their premises to minimize investment risks. These renovations included the fixing of leaking roofs, rehabilitation of rooms<sup>9</sup>, upgrading of heating systems, the purchase and installation of new furniture, improvement of toilets and other interior and exterior improvements. These infrastructure interventions aimed at creating a more user-friendly environment for both the staff of these centers and their clients. The figure below summarizes the amount of money invested in each municipality for the rehabilitation of the respective CSWs.

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<sup>8</sup> In Graçanicë/Gračanica and Novobërdë/Novo Brdonew rooms were built within the premises.

<sup>9</sup> In particular, meeting rooms, children contact rooms, archives, and kitchens.

**Figure 17: Distribution of Infrastructure Investments for CSWs**

INFRASTRUCTURE INVESTMENTS FOR CSW					
LOCATIONS AND AMOUNTS INVESTED					
Prishtinë/Priština	EUR 25,618.00	Dragash/Dragaš	EUR 4,361.00	Total amount of infrastructure investment	EUR 215,247.50
Ferizaj/Uroševac	EUR 8,510.00	Hani i Elezit/Elez Han	EUR 7,411.00		
Malishevë/Mališevo	EUR 6,584.00	Shtime/Štimlje	EUR 6,438.00		
Rahovec/Orahovac	EUR 8,212.50	Mitrovicë/Mitrovica South	EUR 8,220.00		
Zvečan/Zvečan	EUR 9,609.00	Skenderaj/Srbica	EUR 6,365.00		
Kaçanik/Kaçanik	EUR 2,860.00	Zubin Potok	EUR 9,948.00		
Gjilan/Gnjilane	EUR 10,832.00	Viti/Vitina	EUR 6,303.00		
Podujevë/Podujevo	EUR 7,683.00	Suharekë/Suva Reka	EUR 3,872.50		
Fushë Kosovë/Kosovo Polje	EUR 14,102.50	Obiliq/Obilić	EUR 5,257.50		
Graçanicë/Gračanica	EUR 3,741.00	Kamenicë/Kamenica	EUR 10,096.00		
Gllgoc (Drenas)/Glogovac	EUR 14,504.80	Leposaviq/Leposavić	EUR 928.00		
Novobërdë/Novo Brdo	EUR 7,462.50	Lipjan/Lipljan	EUR 4,331.00		
Deçan/Deçane	EUR 5,246.00	Gjakovë/Đakovica	EUR 2,596.00		
Klinë/Klina	EUR 7,569.00	Istogu/Istok	EUR 5,192.00		
Junik	EUR 4,861.00				

The table below shows the types of interventions that were supported by the HAP project in each municipality. As can be seen from the table below, in many municipalities the project supported more than one intervention.

**Table 1: Types of Interventions Supported by the Project in Each Municipality**

No.	CSW	Rehabilitation works for “19 Centers for Social Works	Central Heating Works in 4 CSWs	Toys for Kids for 24 CSWs	Furniture for 17 CSWs	“Rehabilitation works for 7 Centers for Social Works “
1	Podujevë/Podujevo	√		√	√	
2	Graçanicë/Gračanica	√		√	√	
3	Fushë Kosovë/Kosovo Polje	√	√	√		
4	Obiliq/Obilić	√		√	√	
5	Drenas (Gllgoc)/Glogovac	√	√	√		
6	Novobërdë/Novo Brdo	√		√	√	
7	Deçan/Deçane	√		√	√	
8	Klinë/Klina	√		√	√	
9	Istog/Istok			√	√	
10	Junik	√	√	√		

No.	CSW	Rehabilitation works for “19 Centers for Social Works	Central Heating Works in 4 CSWs	Toys for Kids for 24 CSWs	Furniture for 17 CSWs	“Rehabilitation works for 7 Centers for Social Works “
11	Gjakovë/Đakovica			√		
12	Dragash/Dragaš	√		√	√	
13	Suharekë/Suva Reka	√		√	√	
14	Lipjan/Lipljan			√	√	
15	Hani i Elezit/Elez Han	√		√	√	
16	Shtime/Štimlje	√		√		
17	Gjilan/Gnjilane	√		√	√	
18	Viti/Vitina	√		√	√	
19	Mitrovicë/Mitrovica South	√		√	√	
20	Skenderaj/Srbica	√		√	√	
21	Leposaviq/Leposavić			√	√	
22	Zubin Potok	√		√	√	
23	Kamenicë/Kamenica	√	√	√		
24	Kaçanik/Kaçanik			√		√
25	Prishtinë/Priština(Center of town)					√
26	Prishtinë/Priština Sunny Hill					√
27	Ferizaj/Uroševac					√
28	Malishevë/Mališevo					√
29	Zveçan/Zvečan					√
30	Rahovec/Orahovac					√

The following are some responses provided by CSW representatives to the online survey organized for this evaluation on the nature of infrastructure improvements carried out in their respective buildings through the HAP project.

### **Box 1: Feedback from Surveyed CSW Staff<sup>10</sup>**

*If the UNDP project supported your Centre for Social Work with Rehabilitation, Reconstruction or Renovation, what exactly was done? How has that rehabilitation improved the work and operations of your centre?*

- Internal renovation of the building, roof, toilets, as well as heating.
- The toilets in the Center for Social Work have been completely renovated, the entire CSW Facility has been painted inside with polycolour, some neon lights have been placed in the corridor of the institution, drawers purchased for the CSW archive, etc.
- Renovation of the corridor and insulation of the roof.
- Actual assistance received by our institution from UNDP included: renovation of bathrooms; replacement of entrance doors in both sectors, including bathroom doors; storage shelves; curtains for the office; three-place seats; wood for heating; subsidizing of water bills and dedicated toys for children the friendly room (room of contact).
- Renovation and furnishing of children's meeting room.
- We received help in renovating three toilets with new ceramics and installing new sanitary equipment, painting the doors of the CSW, cleaning the facility's draining system, as well as installing new ceramics in the kitchen.
- Renewal of the family room. Very functional given that the room is now fully completed.
- Renovation and furnishing of the Parent-Child meeting room.
- Renovation and furnishing of the meeting room.
- Laminated flooring and toilets have given it a different look.

### **6) Capacity development for CSWs and NGOs**

As part of the capacity development support initiatives, the UNDP project team, jointly with the UNV Office in Kosovo, University of Prishtinë/Priština, and MFLT/DSPF, delivered four training events for all UN Community Volunteers and their CSW supervisors on topics related to their daily work and career development. These trainings and their respective topics are summarized in the figure below. Furthermore, the UN Women team organized two rounds of training with service providers responsible for domestic violence and gender-based violence at the municipal level. These trainings involved 40 participants from the municipalities of Pejë/Peć, Podujevë/Podujevo, Dragash/Dragaš and Suharekë/Suvareka. Training topics covered a range of issues, including the Istanbul Convention, client-centered psychological approach with GV victims and non-majority communities.<sup>11</sup> Participants included gender equality officers, social workers, education experts,

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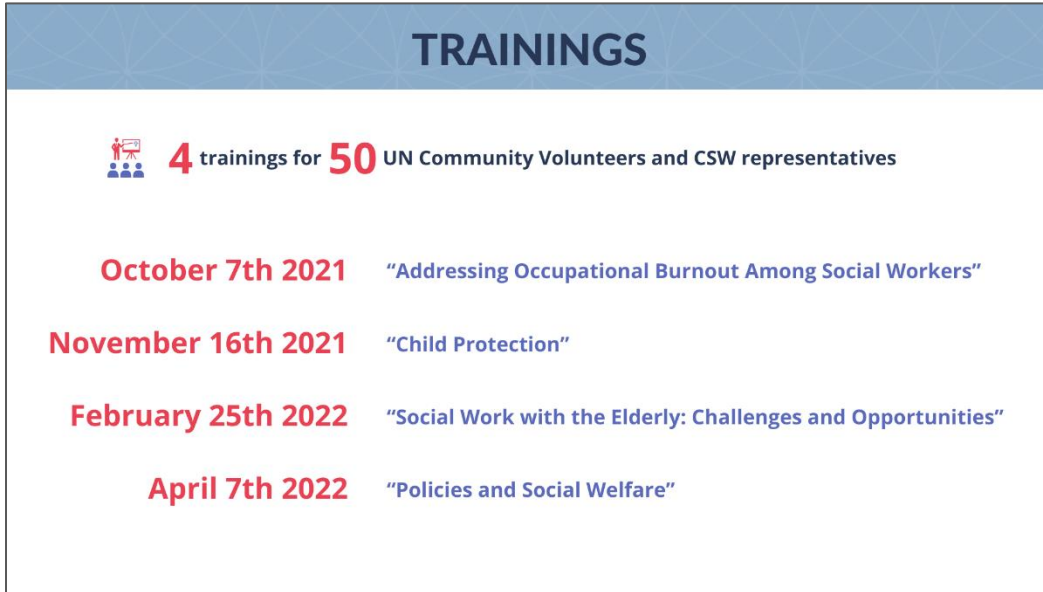
<sup>10</sup> The statements in the box are verbatim from the survey with CSW staff.

<sup>11</sup> The training covered three components. The first component focused on the Istanbul convention, its legal and constitutional implementation importance in the treatment of the gender-based violence victims including the national legal framework such as Law on Protection against Domestic Violence, Criminal Code, Law on anti-Discrimination, Gender Equality Law and the Standard Operating Procedures (SOPs) for the domestic violence cases. The second component focused on the identification importance and emotion expression through different techniques which were demonstrated during the training including the importance of actor's psychological wellbeing while dealing with crime victims. The third component focused on the challenges and specifics of gender-based violence victims related to Roma, Ashkali and Egyptian communities.



health experts, victim attorneys, prosecutors and judges and service professionals of NGOs.<sup>12</sup> Furthermore, the project provided training for 60 NGOs and private legal entities on the development of business plans as part of the re/licensing process in the provision of social services.

**Figure 18: Project Supported Trainings**



7) **Infrastructure Support for NGOs**

Similarly to the support for infrastructure improvements in CSWs, the project supported a total of 11 NGO Residential Centers with grants to rehabilitate, renovate, or reconstruct their facilities. These centers included emergency shelters for victims of domestic violence and trafficking, homes for the elderly and abandoned children, and rehabilitation centers for people with disabilities. These centers provide annually more than 2,000 people with essential support, particularly in times of crisis. The list of the NGOs that benefitted from this support and the respective investment amounts are shown in the figure below.

<sup>12</sup> Participants included the following institutions: Domestic Violence Investigation Unit/Kosovo Police, Gender Equality Officer, Free Legal Aid office, Employment office, Medical Family Center, Municipal Community officer, Municipal Education Directorate, Judiciary, NGO, Mental Heal Institution and Social Welfare Center.

**Figure 19: Project Support for NGOs**



#### **8) Training and Equipment for Women Entrepreneurs**

The HAP project supported the economic empowerment of vulnerable women – especially, women experiencing domestic violence, survivors of gender-based violence, women from Roma, Ashkali, Egyptian communities, rural women and women with disabilities. The focus of the project in this area was building women’s knowledge and skills and supporting them in the creation of income-generating activities and diversification of their businesses in the context of the COVID-19 challenges.

This component of the project was led by UN Women. As a first step, the project conducted an assessment of the needs of women entrepreneurs in West Dukagjini Region in the context of the COVID-19 crisis.<sup>13</sup> The analysis identified the enterprises’ needs and gaps in knowledge, skills, and technical capacities, and provided recommendations on how to bridge the gap between the current and the desired state. Following the identification of these gaps, women from vulnerable groups and survivors of gender-based violence received targeted training and mentoring on entrepreneurship, innovation, business plan development, and digital marketing.<sup>14</sup> The 51 beneficiaries of this training (shown in the figure below) were 25 women, including survivors of gender-based violence from Gjakovë/Đakovica and Rahovec/Orahovac and its surrounding region,<sup>15</sup> and 26 women (2 Bosnian, 2 Serbian, 1 from Roma, Ashkali and Egyptian communities,

<sup>13</sup> Mapping Report, Emerging needs of women entrepreneurs in West Dukagjini Region as a result of COVID-19, Gjakova/Đakovica, October 2021, Implemented by SHE ERA.

<sup>14</sup> The sectors covered by the training included agri-business, small-scale production (food, clothing, jewelry), service provision (maintenance, hairdressers, beauty salons, photography, and shooting), retail (including handicrafts), and hospitality (bakery, delicatessen, patisserie).

<sup>15</sup> The beneficiaries of the project from the municipality of Gjakovë/Đakovica belonged to different targeted groups as follows: 5 of the beneficiaries were survivors of gender-based and domestic violence; 5 were from the Roma,

and 3 survivors of DV/GBV) in the municipality of Pejë/Peć (including Decan/Decani and Istog/Istok). The women beneficiaries from Gjakovë/Đakovica and Pejë/Peć regions received also equipment tailored to their business needs such as: motor cultivator for farmers, honey extractor, beeswax machine, human-made bee hives for bee keepers, sewing machines for tailors, cleaning equipment for dry cleaners, etc.

Furthermore, the project also supported the organization of trainings for women and girls in the municipality of Mamushë/Mamuša/Mamuşa.<sup>16</sup> 30 women from the Turkish community, aged 18-50, were trained on tailoring, bead-crafting, as well as business digital marketing, and financial management for small businesses. The project also encouraged the women and girls in Mamushë/Mamuša/Mamuşa to establish their own association, which became the first association of women in the municipality – Mamuşa Emekçi Kadınlar Derneği (Mamusa Working Women's Association).

**Figure 20: Trainings and Equipment Provided for Women Entrepreneurs**



Among the beneficiaries were women DV/GBV survivors, women from Roma, Ashkali, Egyptian communities, rural women, and women with disabilities. Another issue is that for the effects of the equipment to materialize in increased business activity and diversification, sufficient time lag is necessary. Therefore, it is advisable for project stakeholders to seek to track the results of this component well after the completion of the project.

UN Women also supported community initiatives aimed at changing gender-discriminatory social norms and gender stereotypes. To this effect, the UN Women team organized a social media

Ashkali, and Egyptian communities; 5 were older women in need of assistance; 5 beneficiaries included women in vulnerable situation such as single mothers; 5 were women interested to start their businesses or improve the existing ones, but who did not have the necessary skills and financial resources to do so.

<sup>16</sup> This training was facilitated by Women’s Association Orkide, Prizren, and NGO Bardha, Prishtinë/Priština.

campaign with illustrations on gender stereotyping and women empowerment that challenged prevailing social norms and encouraged the socio-economic empowerments of women. It also organized events during the Entrepreneurship Week with students, or “16 Days of Activism”<sup>17</sup> with women, and created promotional videos and other content (books, leaflets, etc.) promoting gender equality and the empowerment of women.

### 9) Support for Vulnerable Groups through Mobile Clinics

The HAP project also supported the establishment of four mobile clinics which were deployed in remote areas to facilitate access to services such as social, health, and employment benefits by vulnerable groups (particularly for women, the elderly, and children and those from minorities). Two mobile clinics were operated by NGOs - Kosova Humanitarian and Charitable Society “Mother Theresa” and Handikos Gjilan/Gnjilane. The first one had a focus on the elderly, whereas the second on the persons with disabilities. The third mobile clinic was operated by the Agency for Free Legal Aid – and focused on providing legal aid in remote areas. The fourth mobile clinic was overseen by UN Women and operated by Horizon Consulting LLC, a medical company. This mobile clinic provided medical examination, routine health examination and consultative assistance<sup>18</sup> to women with limited or no access to these services in the remote areas of the Gjakovë/Đakovica, Dragash/Dragaš, Malishevë/Malisevo and Mamushë/Mamuša/Mamuša municipalities. The support provided through the mobile clinics is summarized in the figure below.

**Figure 21: Project Supported Mobile Clinics**



<sup>17</sup> The “16 Days of Activism” is a traditional event organized by the UN agencies and other partners/stakeholders. In 2022, the event was organized by the Ministry of Justice.

<sup>18</sup> During the visits, medical specialists provided general gynecology examinations, blood pressure, anamnesis, auscultation, oxygen saturation measurement, blood pressure measurement, inspection, palpation, vaginal examination, ultrasound examinations, breast checkup, blood analysis, PAP tests, etc.

The four mobile clinics operated by the project and the respective amounts invested by the project are summarized in the figure below. The figure also shows the number of cases (disaggregated by gender) handled by each mobile clinic, amounting to a total of about 200,000 Euro.

**Figure 22: Investment in the Supported Mobile Clinics**



Three of the four vehicles utilized for the mobile clinics were purchased with project funds. The fourth vehicle was reactivated from a previous UNDP project with the Agency for Free Legal Aid.

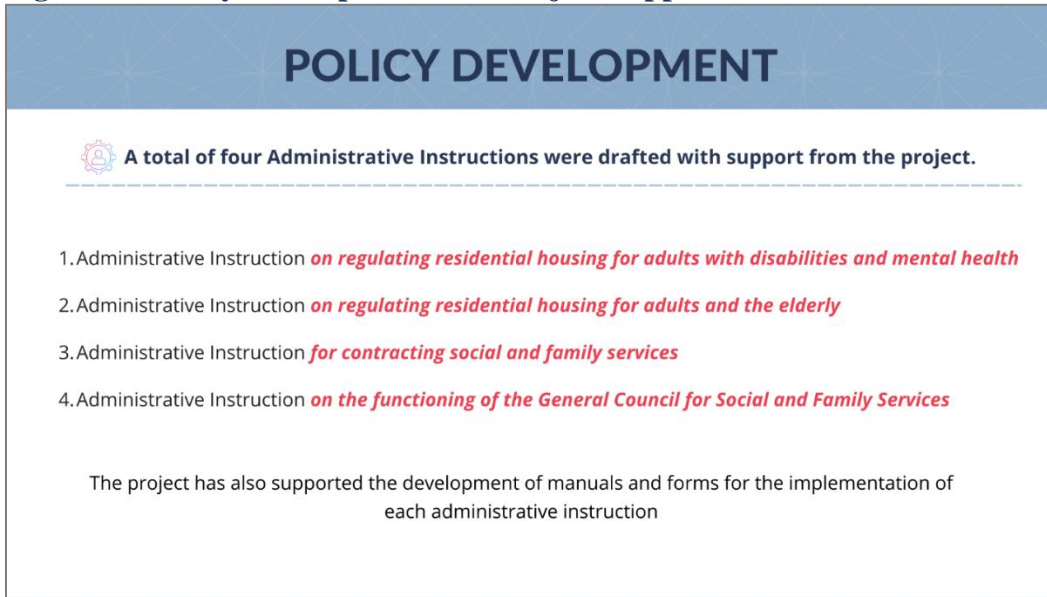
The following is the regional distribution of the deployment of the four mobile clinics supported by the HAP project:

- Horizon - Gjakovë/Đakovica, Dragash/Dragaš, Malishevë/Malisevo and Mamushë/Mamuša/Mamuša;
- KHCS Mother Teresa – Dukagjini region and Obiliq/Obilić;
- Handikos Gjilan/Gnjilane – Southeast, central, east and northeast Kosovo;
- Agency for Free Legal Aid – Obiliq/Obilić, Dragash/Dragaš and Vitia/Vitina.

### **10) Policy Development**

Another dimension of the HAP project was support in the area of social services. The project supported the review and upgrade of the existing system for needs assessment of beneficiaries and introduced a digitalized service-based case management system. Four Administrative Instructions were developed in coordination with DSPF/MFLT. This work was conducted by four experts engaged as part of the project, and their work was reviewed by working groups appointed by DSPF, comprising 30 (11 women and 19 men) civil servants (mid-level officials). Additionally, the project supported the development of four manuals and forms necessary for the implementation of all four administrative instructions listed in the figure below.

**Figure 23: Policy Development with Project Support**



In addition, the project supported MFLT in the improvement of the case management system for the CSWs. At the start of the project, the case management process in these centers was paper-based, relying on manual processing of information. As such, cases were not classified and there was no specified number of cases that a social worker had to complete, resulting in delays and low productivity. The administrative instructions drafted with the support of the project were a necessary step in the development and digitalization of forms used in the case management module.<sup>19</sup> The forms were digitalized at the beginning of December 2022.

\* \* \*

Overall, the HAP project was able to achieve most of the objectives identified in the project document, despite the limited implementation timeframe and contextual challenges. Table 3 below presents the project’s Results Framework and the status of the achievement of the project objectives. As a result of all of the above, the effectiveness of this project is rated “*Satisfactory*”.

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<sup>19</sup> Because MFLT did not approve the above first two AIs on time in 2021, they did not become part of DSPF’s legislative plan for 2022, and as such could not be digitalized in 2022. The other two AIs had not even been drafted by 2022. Under these circumstances, DSPF suggested that UNDP support the digitalization of the forms based on the AIs that Save the Children had drafted earlier, while the four administrative instructions drafted as part of the HAP project would be drafted at a later time, as part of any other of DSPF’s similar collaborations/cooperation.

**Table 2: HAP Project Results Framework**

EXPECTED OUTPUTS	OUTPUT INDICATORS	BASELINE		TARGET	STATUS
		Value	Year	FINAL	
<b>Output 1: Improved socio-economic support system for the most vulnerable groups</b>	1.# of families which receive humanitarian support in a timely and gender equitable manner	2,500	2020	9,000 (at least 40% women heads of households)	<ul style="list-style-type: none"> <li>8,290 families benefitted from the voucher scheme. (exceeded)</li> <li>919 families benefitted from payment of water bills and 1,100 families benefitted from payment of heating supplies (exceeded).</li> </ul>
	2. # of service-based case management modules developed	1	2020	4	4
	3.# of women who benefit from financial/economic engagement in response to the pandemic	0	2020	40 (expected)	<ul style="list-style-type: none"> <li>81 (exceeded)</li> <li>51 women from Gjakovë/Đakovica and Pejë/Peć received trainings and equipment</li> <li>30 vulnerable women from Mamushë/Mamuša/Mamuša received trainings.</li> </ul>
	4. # of interns engaged in support of CSWs	0	2020	40 (at least 50% are women)	40 (90% women) – exceeded
	5.# of CSW staff improving technical capacities on service provision	0	2020	50 (at least 50% are women)	<ul style="list-style-type: none"> <li>40 Community Volunteers and 10 CWS staff received training.</li> </ul>
	6.# of women and men reached on promoting community actions to change gender stereotypes	0	2020	200,000 (at least 50% women and girls/marginalised groups)	Information not received from UN Women.
<b>Output 2. Strengthening front-line response services to mitigate the effect of the pandemic</b>	1 # of vulnerable individuals who benefit from facilitated access to services through mobile clinics	0	2020	1,000 (50% girls/women including women beneficiaries from minorities)	918 (61% girls/women; 10% minorities)
	2 # of front-line workers equipped with PPE	1,500	2020	3,200 (at least 50% women)	5,536 (gender disaggregation not tracked) – exceeded
	3.# of CSW and/or residential centres with improved accessibility	0	2020	40	<ul style="list-style-type: none"> <li>30 CSWs</li> <li>11 NGOs</li> </ul>

### 3.3. Coherence

The HAP project was designed and implemented in a way that enabled it to be coherent with the institutional framework, the efforts of UNDP and the UN in Kosovo to address the challenges brought by the pandemic, and the assistance provided by the EU. The following are key strengths of the HAP project from a coherence perspective.

- First and foremost, the project is in coherence with institutional framework, and especially with the social assistance scheme (SAS). The project has been harmonized and has contributed directly to the efforts of the Ministry of Labour and Social Welfare Sector Strategy to increase the quality and reach of social protection and family services. Throughout the implementation cycle, the project established effective cooperation and coordination with key stakeholders such as the DSPF/MFLT, CSWs, municipalities, Ministry of Local Governance Administration, Agency for Gender Equality, and specialized and licensed CSOs/NGOs.
- Secondly, as noted previously, the HAP project has been part of a bigger package of EU-funded interventions targeting the effects of COVID-19.<sup>20</sup> In the framework of this work, the EU Office also funded UNICEF, IOM, and Save the Children to implement complementary initiatives. Therefore, the project was conceived as a coherent component of a broader set of interventions organized around the same goal. The coordination framework initiated by the EU Delegation ensured that these projects' activities did not overlap. In this context, UNDP, supported by the project team, assumed a coordination role and organized bi-monthly meetings which included the EU Delegation and DSPF/MFLT.
- Thirdly, the project was implemented by UNDP in partnership with UN Women and UN Volunteers, in the spirit of the "One UN" approach. The division of labour among the agencies was clear and based on their comparative advantages. UNDP focused the activities targeting low-income families through the voucher scheme and utilities support, as well as the capacity development and policy development components. UN Women implemented activities targeted at gender equality and the economic empowerment of women, especially the support for victims/survivors of GBV/DV, whereas UN Volunteers were involved with the recruitment and placement of Community Volunteers within the CSWs to assist with service delivery.
- Fourthly, the HAP project built on existing foundations built by other UNDP and UN Women interventions. For example, the mobile clinics utilized by the Agency for Free Legal Aid under the HAP project was not purchased anew, but reactivated from a previous UNDP Rule of Law Project implemented in 2013. The HAP project was also implemented

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<sup>20</sup> The HAP Project was part of IPA II - 2014-2020 EU4 Social Protection.



in synergy with other projects of UN Women. One project with which the HAP project was synergetic with was the regional “*Ending Violence against Women*” programme implemented by UN Women with financial support from the European Union.

- The HAP project also contributed to donor coordination in the area of social assistance. The project team organized bi-monthly Technical Coordination Meetings with the Ministry, the EU, and other international and local organizations (e.g., Save the Children, UNICEF, World Bank, International Organization for Migration (IOM), CARITAS, and Kosovo Women’s Network (KWN) to ensure complementarity of interventions and coordination. The Technical Coordination Meetings were used to discuss not only HAP project activities, but also the work of the relevant international organizations. The minutes of these meetings reveal a lot of detail about the discussions that took place and the information that was shared. Through these meetings, UNDP and other organizations have shared information, discussed cooperation ideas, and avoided potential overlaps. The meetings have indeed been useful for coordinating development assistance in the area of social assistance and the COVID-19 response. Ideally, these meetings should be maintained, although the question is who will be responsible for organizing them after the completion of the HAP project. There is perhaps an opportunity for UNDP Kosovo to step in with a coordinating role in this area.

#### Potential for Stronger Coherence

- Concurrently with the HAP project, the EU Office in Kosovo funded complementary initiatives implemented by UNICEF, IOM, and Save the Children. While good coordination between the HAP project and these other initiatives was ensured through the bi-monthly Technical Coordination Meetings, some stakeholders interviewed for this evaluation noted that greater synergies could have been achieved between these initiatives through joint activities. This is more of a design issue, than an implementation one – these initiatives funded by the EU could have been conceived in a more integrated fashion.<sup>21</sup>
- Also, greater synergies could have been achieved with the interventions of the World Bank, which has provided significant support toward the reformation of SAS, including the capacities of the CSWs and municipalities.<sup>22</sup> The HAP project initially conducted preliminary visits to all CSW and rapid needs assessment with select CSWs to assess the needs for immediate interventions, as per the budget available and the agreement with DSFP. The prepared list of immediate and emergent needs for each CSW was shared with the DSFP, for final confirmation and coordination with the World Bank. Nevertheless,

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<sup>21</sup> It should be noted that the design of the new projects happened in the midst of the pandemic, when a complete lock down was introduced.

<sup>22</sup> To help Kosovo cope with the immediate impact of the pandemic, the World Bank restructured an existing health-related program and mobilized additional support through the EUR 46 million Kosovo Emergency COVID-19 Project. More information on the World Bank project can be found [here](#).

HAP interventions were initiated earlier, and in coordination with the Ministry, to avoid any duplications and overlaps.

- There was also potential for greater coherence within the HAP project between the M&E and reporting activities of UNDP and UN Women. These activities seem to have taken place separately for each agency rather than through an integrated framework. This is reflected for example in the bi-monthly project reports which reflect primarily the activities of UNDP, with less input from UN Women. UN Women, on the other, had its own M&E and reporting tools, which were subsequently submitted to the UNDP project team and integrated into the overall project reporting. Also, the interactions of UNDP and UN Women with the donor (EU) seem to have been fragmented, taking place primarily bilaterally, rather than in an integrated approach. For example, the EU reported to having maintained separate communication lines with the two agencies on matters related to operations, such as procurement and recruitment.

\* \* \*

As a result of all of the above, the coherence of this project is rated “*Satisfactory*”.

### 3.4. Efficiency

This section provides an assessment of the efficiency with which the HAP project was planned, financed, coordinated and implemented. The focus of this section is on several key aspects of the project, such as project management, implementation, budget expenditure, monitoring, and communications.

#### Project Management

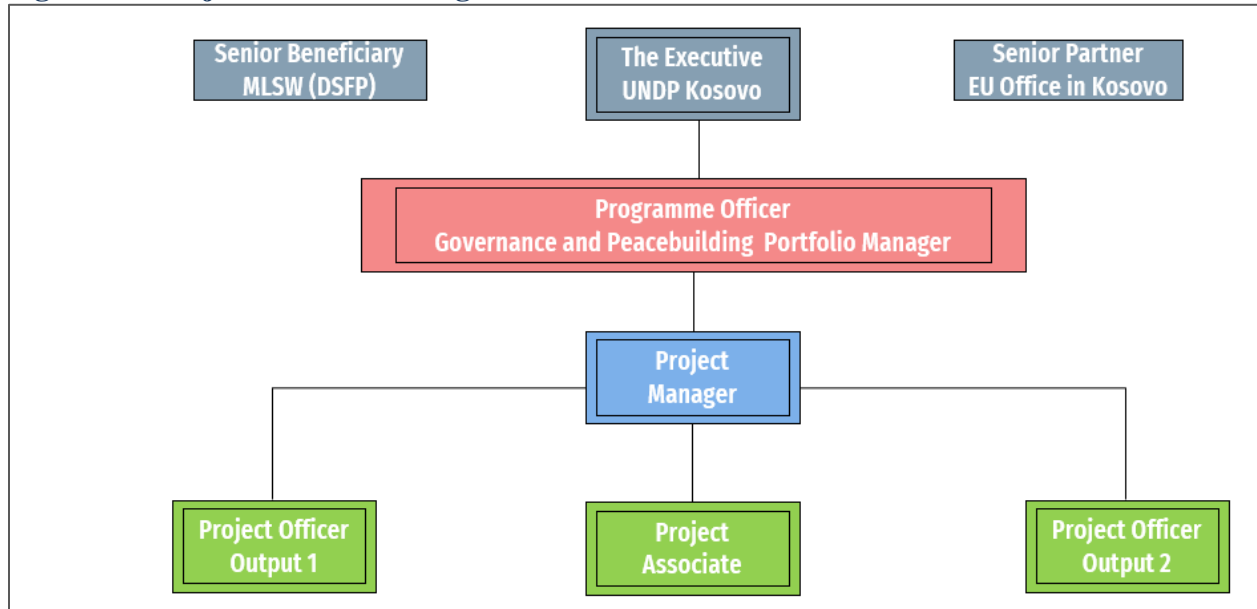
The HAP project was implemented under the General and Special Conditions of the Financial and Administrative Framework Agreement (FAFA) between the European Community and the United Nations signed on 29 April 2003. The signatory of the project and primary recipient of the funds was UNDP. As noted in the project document, the implementation was based on UNDP's rules and procedures for project management and a result-based management approach.<sup>23</sup> The management of the project was carried out by UNDP within the overall framework of the UNDP Kosovo Programme Action Plan via the Direct Implementation Modality (DIM). UNDP was responsible for the overall management and administration of the project, primarily the responsibility for the achievement of the outputs and the stated outcome. The involvement of UN Women was organized under the above-mentioned framework, with UNDP transferring funds to UN Women on the basis of agreed deliverables and division of labour, and UN Women providing UNDP with the necessary reporting (both financial and activity based).

From the UNDP side, the management and implementation of the project was carried out by a very lean team (shown in the figure below), consisting of four staff members – one Project Manager, two Project Officers (for Outputs 1 and 2 respectively), and one Project Associate. The UN Women team operated in parallel for the implementation of their portion of activities and deliverables and it was more fluid, benefitting from several staff members in the office in Kosovo (given the small size of the project, no dedicated project team was established for these activities). Also, the UNV Coordinator played an important role in the project, leading and coordinating the recruitment of the Community Volunteers and their deployment in the respective CSWs.

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<sup>23</sup> UNDP uses International Public-Sector Accounting Standards (IPSAS) standards for management of finances and follows internationally recognized procurement standards.

**Figure 24: Project Board and Organizational Structure**



The project was overseen by a Technical Coordination Committee which provided the project team with overall guidance and strategic direction. To avoid redundancies, the Technical Coordination meetings replaced the official Board meetings. However, other than the EU, DSFP and UNDP no other parties were official Board members. The Technical Coordination Committee included representatives from UNDP, EU Office in Kosovo, DSPF/MFLT, Save the Children, Kosovo’s Women Network, UNICEF, World Bank, and IOM. The Technical Coordination meetings have convened regularly to ensure consensus-based strategic decisions for the project when guidance was required, including recommendations for the approval of project revisions. The project team maintained effective communications with Technical Coordination Committee and regularly updated it on the project’s progress. The figure below shows the number of committee meetings from the inception of the project.

**Figure 25: Technical Coordination Meeting's Timeline**



### Project Implementation

The project took place under challenging external circumstances which had a significant effect on project activities. The main factors that affected the project were the COVID-19 pandemic, changes in Kosovo's political leadership and central institutions, and local elections.

- **COVID-19** – The COVID-19 pandemic challenged the implementation of several activities related to the presence and participation of central-level officials and CSWs staff across municipalities. Due to restrictions, no workshops were organized in-person with stakeholders for the completion of legal documents deriving from the new law, *Law No. 02/L-17 On Social and Family Services*, which required concrete and focused discussions.
- **Changes in political leadership and central institutions** – Changes in political leadership impacted the speed of the adoption of the legal framework. These changes were mainly related to the current case management system in CSWs which is manual and relies on physical paper trail, without clear classification of cases. The ministry postponed the process of digitalization of all case managements for next year.
- **Local Elections** – The October/November 2021 local elections caused delays in the project components providing support for vulnerable families through the voucher scheme and utility costs (both heating and water). The Ministry of Finance, Labour and Transfers suggested the suspension of these two components because they might exercise undue influence on the beneficiaries during the electoral process. On these grounds, the project suspended the activity on identification of beneficiary families related to Voucher Support and support to cover utility costs activity until after 15 November 2021. This further

delayed the development, identification, verification, and finalization of the beneficiary lists and distribution.

In the face of the vast scope of the project, the enormous number of stakeholders involved and the intensity of project activities driven by the limited timeframe available for the completion of activities, the project team of five people has done an admirable job of managing the complexity of the work involved in this project, especially in the highly restrictive conditions of the COVID-19 pandemic. The Technical Coordination Committee and project team managed to resolve several crucial challenges that the project encountered and bring most project activities to a successful conclusion and on time. The following is a brief description of the main challenges that the project faced during the course of implementation.

- One outstanding activity is the approval of the administrative instructions developed with project support. These delays are a result of the restructuring of the Ministry of Finance, Labour and Transfers and personnel changes, especially at the decision-making level. DSPF/MFLT is actively pushing for the approval of the administrative instructions and they are confident that the process will be concluded soon.
- The above-mentioned delay with the administrative instructions delayed the development of the case management system, in particular the integration of the new modules into the existing platform and the training of relevant ministry staff on the usage of digitalized forms. The design of all four modules was completed at the end of December 2022.
- Another challenge that emerged in the course of project implementation was the fact that some CSWs operated in privately-owned buildings. There was also uncertainty about the status of new buildings that were promised to CSWs by municipal authorities. In these circumstances, the project team decided to only proceed with CSWs that had a clear ownership status of their premises in order to minimize investment risks.
- Another serious challenge faced by the project was the increase in the prices of primary goods, including construction materials, due to elevated inflation rates. The project faced higher materials' prices in the activities related to infrastructure improvements for CSWs. Furthermore, when the project was designed, mobile clinic activities consisted of five teams and vehicles (one reactivated and four newly customized mobile clinics). During the implementation phase, the mobile clinic purchased by UN Women to provide health services to women and girls from rural and hard-to-reach areas resulted in a much higher price than originally planned. The increase in operational cost was a result of both the price of equipment and the engagement of specialized service providers. As a result, the project was adjusted to support only four mobile clinics.
- Another challenge related to the mobile clinics was the initial lack of referrals from stakeholders and the general knowledge of the services that they provided. The project team addressed this challenge by using various communications and referral channels to reach out to the people in need. These included local institutions, NGOs, radio, etc. Interviews conducted for this evaluation revealed that the demand for mobile clinic

services is now higher than the capacity of these clinics to provide (more on this in the “*Sustainability*” section of this report).

- Also, the concept of “*Community Volunteers*” initially was not easy to convey to CSW staff at the municipal level. However, the project team informed the municipal and CSW officials about this component of the project, more specifically about how the Community Volunteers were going to use this opportunity for professional development, and how they would contribute to the improvement of social services, while also to promoting voluntarism among young people in Kosovo. Furthermore, the team also conducted visits with each UNV at their respective Centers to learn more about their experiences, collected quote and took photographs, and subsequently prepared the so-called quote cards to promote social work and volunteerism to a wider audience.
- The project also experienced some challenges due to a prolonged discussion that arose between the EU and the UN agencies (UNDP and UN Women) on the interpretation of the General and Special Conditions of the Financial and Administrative Framework Agreement (FAFA) between the European Community and the United Nations. The role of the EU in the financial oversight of the project was at the center of discussion and although it was ultimately resolved successfully, it delayed the transfer of for certain activities (especially, those under the UN Women components) which resulted in a delay of implementation. Going forward, there is a need for greater clarity and dialogue within both the EU and the UN agencies on the exact interpretation of the FAFA agreement.
- Another challenge that the project team encountered was the tight timeline available for the implementation of such a complex project. In the course of the two years that were available for the project, the project team managed a large number of activities spread throughout the territory of Kosovo and involving many stakeholders. However, for activities such as the drafting of the administrative instructions and the development of case management system more time was needed to bring them to a successful completion. Both the administrative instructions and the case management system were completed just before the completion of this evaluation and the end of the project.

### Project Budget Expenditure

The table below summarizes the project’s budget and actual spending for the years 2021 and 2022, as well as the total for both years. For 2021, the project budgeted under Output 1 the amount of €3,525,900 and spent €3,440,256, resulting in an execution rate of 98%. For the same year, under Output 2, the project budgeted €450,376 and spent €332,424, resulting in an execution rate of 74%. The amount budgeted for operational expenses and GMS (7%) was €429,216.82 and the expenditure was €387,382, resulting in an execution rate of 90%. The total budgeted amount for 2021 was €4,405,492.98, and the project spent €4,160,063.90, resulting in an execution rate of 94%. For 2022, the project budgeted under Output 1 the amount of €296,100 and spent €343,732, resulting in an execution rate of 116%. For Output 2, the organization spent €240,032 against a budget of €118,920, resulting in an execution rate of 202%. The budgeted amount for operational

expenses and GMS 7% in 2022 was €179,447.00, and the project spent €198,148.36, resulting in an execution rate of 110%. Overall, in 2022, the project budgeted amount of €594,467 and spent €781,912, resulting in an execution rate of 132%.

The total budgeted amount for all years was €4,999,961.82, and the organization spent €4,941,976.60, resulting in an execution rate of 99%. Clearly, the project has been run efficiently from a delivery point of view, with the budget being fully executed by the time of the project's completion.

**Figure 26: Project Budget and Expenditure**

No.	Outcome Area	Budgeted (as per ProDoc)	Spent	Execution Rate
<b>Year 2021</b>				
1	Output 1	€ 3,525,900.00	€ 3,440,256.81	98%
2	Output 2	€ 450,376.00	€ 332,424.97	74%
3	Operational Expenses + GMS 7%	€ 429,216.82	€ 387,382.12	90%
4	<b>Total</b>	<b>€ 4,405,492.98</b>	<b>€ 4,160,063.90</b>	<b>94%</b>
<b>Year 2022</b>				
1	Output 1	€ 296,100.00	€ 343,732.13	116%
2	Output 2	€ 118,920.00	€ 240,032.21	202%
3	Operational Expenses + GMS 7%	€ 179,447.00	€ 198,148.36	110%
4	<b>Total</b>	<b>€ 594,467.00</b>	<b>€ 781,912.70</b>	<b>132%</b>
<b>ALL YEARS</b>				
1	Output 1	€ 3,822,000.00	€ 3,783,988.94	99%
2	Output 2	€ 569,298.00	€ 572,457.18	101%
3	Operational Expenses + GMS 7%	€ 608,663.82	€ 585,530.48	96%
4	<b>Total</b>	<b>€ 4,999,961.82</b>	<b>€ 4,941,976.60</b>	<b>99%</b>

Also, the table below shows that the budget has been fully executed for each of the outputs area. As exception is the output area 2, which experienced underperformance in 2021, but the execution fully picked up in 2022.

**Figure 27: Project Budget and Expenditure**

Output Areas	2021	2022	Total
Output 1	98%	116%	99%
Output 2	74%	202%	101%
Operational Expenses + GMS 7%	90%	110%	96%
<b>Total</b>	<b>94%</b>	<b>132%</b>	<b>99%</b>



The table below shows the project's cost structure. It provides a breakdown of expenditure categories for two years, 2021 and 2022, and for both years combined, as well as the percentage of each category's total expenditure. The largest expenditure category is "Contractual Services-Companies," which accounts for 71.8% of the total expenditure, with \$3,355,845 spent in 2021 and \$191,260 spent in 2022. The next largest category is "administrative expenses," which accounts for 11.1% of the total expenditure, with \$378,537 spent in 2021 and \$169,358 spent in 2022. "Grants" is the third-largest expenditure category, accounting for 13.8% of the total expenditure, with \$370,261 spent in 2021 and \$309,386 spent in 2022. "Local Consultants" account for 2% of the total expenditure, with \$34,013 spent in 2021 and \$67,278 spent in 2022. "International Consultants" account for only 0.3% of the total expenditure, with \$14,000 spent in both 2021 and 2022. Finally, "Events, conferences, travel" account for 1.1% of the total expenditure, with \$21,408 spent in 2021 and \$30,630 spent in 2022.

**Figure 28: Project's Cost Structure**

<b>Expenditure Categories</b>	<b>2021</b>	<b>2022</b>	<b>All Years</b>	<b>% of Total</b>
1. - Contractual Services-Companies	3,355,845	191,260	3,547,105	71.8%
2. - Local Consultants	34,013	67,278	101,291	2.0%
3. - International Consultants		14,000	14,000	0.3%
4. - Grants	370,261	309,386	679,648	13.8%
5. - Events, conferences, travel	21,408	30,630	52,038	1.1%
6. - Admin expenses	378,537	169,358	547,894	11.1%
<b>TOTAL</b>	<b>4,160,064</b>	<b>781,912</b>	<b>4,941,976</b>	<b>100%</b>

The administrative expenses of this project have run to about 10% of the project's total cost, which is adequate ration compared to similar projects. These expenses have been necessary for keeping the project running smoothly and ensuring that project staff has the necessary resources and support to carry out their work effectively.

### Monitoring

The project team put in place a sound monitoring system that allowed for the regular monitoring of all activities. This was evident from various sources of information utilized for this evaluation.

- First, the project team conducted field visits and spot checks of the CSWs to establish cooperation and assess the needs for physical interventions. Field work conducted for this evaluation in a sample of municipalities that were engaged by the project showed that the counterparts at the local level were well aware of the project and familiar with project staff. They stated that project officers had visited them on a regular basis and had been in constant touch with them by phone or email. CSW representative noted that project had been very responsive to their demands and questions. For example, CSW representatives in Novobërdë/Novo Brdo and Graçanicë/Gračanica noted that some construction works were not qualitative. As a result of UNDP monitoring visits, the construction company returned

to fix the works that were not qualitative. Similarly, UN Volunteers surveyed for this evaluation noted that they had been guided properly by the project and had been in regular touch with the project team (including the UNV Coordinator). To promote and support the UNVs' work and performance, the project team conducted visits to the CSWs, where they sat down with each UNV to talk about their experience. Field visits to CSWs that hosted Community Volunteers were also conducted jointly with UNV Office in Kosovo.

- Both UNDP and UN Women have established a good data collection and management system to keep track of project indicators in a disaggregated manner – by gender, ethnicity, and age. Ample information was made available for this evaluation, which greatly facilitated the evaluation process.
- Another effective monitoring instrument was the Technical Coordination Committee. This committee has functioned very well under this project and has supported not only the UNDP-implemented HAP project, but also the activities of other organizations/agencies (Save the Children, UNICEF, World Bank, IOM, CARITAS, and Kosovo Women Network). Furthermore, the project team held bi-weekly meetings with representatives of the DSPF/MFLT to ensure smooth implementation and further coordination of activities.
- Also, the project team prepared regular bi-monthly reports that are well-written and provide a good overview of the project's implementation issues. The annual report prepared by UNDP is complete, factual and based on a sound combination of quantitative and qualitative information. Ample disaggregated information is provided for all project activities.

One area of improvement for this type of project that applied to both UNDP and UN Women going forward is the evaluation of the quality of training at the end of each training event. This is something that was not done, so this evaluation experienced a gap in the assessment of the quality of trainings provided by this project. This gap was partially filled by asking surveyed UN Volunteers to rate their training experience.

### Risk Management

The project conducted a thorough and effective risk management process throughout the project's duration. The team's approach to risk management was comprehensive, proactive, and adaptive, enabling them to anticipate and mitigate potential risks and respond to unexpected challenges.

The risk management process began with a detailed risk assessment in the Project Document, which involved identifying potential risks, evaluating their likelihood and potential impact, and prioritizing them based on their severity. The team worked collaboratively to develop risk response plans for each identified risk, outlining specific actions to be taken to minimize or eliminate each risk. Throughout the project, the team regularly monitored and reviewed the risk management plan, making adjustments as needed based on changing circumstances and new information. This proactive approach enabled the team to identify emerging risks early and take appropriate action to address them before they became significant issues. In addition, the team was skilled at

managing risks that arose unexpectedly. They demonstrated a high degree of flexibility and adaptability, quickly developing and implementing contingency plans when unforeseen circumstances arose. This became extremely important in the context of the evolving COVID-19 situation. The project team was also able to navigate effectively the restructuring of the Ministry of Finance, Labour and Transfers and personnel changes, especially at the decision-making level.

### Project Communications

The HAP project used of a range of communication channels and tools for outreach, including the launching events for the Voucher Scheme and the deployment of Community Volunteers. Key activities were widely publicized through social media to ensure widest outreach. Visibility activities were also carried out in collaboration with the Ministry of Finance, Labor, and Transfers and DSPF/MFLT. For communication and visibility related activities, the project team used extensively UNDP’s social media platforms (Facebook, Instagram, and Twitter), as well as its YouTube account and exposure blog. Project activities were shared through social media posts, video showcases shared on the agency’s YouTube channel, blog posts, as well as through press releases to the media, as summarized below.

The project team has maintained active communications with beneficiaries, implementing partners and external audiences. Initial communication between the project and municipalities were managed by the DSPF/MFLT (to inform them about the project, the need for cooperation, etc.) after which the project team continued the communications directly with the CSWs, but also Directorates for Health and Social Services. The project’s communication strategy was driven by the project’s priorities and objectives. The project team also shared and coordinated its communication plan with the UNDP’s Communications Office. The project team developed a Visibility Plan in regard to the promotion of the work and impact of UNVs throughout CSWs in Kosovo. The Visibility Plan included approaches for the promotion of UNV’s work, including short videos, quotes with pictures from each UNV, and field visits. For all these positive aspects, output indicator no. 1.5 “*Number of women and men reached on promoting community actions to change gender stereotypes*” (implemented by UN Women) was not tracked and documented by the project.

All communication materials were shared with the EU office, to ensure that all guidelines and procedures were respected. For all visibility activities, the project team abided by the EU and UNDP guidelines on visibility, clearly identifying the EU as the donor and UNDP as the implementing agency. Per these guidelines, the EU and UNDP logos were included where applicable, alongside the text “*Part of the HAP project, funded by the European Union Office in Kosovo, and implemented by UNDP in Kosovo,*” or any other similar form. The respective social media accounts have been tagged where applicable across all platforms.

\* \* \*

Overall, the project has been implemented in an efficient manner, with most activities completed or on the way to being completed at the time of this evaluation. Thanks to the project's close collaboration with DSPF/MFLT, most challenges have been mitigated with appropriate alternatives identified to ensure effective implementation. As a result of all of the above, the efficiency of this project is rated "*Satisfactory*".

### 3.5. Sustainability

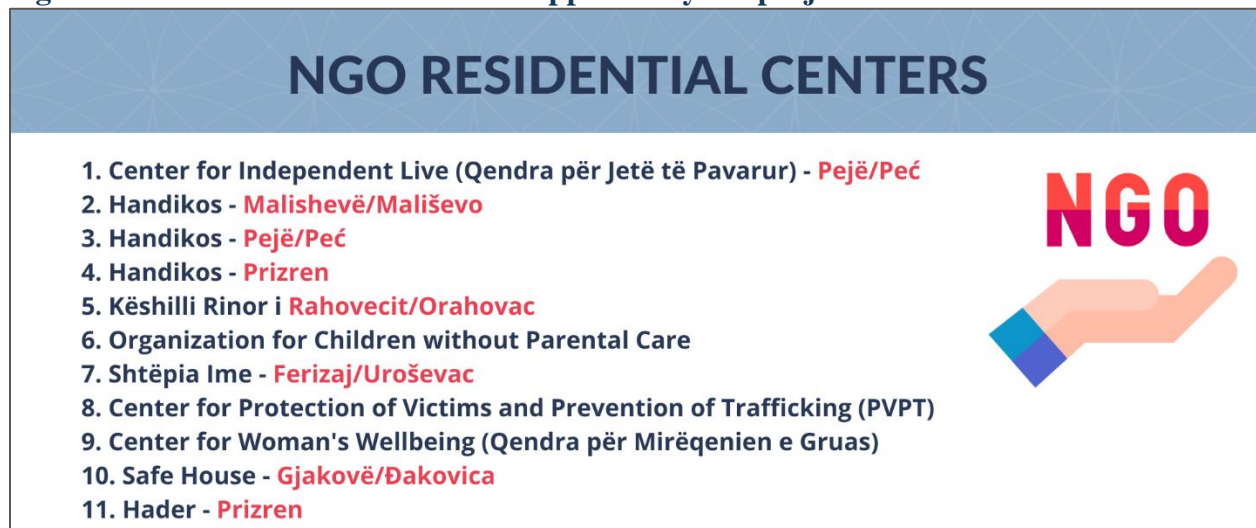
As a broad concept, sustainability has multiple dimensions – especially, in the context of this project. Overall, many of the achievements reviewed in the “Effectiveness” section of this report are likely to be sustained over time. The discussion of sustainability in this section of the report is organized in terms of strengths and challenges, as identified by the participants of this evaluation.

#### Sustainability Strengths

- **Local Ownership** – As has been noted in previous sections of this report, the HAP project engaged a multitude of partners and made use of Kosovo’s institutions and structures for the delivery of its activities. This approach ensured the project’s strong ownership in Kosovo. The following are the key factors that enhanced the local stakeholders’ ownership of the project.
  - The project was designed in close cooperation with DSPF/MFLT, whose leadership provided key insights on the project’s types of support and targeting methods. DSPF/MFLT was the project’s first point of contact and leading partner in the implementation of most activities. During interviews for this evaluation, the DSPF/MFLT reported satisfaction with the results of this project and emphasized the key role that the department had played in the decision-making and implementation of the project. Overall, this approach ensured strong ownership of the project by DSPF/MFLT.
  - The project was designed to make full use of the Kosovo systems, especially those at the local level close to the people. This included particularly the municipalities and the network of CSWs – a crucial institutional component of Kosovo’s social service infrastructure. All municipalities in Kosovo benefited from the project in one way or another. The role of CSWs was crucial in this project. They were both beneficiaries (through physical interventions, deployment of UNVs, training) and implementation partners (they provided the master lists of families and individuals on SAS, applied the SOP for the selection of beneficiaries for the voucher scheme and the partial coverage of utility bills, and in many cases were in charge of delivering the biomass/wood for heating). Both as programme beneficiaries (trainings, works, supplies), main actors for the identification of vulnerable groups, coordination of social work, referral to other services (CSOs, residential, etc.). Such close engagement of CSWs enabled the project to avoid the creation of parallel mechanisms for the delivery of project activities – a common drawback of similar projects in other countries.
  - The University of Prishtinë/Priština/Department of Philosophy provided support for the recruitment of 40 UN Community Volunteers throughout Kosovo.

- The Agency for Free Legal Aid delivered legal aid services through the mobile clinic.
- The seven Regional Water Companies supported the identification of families whose utility expenses were covered by the project.
- **Engagement of civil society** – Civil society took a prominent place in the HAP project, with NGOs and community organizations engaged with project activities at different levels. First, the project provided direct support to NGOs involved in the delivery of basic social services. This support took place either through infrastructure improvements or training. The figure below lists the NGOs that received crucial infrastructure support from the project – all these NGOs provide crucial social services to various vulnerable groups. Furthermore, the project engaged two well-established NGOs in the delivery of mobile clinic services. These two NGOs played a crucial role in increasing access to rights-based services and to social, health, and employment benefit schemes for vulnerable groups, particularly for the elderly, persons with disabilities, women and children, and non-majority members not officially registered. Such an intensive engagement of NGOs was a strong factor for the sustainability of the project because these organizations have a long and strong track record in the provision of social services in Kosovo.

**Figure 29: NGO Residential Centers Supported by the project**



- **Improved Working Environment in CSWs** – The interventions in CSWs’ infrastructure have created a suitable environment for the effective delivery of social services. For example, the creation of contact rooms for children within the CSWs has created opportunities for meetings which did not exist before. Combined with the capacity building activities, this work has improved the ability of the CSWs to discharge their responsibilities more effectively and in a more sustainable manner.

- **Community Volunteers** – Another key feature of the HAP project that contributes to the sustainability of results was the engagement of 40 Community Volunteers within CSWs for a period of 12-months. The Community Volunteers were selected on the basis of strict criteria in collaboration with the University of Prishtinë/Priština and they are expected to become certified in providing services in or related to social work upon licensing by the Ministry of Finance, Labour, and Transfers.
- **Policy Development** – Also, the project’s policy development component is another factor of sustainability because the policy changes introduced by the project will be grounded on legislation, thus creating commitments for the Kosovo’s institutions to implement them. The four administrative instructions, and the accompanying manuals for the first three will serve as basis for the development of the forms and modules, their digitalization, and integration into the Platform for Integrated Management of Social Services (PIMSS) of DSPF/MFLT. Furthermore, these administrative instructions have paved the way for a digitalized, all-encompassing service-based case management for social service providers. The digitalization will replace the current paper trail system, and will ensure timely responses, real-time tracking of cases, and recording the needs of people in vulnerable situations.

### Sustainability Challenges

For all the positive factors of sustainability listed above, there are also some challenges to the sustainability of the achievements of the HAP project.

- **Feasibility of the “voucher scheme”** – one of the novelties of the HAP project was the testing of the “voucher” scheme idea in the context of Kosovo’s social assistance scheme. DSPF/MFLT and CSW representatives interviewed for this evaluation noted that the voucher scheme functioned very well under this project. The voucher scheme is an idea that has been under discussion for quite some time in Kosovo, but no concrete steps were taken to test it. Now that the scheme has been tested and has provided positive results both in terms of how it was managed by the CSWs and how the assistance reached the neediest layers of the population, it will be important for the ministry to consider the feasibility of its adoption as part of the permanent SAS structures of Kosovo financed through the Kosovo budget.
- **Licensing of community volunteers** – Upon the completion of their engagement, all 40 community volunteers were expected to be licensed as social workers by the Ministry of Finance, Labour and Transfers. None of the community volunteers have been licensed to date. At least 20 of them have applied for licensing, and their applications are pending the review of the General Council for Social and Family Services. This council, however, has not met recently as its members are still to be confirmed by the minister. As far as the

community volunteers are concerned, two key issues are important from a sustainability perspective. Firstly, DSPF/MFLT will have to decide whether the concept of “*community volunteers*” is something that should be maintained and instituted formally as part of Kosovo’s SAS model. Secondly, the Ministry needs to convene the General Council for Social and Family Services as soon as it is possible and take into consideration the licensing of the batch of volunteers that served for one year under the HAP project.

- ***Continued operation of mobile clinics*** – Based on interviews for this evaluation, the sustainability of the mobile clinics remains precarious. Both the Legal Free Aid Center and KHCS Mother Teresa appear to be unable to continue to the operation of the mobile clinic services without further external support that would cover the salaries of additional staff and fuel for the travel. The Legal Free Aid Center has had the vehicle at its disposal for a few years, but was not able to use it because of the lack of funds for additional salaries and fuel. The Ministry of Health will be taking responsibility for the mobile clinic that is currently operated by the UN Women sub-contractor (Horizon) and is expected to continue using it to provide health services to vulnerable groups in remote and hard-to-reach areas. However, interviews for this evaluation also indicated that the likelihood of that happening is not certain. According to interviewees, the monthly cost of operating one of these clinics is about 2,000 Euro.
- ***Project innovations*** – The HAP project was an innovative initiative on many counts. The “*voucher*” scheme, the support for the payment of utilities, and the placement of community volunteers in CSWs were all innovative aspects of the project that had only been piloted by UNDP in Kosovo. The question going forward is how some of these innovations will be maintained or further expanded.

\* \* \*

As noted in the paragraphs above, many of the activities and achievements of the HAP project are likely to be sustained – especially, given the strong ownership of the project in Kosovo. However, there are a number of factors that still need to be addressed in order to further improve the sustainability prospects of the project. As a result of all of the above, the sustainability of this project is rated “***Moderately Likely***”.



### 3.6. Impact

The HAP project was conceived to mitigate the effects of the pandemic by supporting Kosovo's most vulnerable groups and individuals – living in poverty or at risk of socio-economics marginalization, especially women and girls, non-majority communities, survivors of and those at risk of gender-based violence (GBV), and people living in rural areas who experienced difficulties in accessing social facilities and services. The project pursued this goal in two main ways.

- First, it organized the supply of direct support (food and non-food) to vulnerable groups using existing and well-established social assistance channels. Support was also provided to women entrepreneurs, enabling them to acquire new skills and equipment to establish new businesses and expand the existing ones.
- Secondly, the project strengthened Kosovo's institutional capacities to deliver social assistance to people living in extreme poverty – be they institutions such as the CSWs or NGOs such as the shelters that were supported with infrastructure.

Clearly, the impact at the level of individual and community recipients of assistance has been tangible and extremely relevant – especially, at a time of a health crisis, restrictions and economic dislocations. The following are key indications of this impact at the level of individuals and communities.

- A total of 8,290 families living in extreme poverty benefitted an estimated 3 million Euro through the voucher scheme for food, hygiene, and other essential items in a period of 7 months. Further, a total of 919 families received support with the payment of water bills and a total of 1,100 families received support with the payment of heating bills. This type of support provided by the project was directly impactful because it supplemented the food and non-food requirements of the receiving families and the budgets of beneficiary households.
- A total of 51 women from vulnerable groups and survivors of gender-based violence in Peja/ Pec, Gjakova/Đakovica, Decan/Decane, Rahovec/Orahovac and Istog/Istok and 30 women from Mamushë/Mamuša/Mamuša improved their entrepreneurship, innovation, business plan development, and marketing skills through training provided as part of the project. Amongst the beneficiaries were DV/GBV survivors, women from Roma, Ashkali, Egyptian communities, rural women, and women with disabilities. As noted previously, based on the review of project documentation, the project has collected and reported limited information about this aspect of the project's work. Another issue is that for the effects of the trainings and equipment to materialize in increased business activity and diversification, sufficient time lag is necessary. Therefore, it is advisable for project stakeholders to seek to track the results of this component well after the completion of the project.

All CSW representatives met for this evaluation pointed out the importance of this support for the people who benefitted. They noted that although the support was temporary it had two crucial features – first, it came a time when restrictions and lockdowns had created challenges for vulnerable groups either through job losses or increased isolation; and, second, the “voucher” nature of this support enabled children and women to benefit directly as the nature of the support received could not be used for other things (for example, alcohol or tobacco in families where men make decisions about the allocation of family finances).

The following are some statements provided by CSW representatives who responded to the online survey organized for this evaluation on the impact of the voucher scheme on the lives of recipients.

**Box 2: Feedback from Surveyed CSW staff<sup>24</sup>**

*If the UNDP project supported your Center for Social Work with vouchers for families, how many vouchers were provided? What was the impact of these vouchers in the lives of receiving families?*

- There have been 293 food coupons provided for families under the Social Assistance Program.
- UNDP has provided food coupons for over 200 families. The impact of these coupons for families in need has been major, given that the amount of money provided through social assistance has not been enough.
- Over 800 families were subsidized in food packages (*thorough vouchers*). The methods and procedure for selecting the beneficiaries focused on the Operational Manual, with priority support for marginalized families and individuals such as: self-supporting mothers, families that have persons with disabilities, families with a large number of members, as well as the Roma, Ashkali communities, etc. Given the circumstances resulting from the pandemic at the global level, including Kosovo, the subsidies from UNDP have had a positive effect on families in need to ease the crisis caused by COVID-19.
- In 2021, UNDP helped 103 families of the Albanian community, and 107 families of the Goran-Boshnjak community with coupons for 6 months, the value of the coupons being 60 - 70 euros. The impact of the coupons on the beneficiary families was significant for the recovery from COVID-19. Beneficiary families were able to secure for those months the basic needs in food and clothing vouchers and they have been very happy and grateful to UNDP and CSW.

The HAP project also helped front-line workers in institutions (CSWs) and NGO residential centers to discharge their duties and responsibilities. The impact at the institutional level has been equally tangible. Interviewees for this evaluation indicated that capacity development and infrastructure improvements have enabled the Ministry of Finance, Labour, and Transfers and the respective CSWs to establish a more effective and efficient system for the provision of social services. The project contributed to an improved work environment for men and women, and implementation of basic health and safety measures for front-line workers, to ensure continuity of service delivery from residential centers (NGOs) and CSWs.

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<sup>24</sup> The statements in the box are verbatim from the survey with CSW staff.

Overall, CSW representatives interviewed for this evaluation noted the positive impact of the HAP project on the performance of their institutions. They noted the importance of infrastructure improvements, especially the rehabilitation of meeting rooms, heating systems, and other parts of the buildings. The positive impact of the support provided by the HAP project to CSWs was also confirmed by the responses received from the CSW representatives through the online survey administered for this evaluation. The table below summarizes the perceptions of CSW representatives regarding the contributions of the project. About 90% of survey participants stated that the HAP project had strengthened the capacity of their respective center to carry out its work.

**Table 3: CSWs’ Response to the Online Survey**

Statement	Strongly Disagree	Disagree	Agree	Strongly Agree	Don’t Know
The support provided by the project was highly relevant to the needs of my center	0%	8%	23%	65%	4%
The support provided by the project was sufficient for the needs of my center	8%	12%	48%	28%	4%
Our feedback and suggestions were taken into account by the project team	8%	4%	36%	48%	4%
Project activities were organized in a timely and efficient manner	0%	8%	46%	46%	0%
The project team was responsive to the needs of my center	0%	4%	42%	42%	12%
The support of the project was well-targeted at the most vulnerable families and has improved their livelihood	4%	0%	31%	58%	8%
The support of the project was well-targeted at women and has improved gender equality	4%	4%	54%	38%	0%
Overall, the project has strengthened the capacity of my center to carry out its work	4%	4%	56%	32%	4%
<b>Total Number of Responses</b>					<b>26</b>

Also, the placement of UN community volunteers and the training for both volunteers and CSW staff was perceived as useful by CSW representatives responding to the online survey organized for this evaluation. The UNV deployment’s dual-benefit nature was a remarkable design feature – it provided immediate relief to CSWs through additional capacities, and at the same time enabled the volunteers to gain professional field experience. The box below presents a set of responses from CSW staff to the online survey.

**Box 3: Feedback from Surveyed CSW Staff<sup>25</sup>**

*If the UNDP project supported your Center for Social Work with the placement of UN community volunteers, how did that help the operation of your center? How useful was the UN community volunteer to the operation of the center?*

- The support has been great, and the volunteers have further continued their work in the CSW.

<sup>25</sup> The statements in the box are verbatim from the survey with CSW staff.

- Their presence in the CSW has had a very positive impact, they have performed professional work which has greatly helped in facilitating the work of the CSW and provided the best services to the citizens.
- From 29.04.2021 to 29.04.2022, we have had a volunteer from UNDP who has helped us a lot in the Sector of Professional Social Services as well as in the Social Assistance Sector within the CSW, and in the field has helped us a lot in the distribution of coupons.
- Very much so because these two volunteers have supported us in carrying out work in both sectors on a needs-basis.
- It has had a positive impact on direct assistance based on the workload during COVID-19, and it was very useful and aimed at the function of our center for the benefit of families in need.
- Very useful, given that during the COVID-19 pandemic our workload had tripled.

Further, the table below summarizes the responses provided by UN community volunteers

**Table 4: Survey Responses of UN community volunteers**

Statement	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know
The project facilitated my placement as a UN Community Volunteer in an efficient way	0%	0%	15%	85%	0%
I have gained hands-on experience through my involvement with the project	0%	0%	0%	100%	0%
I feel confident that my career will benefit from the knowledge and experience acquired	0%	0%	10%	85%	5%
The engagement with the CSWs has provided context and sector-related knowledge that will help my professional development	0%	0%	10%	90%	0%
I have been given the opportunity to put the acquired knowledge to use during my involvement with the project	0%	0%	25%	75%	0%
This experience has inspired me to further pursue a career as a social worker	0%	5%	25%	70%	0%
<b>Total Number of Responses</b>					<b>20</b>

The HAP project was also instrumental in enabling the community volunteers to obtain the one-year experience that is crucial for obtaining the license of social worker. Thus, the project contributed to the consolidation for the profession of social worker – although the challenge for the Ministry going forward is to reactive the General Council for Social and Family Services that grants the licenses to social workers. The box below provides a summary of the views of community volunteers on their experience in CSWs.

#### **Box 4: Feedback from Surveyed UN community volunteers<sup>26</sup>**

*What tasks did you carry out as a UN community volunteer under the project?*

- Case consultations, participation in judicial sessions as a representative of social cases, guardianship, parent-child contact, field visits, etc.
- I assisted in providing social services, distributing food packages, supporting marginalized groups.
- The same tasks as the officials who work in the center.
- We assist in all cases such as: domestic violence, conduct and supervision of contact between children and separated/divorced parents, counselling sessions, other services.
- For every new request within social services as well as social assistance, I participated in every issue in the community.
- The tasks that I have performed have been various, I have performed all the tasks offered by an official in the three services that the CSW operates.
- Provision of about 90 social services.
- Assistance in daily tasks, conduct of parent-child contacts, assistance in the field, the entire data process in the database of the Social Assistance sector, the various tasks defined by UNDP.
- I assisted in the social services and I also helped in distributing the packages given through UNDP to the families in the Social Scheme.
- Identification of people who needed help, participants in handling cases of domestic violence, preparation of cases for adoption, work with abandoned children, marriage counselling for people in the process of divorce or trying to reconcile, as well as various administrative issues such as: providing various findings, approvals and certifications.
- Everything within the realm of social services.
- Administration, training in the field, interviews.
- Providing social services, field visits, etc
- Collaborated in all professional work in the Social Services Sector, committed to performing administrative work in the office, supervising employees in the field, providing solutions to social and family cases, such as: domestic violence, remedial of estranged marital relations, children without parental care, marriage counselling, adoption of children, children with disabilities, etc.
- All the tasks performed in the CSW in social assistance, social services and administration.
- Provision of social services.
- I worked in the center for social work, all my tasks were assigned by the highest officer and they were all administrative work.
- Administration, Social Services, Social Assistance.
- Social services and social assistance.
- Administration, training in the field, interviews.

*Did you get directly involved with social work cases? How was that experience for you?*

- This experience will influence my professional development. It is a great feeling seeing the assisted party feel better and that they started to make progress in empowering themselves.

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<sup>26</sup> The statements in the box are verbatim from the survey with UN Volunteers.

- Yes. I have always assisted. This experience has enabled me to develop professionally, balancing professional and emotional empathy to improve my professionalism and objectivity
- Yes, and indeed it is sensitive and special work at the same time.
- Yes, in all the cases where the opportunity was presented, I was involved. It was a very good experience because I got to know the work, commitment and challenges of the social worker from up close.
- Yes. It has been a good experience, given that I come from social work background and I have now seen the differences between theory and practice.
- I am directly involved in social work cases, not only in assistance but also in case management. It was an interesting experience, at the beginning it was emotionally difficult because of the cases the CSW takes care of, but over time I have strengthened my work in cases. The most sensitive category for me has been domestic violence and the visits in these cases have been very emotional.
- Yes, an interesting and challenging experience at the same time.
- Yes, there were times when I was present in some serious cases (domestic violence and cases of delinquency).
- I have been directly involved on various occasions. It was a very good experience and an opportunity to develop even more professionally.
- Yes, certainly a very good experience to better understand the theory learned at the university, and how it presents in practice.
- Yes, it had its challenges and by facing these problems I was able to learn more.
- During my one-year engagement at the CSW, I was directly involved in the cases of different social categories. The work in the social services sector at the CSW is quite sensitive and requires maximum and professional commitment. I was a Social Worker, and it was a privilege to hold this title, we had the opportunity to exchange professional opinions and genuine professional cooperation.
- Great experience, but it did not last long.
- I have been involved in all the cases presented in the CSW, the experience was great and challenging.
- I have been involved both in cases of social services and in social assistance. It was an extraordinary and motivating experience to help people in need.
- Yes, there have been cases when I have been directly involved in cases.
- Partly involved, very important experience and a lot of learning.
- Great and challenging.

As can be seen from the statements in the box above, the community volunteers have played an important role within the respective CSWs and have been quite flexible in their engagement, playing a variety of roles. It is also important to note the project's impact at the policy level, especially the development of the administrative instructions and the ongoing establishment of the case management system. Upon the completion of this work, the case management system is expected to significantly improve the efficiency and accuracy of the system. According to stakeholders interviewed for this evaluation, the HAP project also played a role in changing gender-related social norms and addressing gender stereotypes through the various awareness-

raising activities led by UN Women. These activities have helped reduce the gender equality gap and encourage women survivors of domestic violence to speak up and reach out for help.

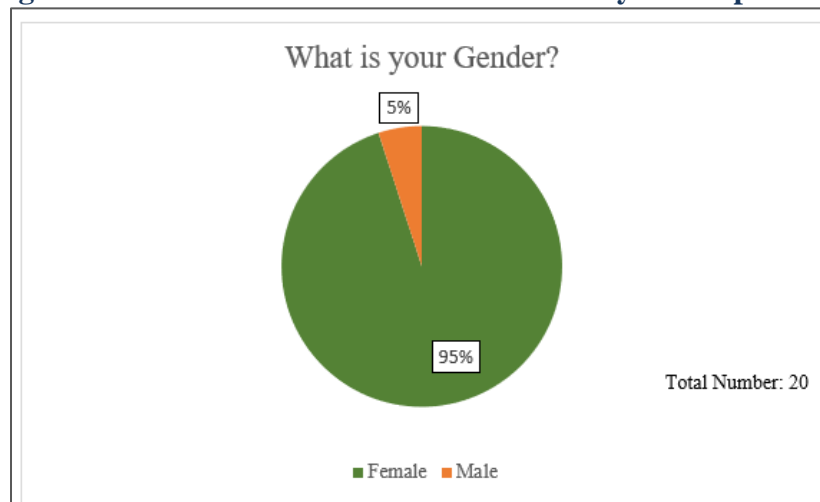
### 3.7. Gender Mainstreaming and Disability Inclusion

#### Gender Mainstreaming

The HAP project has had a significant focus on gender equality and economic empowerment of women. The project’s gender dimension benefitted from the partnership of UNDP and UN Women and the clear division of labour between the two. Overall, the project was implemented in a gender-sensitive fashion. The following are key features that made it particularly gender-sensitive.

- The project team (both UNDP and UN Women) was diligent in tracking project indicators and general information about the implementation of the project in a gender-disaggregated fashion (as well as disaggregated by other dimensions such as age and ethnicity).
- The achievements of this project reviewed in the “*Effectiveness*” section of this report involved a considerable number of women or women-led families. Further, the project team estimated that at least 50% of the training participants were women. The online survey used for this evaluation also showed that the vast majority (95%) of the UN community volunteers posted in the CSWs were women (see chart below).
- The project supported the economic empowerment and social inclusion of vulnerable women (women DV/GBV survivors, women from Roma, Ashkali, Egyptian communities, rural women and women with disabilities) through capacity development and enhancing their skills and knowledge to create income-generating activities and diversify existing business in the context of the Covid-19 pandemic.
- Furthermore, the project was methodic in understanding and identifying the real needs of women in the most marginalized communities. A needs assessment was conducted to understand the impact of COVID-19 pandemic on MSMEs led by women in the region of West Dukagjini and identify the needs of women entrepreneurs. The report identified women enterprises’ needs and gaps in knowledge, skills, and technical capacities, and provided recommendations on how to bridge the gap between the current and desired state.

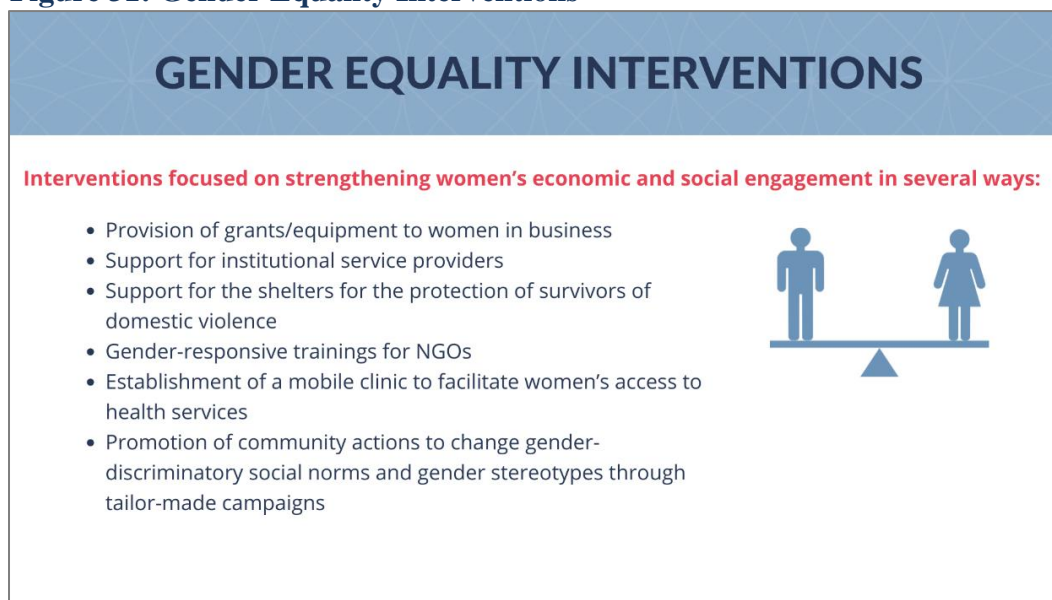
**Figure 30: Gender Distribution of UNV Survey Participants**





The figure below shows the main project interventions that had a gender dimension and had an impact on gender equality.

**Figure 31: Gender Equality Interventions**



As noted in the Effectiveness section of this report, the HAP project had a number of direct interventions aimed exclusively at strengthening women's economic and social engagement.

- Following the identification of the beneficiaries and their gaps in knowledge, skills, and abilities, 51 women from vulnerable groups and survivors of gender-based violence from Gjakova/Đakovica and Pejë/Peć were supported to improve their knowledge and skills on entrepreneurship, innovation, business plan development, and digital marketing through trainings. Mentoring sessions were provided to improve beneficiaries' skills on activities related to agri-business, small-scale production (food, clothing, jewelry), service provision (maintenance, hairdressers, beauty salons, photography, and shooting), retail (including handicrafts), and hospitality (bakery, delicatessen, patisserie). The project provided 51 women from vulnerable groups and survivors of domestic violence with equipment to develop new opportunities, generate income, and diversify existing businesses.<sup>27</sup> In addition, tailored trainings in tailoring and bead-crafting, as well as financial management for small businesses, and digital marketing were provided to another 30 women beneficiaries from the municipality of Mamushë/Mamuša/Mamuşa.

<sup>27</sup> The beneficiaries of the project belonged to different targeted groups as follows: 5 beneficiaries were survivors of gender-based and domestic violence; 5 beneficiaries were from the Roma, Ashkali and Egyptian community; 5 beneficiaries were older women in need of assistance; and, 5 beneficiaries were women in a vulnerable situation such as single mothers.

- The project supported service providers such as shelters for the protection of domestic violence survivors and NGOs with gender responsive training for social services staff (such as gender equality officers, social workers, education experts, health experts, victim advocates, prosecutors and judges and service professionals of NGOs) in several municipalities (Peja/Peć, Podujeva/Podujevo, Suhareka/Suva Reka, Gjakova/Đakovica, Dragash/Dragaš, and Mitrovicë /Mitrovica North). Furthermore, the project supported the establishment of a mobile clinic (operated by the private medical company Horizon Consulting) to improve access to health services in remote areas.
- The project also supported community actions to change gender-discriminatory social norms and gender stereotypes through tailor-made campaigns, including several activities and campaigns were undertaken to address the gender equality gap and to encourage women victims and survivors of domestic violence to speak up and reach out for help. These included the production and distribution of promotional materials intended to raise awareness about preventing and eliminating violence against women and girls,<sup>28</sup> and the activities that took place during the Entrepreneurship Week organized by the University AAB in 2021.<sup>29</sup>

Other key awareness raising events that were supported by the project include activities and events that took place during the *16 Days of Activism Against Gender-Based Violence*. For example, the activity was organized to showcase the situation before and after project intervention to 11 residential centres/emergency shelters through presentations, video, and photo exhibition. The 11 residential centres/NGOs presented and shared their perspectives on the completion of the rehabilitation work that will enable better and quality delivery of residential care and social services to the vulnerable groups they support. Another event gathered UN community volunteers and other representatives to share their experiences as social workers working on gender-based violence cases, challenges in their work, to discuss trends of violence, and social workers' role to end gender-based violence. Additionally, several focus group discussions on the coordination of respective municipalities to identify the challenges municipal mechanism face in addressing DV/GBV.

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<sup>28</sup> The project supported the creation of a video on women's economic engagement in response to the pandemic in the West Dukagjini region. As part of the Women's economic engagement in response to the pandemic, 100 orange wool hats were made by 5 women survivors of sexual violence from the municipality of Gjakova/Đakovica (NGO Medica), and 50 vests were made by 8 women from rural areas in a small factory in the village of Lutogllava (women from Lutogllava and Korisha, in difficult economic situation and victims of domestic abuse). Hats and vests were promoted by several private companies in Kosovo, different NGOs, and UN entities. This activity was disseminated through different channels, including a morning show of RTV Dukagjini, the campaign of a well-known singer, as well as engagement of private companies. Further, several social media campaigns were organized with well-known companies, including Comodita Home, Albi Mall and Sporting, with the aim of disseminating information against gender-based violence. Each company also created specific orange corners, disseminated brochures, displayed posters in their premises, published articles on different portals, and promoted the wool hats and vests to their customers

<sup>29</sup> This event included a discussion on the challenges of women entrepreneurs, a visit to three successful businesses owned by women entrepreneurs (in Pristina/Pristina and Suhareka/Suva Reka), and a workshop on entrepreneurship and business plan writing.

## Disability Inclusion

In the context of the 11 NGO Residential Centers with grants to rehabilitate, renovate, or reconstruct their facilities, the project supported Handikos, an important non-governmental organization that works to support the rights of persons with disabilities. The organization was founded in 2001 and has since become a prominent advocate for disability rights in Kosovo.<sup>30</sup> The project provided an infrastructure grant to Handikos to support its programmes and services. This funding was critical in enabling Handikos to continue its work during a time when the pandemic created additional challenges and barriers for persons with disabilities. The project has provided funding for the development of accessible infrastructure and transportation, which is critical for persons with disabilities to be able to access essential services and participate fully in society.

One of the mobile clinics that was operated by Handikos Gjilan/Gnjilane through the project targeted persons with disabilities. The mobile clinic provided essential healthcare services to vulnerable populations, including persons with disabilities, who may have faced additional barriers to accessing healthcare during the pandemic. The clinics were staffed by healthcare professionals who provided medical consultations, screenings, and treatments, as well as distributing essential medications and medical supplies.

At the policy level, within the activities in support of the administrative instructions, the project worked to promote disability-friendly policies and legislation, which can help to address some of the systemic barriers faced by persons with disabilities.

A challenge encountered by the evaluation was the lack of adequate data tracking services provided and perceptions of beneficiaries, particularly persons with disabilities. Collecting data on the number and needs of beneficiaries with disabilities is essential to ensure that their needs are addressed and that they receive adequate support. Without this data, it was difficult to determine the degree of the impact of the project in reaching and supporting persons with disabilities and the improvements made in their lives.

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<sup>30</sup> Handikos works to promote the inclusion and empowerment of persons with disabilities through various programs and services. These include providing vocational training and employment opportunities, promoting accessible infrastructure and transportation, and advocating for disability-friendly policies and legislation. The organization also provides a range of support services for persons with disabilities, including counseling, legal assistance, and assistance with accessing social services and benefits. Handikos also runs a number of programs focused on children with disabilities, including early intervention services and educational support.

## 4. LESSONS LEARNED

### *Lesson 1: Longer Perspective and more Time Flexibility*

Although the HAP project was conceived as a short-term intervention providing temporary support in an emergency situation, one lesson that can be drawn from its experience is the need for a longer-term perspective and flexibility of implementation even for this type of intervention. This is particularly the case when the development of policy (in the case of the HAP project, the case management system and the administrative instructions) and capacity building for service delivery organizations is involved. Similarly, establishing a system for the training and licensing of community volunteers in a long-term process that requires sustained engagement.

### *Lesson 2: Use of Kosovo Systems for the Delivery of Social Assistance*

A very important feature of the HAP project was its full reliance on Kosovo's systems, especially those at the local level close to the people, for the delivery of social assistance. This included municipalities and CSW network. All municipalities in Kosovo benefited from the project in one way or another. The role of CSWs was crucial in this project. They were both beneficiaries (through physical interventions and training) and stakeholders (they provided the master lists of families and individuals on SAS and applied the SOP for the selection of beneficiaries for the voucher scheme and the partial coverage of utility bills). Both as programme beneficiaries (trainings, works, supplies), main actors for the identification of vulnerable groups, coordination of social work, referral to other services (CSOs, residential, etc.). Such close engagement of CSWs enabled the project to avoid the creation of parallel mechanisms for the delivery of project activities – a common drawback of similar projects in other countries. Also, the leading role of the Ministry of Finance, Labour and Transfers, especially the Department for Social Policies and Families, in the project activities was of essential importance. All project activities were coordinated closely with the DSFP/MSLW. In addition, the University of Pristina/Faculty of Philosophy provided support for the recruitment of the community volunteers throughout Kosovo. Similarly, the seven regional water companies supported the identification of families whose utility expenses were covered by the project. Such use of institutions provided the HAP project with very strong Kosovo ownership.

### *Lesson 3: Innovative Nature of the Project*

The HAP project was an innovative initiative on many counts. The “voucher” scheme, the support for the payment of utilities, and the placement of community volunteers in CSWs were all innovative aspects of the project that were piloted but never implemented at this scale. One lesson that may be drawn from the innovative nature of this project is that innovative features should be identified as such from the very beginning (design stage) and should be pursued with the idea of a potential replication or dissemination in mind.

## 5. CONCLUSIONS

The COVID-19 crisis has significantly impacted people's lives in Kosovo in terms of jobs, livelihoods, delivery of basic services – and particularly for those already in vulnerable situations who have been hit the hardest. The HAP project came at a critical time for the social services provided by Kosovo's institutions and civil society actors and where at the same time, gaps in institutional set-up, effectiveness and capacities were highly exposed. Based on a two-pronged approach, the project has delivered much needed support in a critical period to Kosovo's most vulnerable families living in extreme poverty, while at the same time strengthening the capacities of key service delivery agencies (primarily, CSWs and NGOs) throughout the territory of Kosovo.

A key feature of the HAP project was its highly targeted nature. The project targeted exclusively families living in extreme poverty, which included families with no income, female-headed households, families with members with special needs and poor families living in rural areas. UN Women's contribution was crucial for the provision of economic opportunities to women, support service providers and shelters for protection of domestic violence survivors, as well as promotion of community actions to change gender-discriminatory social norms and gender stereotypes. The HAP project identified factors of gender-based discrimination that hindered women's access to services and contributed to the creation of an environment that embraces women's rights and addresses their needs in an equitable manner.

Another key feature of the HAP project was its innovative nature. The 'voucher scheme' at the center of the project was a highly experimental feature which showed to the Ministry that it is a highly viable option for the delivery of social assistance in the conditions of Kosovo. The HAP project enhanced the provision of social services by CSWs and improve access to equitable, qualitative, integrated social protection for the most vulnerable groups, including women and girls.

Going forward, the Ministry of Finance, Labour and Transfers has the opportunity to make use of the valuable experience and lessons derived from this experience in its efforts to further improve the delivery of social services in Kosovo. The key question will be how the Ministry will be able to carry forward some of the positive experience of this project and what the role of the UN agencies can be in this process, subject to the availability of funding. The two key concepts of "*voucher scheme*" and "*community volunteer*" tested and promoted under the HAP project will require sustained engagement and promotion from the Ministry and the UN agencies, if there are to be further promoted. CSW representatives interviewed for this evaluation noted that their experience with the voucher scheme was very positive and the scheme is something that could be promoted further. However, as a major reform of the social assistance scheme, this will require further technical support to turn it into a sustainable feature of Kosovo's institutional set up with secure funding from the Kosovo budget. It will also require sustained advocacy at the political level, especially at the level of the ministry of finance and the parliament. Similarly, the Ministry will need to make a clear decision on the concept of "*community volunteer*" as a preliminary step

for social workers to enter the system and obtain their license. For this concept to work, the institutional infrastructure around the licensing process needs to be remedied as soon as possible.

UNDP, UN Women and UN volunteers are well-positioned to provide support in this area, especially given the high-impact nature of this work and the highly targeted nature of intervention on the most vulnerable, fully in line with the “*leaving no one behind*” principle underpinning the work of the UN system.

While the emergency nature of the COVID-19 pandemic is fading away, there are now high concerns about the high inflation all countries are experiencing as consequences of lockdowns and the conflict in Ukraine. The highly inflationary environment is taking a huge toll on the most vulnerable in Kosovo through elevated prices for basic foods and services. Governments around the world are designing interventions to support the poorest and most marginalized to cope with the effects of inflation. This could be the context for further work and cooperation between the Ministry, the EU and the UN agencies in Kosovo building on the extremely relevant experience of this very useful project.

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Based on the analysis of the project outlined in this report, the following table summarizes the overall ratings for each dimension of the evaluation and the overall rating for the project.

**Table 5: Evaluation Rating**

<b>Evaluation Dimension</b>	<b>Rating</b>
Relevance	Highly Relevant
Coherence	Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Sustainability	Moderately Likely
<b>Overall Rating</b>	<b>Satisfactory</b>

## 6. RECOMMENDATIONS

This section presents a set of recommendations derived from the analysis presented in the previous sections of this report. These recommendations are directed to all project stakeholders, but primarily to Ministry of Finance, Labour, and Transfers and UNDP as the key institution and agency, respectively, that will continue to sustain work in this area.

<p><b><u>Recommendation 1: Strengthen the Sustainability of Structures Created under the Project</u></b></p> <ul style="list-style-type: none"><li>• To strengthen the sustainability of project results, the project team, UNDP, UN Women, UN volunteers and the Ministry of Finance, Labour, and Transfers should focus in the last few weeks of the project more intensively on the way in which some of the structures created by the project will be operated going forward and how the experiences and results of the project will be disseminated.</li></ul>
<p><b><u>Recommendation 2: Consider the Feasibility of the Voucher Scheme</u></b></p> <p>The voucher scheme was piloted by UNDP on a much smaller scale. Now that the scheme has been tested Kosovo-wide and has provided positive results both in terms of how it was managed by the CSWs and how the assistance reached the neediest layers of the population, it will be important for the ministry to consider the feasibility of its adoption as part of the permanent SAS structures of Kosovo financed through the Kosovo budget.</p> <p>In the event further work is carried out in this area, UNDP is in the position to support the Ministry with further technical and advocacy support. On opportunity for further carrying forward this work will be the World Bank-funded project “Social Assistance System Reform Project for Kosovo”, which aims to improve the equity and adaptability of the Kosovo’s social assistance and social protection programmes.</p>
<p><b><u>Recommendation 3: Complete the Licensing of community volunteers</u></b></p> <p>As far as the community volunteers are concerned, two key issues are important from a sustainability perspective.</p> <ul style="list-style-type: none"><li>• Firstly, DSPF/MFLT will have to decide whether the concept of “community volunteers” is something that should be maintained and instituted formally as part of Kosovo’s SAS model. The Ministry could consider the continuation of community volunteers’ concept, making necessary improvements to the idea on the basis of lessons learned from the HAP project. To the extent possible, UNDP could also advocate for progress on the licensing of the community volunteers, which has still to occur.</li><li>• Secondly, the Ministry needs to convene the General Council for Social and Family Services as soon as it is possible and take into consideration the licensing of the batch of volunteers that served for one year under the HAP project.</li></ul>
<p><b><u>Recommendation 4: Identify Options for the Continued Operation of Mobile Clinics</u></b></p>

In the remainder of the project's timeline, the project team and the Project Board should focus on the issue of mobile clinics and identify options for the continuation of their operations. The mobile clinics are greatly appreciated by stakeholders, but their sustainability remains precarious because of the lack of funding. The project team should ideally develop a quick exit strategy for these clinics which identifies potential pathways for their survival.

**Recommendation 5: Strengthen Synergies with Similar Interventions**

- In future interventions, stakeholders should forge greater synergies between projects such as the HAP project and other similar initiatives. Cooperation should be extended beyond the sharing of information on to the undertaking of joint activities. Care should be taken to forge greater cooperation with the activities of the World Bank, which has provided significant support toward the reformation of SAS, including the capacities of the CSWs and municipalities.
- Based on the suggestions of a majority of interviewed stakeholders, this evaluation recommends that the technical coordination meetings should be maintained. The Ministry and UNDP should discuss and decide who could be responsible for organizing them after the completion of the HAP project. There is perhaps an opportunity for UNDP Kosovo to step in with a coordinating role in this area.

**Recommendation 6: Strengthen Joint Monitoring Systems**

While the tracking of project indicators has been sound under the HAP project, there are opportunities for further strengthening the systems UNDP and other UN agencies use for the monitoring of projects similar to the HAP project that it might implement in the future. The following recommendations are derived from the experience of the HAP project.

- There is potential for UNDP and UN Women to further integrate their M&E and reporting procedures and activities when implementing joint projects such as this one. This not only aligns with the spirit of the "Delivery as One" approach and the United Nations Development System Reform agenda, but it will also help in practical ways a more efficient implementation of joint projects.
- The component of the project that provided equipment support to women-owned businesses will benefit from the tracking of results over a longer time frame, well beyond the end of the project. This is something that can be organized by UN Women, UNDP and the Ministry jointly. The tracking of the results of this component will show how useful the equipment was in spurring additional business activity for women recipients.
- UNDP and UN Women should institute the practice of evaluating the quality of capacity development at the end of training. Such assessment will allow the project team to understand the degree to which the needs and expectations of beneficiaries are met and to make the necessary adjustments to project activities.



- Also, in similar projects, stakeholders should institute systems and processes for a more effective tracking of the audiences reached through the awareness-raising and visibility activities. It will be important to show in concrete and measurable terms the results that the money spent on these types of activities has produced.
- Further, in similar interventions in the future, stakeholders should assess more carefully the time requirements for the implementation of planned activities. Ample time should be allocated for the development and approval of policies that require a highly consultative process and consensus at the political level.

**ANNEX I: EVALUATION’S TERMS OF REFERENCE**

**Title:** International Consultant for Project Evaluation  
**Department/Unit:** Governance and Peacebuilding  
**Reports to:** Humanitarian Assistance Project (HAP) Project Analyst  
**Duty Station:** Prishtinë/ Priština, Kosovo  
**Expected Places of Travel (if applicable):** throughout Kosovo  
**Duration of Assignment:** 20 September 2022 – 04 November 2022

**Need for presence of IC consultant in office: No**  
 partial  
 intermittent (explain)  
 time/office based (needs justification from the Requesting Unit)

**Provision of Support Services:**  
Office space: No  
Equipment (laptop, etc.): No Secretarial  
Services: HAP project team

**II. Background Information**

The COVID-19 crisis continues to have a significant impact on people’s lives – in terms of jobs, livelihoods, delivery of basic services – and particularly for those already in vulnerable situations, who have been hit the hardest.

The speed and scale of the spread, the severity of cases, and the societal and economic disruption is dramatic for all citizens. At the same time, gaps in institutional set-up, effectiveness and capacities are exposed. The inadequacy of the system has become more evident with the sharp increase of social vulnerability because of the pandemic.

The Social Assistance Scheme (SAS) in Kosovo absorbs approximately 88% of the budget for social assistance with the relative total spending on SAS declining over the last decade. The pandemic has exposed a series of gaps in the governance system which has affected the work of institutions and service delivery not least in provision of social services; it has directly affected the work of Centers for Social Work (CSWs) as they are also engaged in other activities to help citizens. Social workers, like much health professionals, are concerned about the impact of the pandemics on their well-being, the people to whom they provide services, their families, and others in the community.

To address some of these issues, the ‘Response to COVID-19 Emergency and Early Recovery Support’, financed by EU Office in Kosovo and implemented by UNDP, in close cooperation with the Ministry of Finance, Labour, and Transfers/Department for Social Policies and Families enhanced the provision of social services by CSWs and improved

access to equitable, qualitative, integrated social protection for the most vulnerable groups, including women and girls.

As such, the HAP project was designed to support Kosovo's efforts to respond to COVID-19 emergency and early recovery focusing on:

- **Output One (1): improving the socio-economic support system for the most vulnerable groups.** It addresses governance issues aiming to improve operational and procedural aspects, such as timelines of processes, accuracy, follow-up on cases, verification, and provision of adequate support, in close coordination with the Department of Social Policies and Families (DSPF), Ministry of Finance, Labor, and Transfers (MFLT), and the CSWs.
- **Output Two (2): strengthening front-line response services to mitigate the effect of the Covid-19 pandemic.** It contributes to an improved work environment for women and men, and the implementation of basic health and safety measures for front-line workers, ensure the continuity of service delivery from residential centers, provide a range of services which are not part of social services, and promote change in attitudes toward gender discrimination practices.

The primary target group are people and individuals living in poverty or at risk of socio-economic marginalization; who will be further stratified to include single mothers/women heads of households, non-majority communities particularly Roma, Ashkali and Egyptians, women victims of or at risk of gender-based violence, abuse, or domestic violence; people living in remote rural areas who experience difficulties to access social facilities and services.

As the project entered its final stage of implementation, the project will hire an International Evaluation Consultant to conduct a final project evaluation to assess the overall progress towards the expected results and provide recommendations for future similar interventions.

### **III. Objectives of Assignment**

To assess the overall achievement of the project in terms of its relevance, impact, effectiveness, efficiency, and sustainability, and provide recommendations for future interventions in this sector. The scope of the evaluation of the project should look both into the outcome-level results as well as the output-level results as key indicators of the overall project performance.

### **IV. Scope of Work**

- Conduct a desk review of project-related documents and UNDP evaluation policies and based on this information draft and submit an inception report with appropriate methodology to be applied during the evaluation, as well as the work plan and any technical instruments to be used during the assignment, while being guided by the set of evaluation questions as presented below;
- Conduct on-site field visits, meetings, discussions, and interviews with relevant stakeholders and project beneficiaries in Kosovo which include, but are not limited to: Ministry of Finance, Labor, and Transfers/Department for Social Policies and Families, Centres for Social Welfare (CSW), the EU Office in Kosovo, UNDP's partners, NGOs and other stakeholders. The Evaluator is expected to share the list of interviews to be conducted beforehand, and receive feedback and clearance from

UNDP;

- Hold a debriefing workshop at the end of the mission with main stakeholders to summarize initial findings and recommendations;
- Based on the inception report and on the feedback received during the debriefing workshop, draft a final evaluation report containing the methodology applied, a presentation of findings and clear strategic recommendations to the UNDP and its partners for future interventions. These recommendations should contain specifically to whom of each of the partners of the project they are addressed;

The final evaluation report should include the elements outlined below:

- Title and opening pages
- Table of contents
- List of acronyms and abbreviations
- Executive summary, including a summary of recommendations
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Evaluation methodology
- Data analysis
- Findings and conclusions
- Recommendations
- Report annexes
- Finalize the final evaluation report, accounting for UNDP feedback on the first draft.

The following evaluation criteria are to be used as per the UNDP methodology, and related evaluation questions are proposed for the evaluation process; however, these can be expanded, prioritized, and modified by the evaluator during the inception phase in consultation with UNDP.

**Evaluation questions:**

<b>Relevant evaluation criteria</b>	<b>Key questions suggested</b>
Relevance	<ul style="list-style-type: none"><li>▪ Are/Were the project's activities relevant for the main beneficiaries? Has the initiative tackled key challenges and problems identified?</li><li>▪ To what extent have the cross-cutting issues (such as environment, gender equality, women empowerment, human rights based approach and social standards), principles and quality criteria been duly considered/mainstreamed in the project implementation and how well is this reflected in the project reports? How could they have been better integrated?</li><li>▪ Have there been any changes in policies and strategy development that have affected the project? If yes, have necessary revisions and adaptations been designed? To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in Kosovo?</li><li>▪ How did the project link and contribute the national development priorities, the UNDP Kosovo programme's outputs and outcomes, the</li></ul>

	<p>UNDP Strategic Plan and the SDGs?</p> <ul style="list-style-type: none"> <li>▪ How did the project contribute to the theory of change for the relevant UNDP Kosovo programme outcome?</li> <li>▪ What are the areas of relevance for future interventions in the target area?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>▪ To what level has the project reached the project purpose and the expected results as stated in the project document (logical framework matrix)?</li> <li>▪ In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?</li> <li>▪ In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?</li> <li>▪ To what extent did the project contribute to the Kosovo programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?</li> <li>▪ What challenges have been faced? What has been done to address the potential challenges/problems? What has been done to mitigate risks?</li> <li>▪ To what extent has the UNDP partnership strategy been appropriate and effective, and to what extent have stakeholders been involved in project implementation?</li> <li>▪ To what extent were project management and implementation participatory and is this participation contributing towards achievement of the project objectives?</li> <li>▪ To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?</li> <li>▪ To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>▪ Have the resources been used efficiently? How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the plan)</li> <li>▪ Were the project funds and activities delivered in a timely manner?</li> <li>▪ To what extent do the M&amp;E systems utilized by UNDP ensure effective and efficient project management?</li> </ul>

Sustainability	<ul style="list-style-type: none"><li>▪ How has the project ensured sustainability of its results and impacts (i.e. strengthened capacities, continuity of use of knowledge, improved practices, etc.)?</li><li>▪ Did the project have a concrete and realistic exit strategy to ensure sustainability and what could be done to strengthen exit strategies and sustainability?</li><li>▪ Has ownership of the actions and impact been transferred to the corresponding stakeholders? Do the stakeholders / beneficiaries have the capacity to take over the</li></ul>
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	<p>ownership of the actions and results of the project and maintain and further develop the results?</p> <ul style="list-style-type: none"> <li>▪ To what extent do stakeholders support the project’s long-term objectives?</li> <li>▪ To what extent the lessons learned were kept and documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>▪ Is there evidence of long-lasting desired changes, in which aspects?</li> <li>▪ Has the project appropriately reached its target groups? Did the project serve the needs of vulnerable groups, i.e. women, youth, non-majority communities?</li> </ul>
Stakeholders and Partnership Strategy	<ul style="list-style-type: none"> <li>▪ How has the project implemented the commitments to promote ownership, alignment, harmonization, management for development results and mutual accountability?</li> </ul>
Evaluation	<ul style="list-style-type: none"> <li>▪ Were intended results (outputs, outcomes) adequately defined, appropriate and stated in measurable terms, and are the results verifiable?</li> </ul>
Theory of Change or Results/Outcome Map	<ul style="list-style-type: none"> <li>▪ Was the Theory of Change or project logic feasible and was it realistic? Were assumptions, factors and risks sufficiently taken into consideration?</li> </ul>
Human rights	<ul style="list-style-type: none"> <li>▪ To what extent have poor, non-majority groups, physically challenged, women and other disadvantaged and marginalized groups benefited from the project?</li> </ul>
Gender	<ul style="list-style-type: none"> <li>▪ To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?</li> <li>▪ Is the gender marker data assigned to this project representative of reality?</li> <li>▪ To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?</li> </ul>
<b>V. Expected Outputs and Deliverables</b>	

<b>Deliverables/Outputs</b>	<b>Target Due Dates</b>	<b>Review and Approvals Required</b>
Inception report (approx. 15 pages) containing appropriate methodology to be applied during the final evaluation, as well as the work plan and technical instruments to be used during assignment is drafted, submitted, and endorsed by UNDP.	27 September 2022	Project Analyst and Portfolio Manager
Field visits, meetings and interviews in Kosovo are conducted, gathering data to be used in the final evaluation report.	04 October 2022	Project Analyst and Portfolio Manager
A debriefing workshop with UNDP, EU and key stakeholders is held and initial findings and	10 October 2022	Project Analyst and Portfolio

recommendations presented.		Manager
Draft evaluation report submitted (30 pages maximum excluding annexes), executive summary (3 pages) incorporating the consolidated UNDP, EU and stakeholder's feedback.	21 October 2022	Project Analyst and Portfolio Manager
Debriefing with UNDP	24 October 2022	Project Analyst and Portfolio Manager
Final evaluation report submitted to and validated by UNDP.	04 November 2022	Project Analyst and Portfolio Manager

## VI. Recruitment Qualifications

**Education:**

- Master's degree in social sciences, economics, international development, or a related field.

**Experience:**

- At least 5 years international experience in conducting evaluations of development and/or humanitarian aid & emergency programmes and projects;
- Knowledge and familiarity with the Kosovo socio-economic and political context is a distinct advantage;
- Strong working knowledge of UNDP and its mandate is a distinct advantage;
- Knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches;
- Excellent communication skills with various partners including donors;

**Language requirements:**

- Fluency in English is required, knowledge of Albanian and Serbian languages is considered an asset.



## ANNEX II: SURVEYS USED IN THE EVALUATION

### Survey with Centers for Social Work

UNDP Kosovo has commissioned a Final Evaluation of the “Response to COVID-19 Emergency and Early Recovery Support” project, financed by the EU Office in Kosovo and implemented by UNDP, in close cooperation with the Ministry of Finance, Labour, and Transfers/Department for Social Policies and Families.

The evaluation report will serve as an accountability tool for Kosovo, UNDP, and other stakeholders (including international ones). It will assess the implementation and the results of the project, while providing recommendations to stakeholders in order to inform future programming.

The evaluation will be conducted through a participatory approach, involving all the main project stakeholders through a variety of instruments such as interviews, focus group discussions and surveys. As part of the data collection process, the evaluators have designed this survey which is intended to gather the views and perceptions of Central for Social Work (CSW) staff on key aspects of the project. Your participation in this evaluation through the completion of this survey will be greatly appreciated.

The survey should take about *15 minutes* to complete. Wherever there is an opportunity for a write-in response, you are encouraged to make reference to concrete examples. If for any reason you cannot respond to a question, please skip it. We kindly request that you complete this survey by 8 November 2022. The information you provide will be kept *strictly confidential*.

Thank you!

1. In which city/municipality is your Center for Social Work located?

Answer\_\_\_\_\_

2. What is your current position within the Center for Social Work?

Answer\_\_\_\_\_

3. What is your gender?

- Female
- Male
- Prefer not to answer

4. Were you personally directly involved with the activities of the UNDP Project “Response to COVID-19 Emergency and Early Recovery Support”?

- Yes
- No

5. Please select the activities from which your Center for Social Work benefited from the UNDP-implemented project? (Please, select all that apply).

- Rehabilitation, Reconstruction or Renovation
- Provision of Vouchers for Families
- Placement of UN community volunteers
- Personal Protective Equipment
- Participation in trainings

6. If the UNDP project supported your Center for Social Work with Rehabilitation, Reconstruction or Renovation, what exactly was done? How has that rehabilitation improved the work and operations of your center?

Answer\_\_\_\_\_

7. If the UNDP-implemented project supported your Center for Social Work with Vouchers for Families, how many vouchers were provided? What was the impact of these vouchers in the lives of receiving families?

Answer\_\_\_\_\_

8. How were the vouchers delivered to the most poor and vulnerable in the society? What was the selection method used for the targeting of voucher beneficiaries?

Answer\_\_\_\_\_

9. If the UNDP project supported your Center for Social Work with the placement of UN community volunteers, how did that help the operation of your center? How useful was the UN Community Volunteer to the operation of the center?

Answer\_\_\_\_\_

10. If the UNDP project supported your Center for Social Work with Personal Protective Equipment, what kind of equipment did your center receive? How was this equipment distributed and how did the community benefit from it?

Answer\_\_\_\_\_

11. If the UNDP project supported your Center for Social Work with training, what kind of training did your center benefit from? How many people were trained from your center? How has this training improved the capacity of your center to carry out its functions?

Answer\_\_\_\_\_

12. How has the Project as a whole helped your Center for Social Work to have a greater impact on the families/individuals it provides social services to? Overall, is your center now better equipped to provide services as a result of this project?

Answer\_\_\_\_\_

13. Please rate the following statements according to your perception:

<b>QUESTION</b>	<b>STRONGLY DISAGREE</b>	<b>DISAG REE</b>	<b>AGREE</b>	<b>STRONGL Y AGREE</b>	<b>DON'T KNOW</b>
The support provided by the project was highly relevant to the needs of my center					

The support provided by the project was sufficient for the needs of my center					
Our feedback and suggestions were taken into account by the project team					
Project activities were organized in a timely and efficient manner					
The project team was responsive to the needs of my center					
The support of the project was well-targeted at women and has improved gender equality					
Overall, the project has strengthened the capacity of my center to carry out its work					

14. What were the challenges and drawbacks you experienced in you interaction with this project?

Answer\_\_\_\_\_

15. Were there any project activities related to your CSW that have not been completed by the project? Please provide examples.

Answer\_\_\_\_\_

16. Are there any additional comments or recommendations you wish to make for the consideration of the evaluation team?

Answer\_\_\_\_\_

Thank you for your kind participation!

## Survey with UN community volunteers

UNDP Kosovo has commissioned a Final Evaluation of the “Response to COVID-19 Emergency and Early Recovery Support” project, financed by the EU Office in Kosovo and implemented by UNDP, in close cooperation with the Ministry of Finance, Labour, and Transfers/Department for Social Policies and Families.

The evaluation report will serve as an accountability tool for Kosovo, UNDP, and other national and international stakeholders. It will assess the implementation and the results of the project, while providing recommendations to stakeholders in order to inform future programming.

The evaluation will be conducted through a participatory approach, involving all the main project stakeholders through a variety of instruments such as interviews, focus group discussions and surveys. As part of the data collection process, the evaluators have designed this survey which is intended to gather the views and perceptions of UN community volunteers on their involvement with the Project. Your participation in this evaluation through the completion of this survey will be greatly appreciated.

The survey should take about *15 minutes* to complete. Wherever there is an opportunity for a write-in response, you are encouraged to make reference to concrete examples. If for any reason you cannot respond to a question, please skip it. We kindly request that you complete this survey by 8 November 2022. The information you provide will be kept *strictly confidential*.

Thank you!

17. In which city/municipality did you serve as a UN Community Volunteer?

Answer\_\_\_\_\_

18. What was the term of your contract as a UN Community Volunteer (start date and end date)? Are you still in this position currently?

Answer\_\_\_\_\_

19. What is your gender?

- Female
- Male
- Prefer not to answer

20. What is your age?

Answer\_\_\_\_\_

21. How did you learn about the project and the UN Community Volunteer opportunity?

- University
- Municipal Employment Office
- NGOs
- Internet
- Media (TV/Radio)
- Other

22. What motivated you to become a UN Community Volunteer?

Answer\_\_\_\_\_

23. What tasks did you carry out as a UN Community Volunteer under the project?

Answer\_\_\_\_\_

24. Did you get directly involved with social work cases? How was that experience for you?

Answer\_\_\_\_\_

25. How would you describe your experience with your assigned supervisor and mentor? Were you able to communicate in an effective way in order to better assist in casework?

Answer\_\_\_\_\_

26. Did the project team and UNV Coordinator in Kosovo stay continuously in touch with you through your assignment? Were they responsive to your requests for support and guidance?

Answer\_\_\_\_\_

27. How did you benefit from this project? What changed in your professional development as a result of this project?

Answer\_\_\_\_\_

28. What trainings have you attended through the project? On a scale from 1 to 5, how do you rate the quality of training/s?

Answer\_\_\_\_\_

29. Do you intend to pursue a career as a social worker? What are the next steps you will pursue?

Answer\_\_\_\_\_

30. Have you applied to obtain a license to practice as a social worker? If not, why??

Answer\_\_\_\_\_

31. Please rate the following statements according to your perception:

<b>QUESTION</b>	<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>DON'T KNOW</b>
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The project facilitated my placement as a UN Community Volunteer in an efficient way					
I have gained hands-on experience through my involvement with the project					
I feel confident that my career will benefit from the knowledge and experience acquired					
The engagement with the CSWs has provided context and sector-related knowledge that will help my professional development					
I have been given the opportunity to put the acquired knowledge to use during my involvement with the project					
This experience has inspired me to further pursue a career as a social worker					

32. Do you think that this experience with the project has improved your ability to achieve your professional objectives?

Answer\_\_\_\_\_

33. Did you experience any challenges or delays during your involvement with the project? What were they? How were they handled?

Answer\_\_\_\_\_

34. What would you identify as the main take aways from your experience with the project?

Answer\_\_\_\_\_



35. Are there any additional comments or recommendations you wish to make for the consideration of the evaluation team?

Answer\_\_\_\_\_

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Thank you for your kind participation!

## ANNEX III: EVALUATION CRITERIA AND KEY QUESTIONS

Relevant evaluation criteria	Key questions suggested
Relevance	<ul style="list-style-type: none"> <li>• Are/Were the project's activities relevant for the main beneficiaries? Has the initiative tackled key challenges and problems identified?</li> <li>• To what extent have the cross-cutting issues (such as environment, gender equality, women empowerment, human rights-based approach and social standards), principles and quality criteria been duly considered/mainstreamed in the project implementation and how well is this reflected in the project reports? How could they have been better integrated?</li> <li>• Have there been any changes in policies and strategy development that have affected the project? If yes, have necessary revisions and adaptations been designed? To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in Kosovo?</li> <li>• How did the project link and contribute to the national development priorities, the UNDP Kosovo programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?</li> <li>• How did the project contribute to the theory of change for the relevant UNDP Kosovo programme outcome?</li> <li>• What are the areas of relevance for future interventions in the target area?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>• To what level has the project reached the project purpose and the expected results as stated in the project document (logical framework matrix)?</li> <li>• In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?</li> <li>• In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?</li> <li>• To what extent did the project contribute to the Kosovo programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?</li> </ul>

	<ul style="list-style-type: none"> <li>• What challenges have been faced? What has been done to address the potential challenges/problems? What has been done to mitigate risks?</li> <li>• To what extent has the UNDP partnership strategy been appropriate and effective, and to what extent have stakeholders been involved in project implementation?</li> <li>• To what extent were project management and implementation participatory and is this participation contributing towards achievement of the project objectives?</li> <li>• To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?</li> <li>• To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• Have the resources been used efficiently? How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the project plan)</li> <li>• Were the project funds and activities delivered in a timely manner?</li> <li>• To what extent do the M&amp;E systems utilized by UNDP ensure effective and efficient project management?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• How has the project ensured sustainability of its results and impacts (i.e. strengthened capacities, continuity of use of knowledge, improved practices, etc.)?</li> <li>• Did the project have a concrete and realistic exit strategy to ensure sustainability and what could be done to strengthen exit strategies and sustainability?</li> <li>• Has ownership of the actions and impact been transferred to the corresponding stakeholders? Do the stakeholders/beneficiaries have the capacity to take over the ownership of the actions and results of the project and maintain and further develop the results?</li> <li>• To what extent do stakeholders support the project's long-term objectives?</li> <li>• To what extent the lessons learned were kept and documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• Is there evidence of long-lasting desired changes, in which aspects?</li> </ul>

	<ul style="list-style-type: none"> <li>• Has the project appropriately reached its target groups? Did the project serve the needs of vulnerable groups, i.e. women, youth, non-majority communities?</li> </ul>
Stakeholders and Partnership Strategy	<ul style="list-style-type: none"> <li>• How has the project implemented the commitments to promote ownership, alignment, harmonization, management for development results and mutual accountability?</li> </ul>
Evaluation	<ul style="list-style-type: none"> <li>• Were intended results (outputs, outcomes) adequately defined, appropriate and stated in measurable terms, and are the results verifiable?</li> </ul>
Theory of Change or Results/Outcome Map	<ul style="list-style-type: none"> <li>• Was the Theory of Change or project logic feasible and was it realistic? Were assumptions, factors and risks sufficiently taken into consideration?</li> </ul>
Human rights	<ul style="list-style-type: none"> <li>• To what extent have poor, non-majority groups, physically challenged, women and other disadvantaged and marginalized groups benefited from the project?</li> </ul>
Gender	<ul style="list-style-type: none"> <li>• To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?</li> <li>• Is the gender marker data assigned to this project representative of reality?</li> <li>• To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?</li> </ul>

## ANNEX IV: EVALUATION MATRIX

Evaluation Criteria	Key Questions and Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
<b>Relevance:</b> How do the objectives of the project relate to the main objectives of UNDP, and to the adaptation plans and development priorities of Kosovo?				
Is the project relevant to UNDP priorities?	<ul style="list-style-type: none"> <li>• To what extent is UNDP’s engagement a reflection of strategic considerations, including UNDP’s role in the particular development context in Kosovo and its comparative advantage vis-à-vis other partners?</li> </ul>	<ul style="list-style-type: none"> <li>• Priorities and work areas are incorporated</li> </ul>	<ul style="list-style-type: none"> <li>• United Nations Global Strategy</li> <li>• UNDAF</li> <li>• UNDP Action Plan for Kosovo</li> <li>• UNDP Strategic Plan 2018-2021</li> <li>• Project document</li> <li>• Kosovo policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• UNDP website</li> <li>• Interviews with UNDP and project partners</li> <li>• Focus Group Discussions</li> <li>• Online Survey</li> </ul>
Is the project relevant to Kosovo sustainable development objectives?	<ul style="list-style-type: none"> <li>• Was the design of the project adequate to properly address the issues envisaged in the formulation of the programme?               <ul style="list-style-type: none"> <li>- What were the inherent</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Degree to which the project supports Kosovo objectives</li> <li>• Degree of coherence between the project and national priorities</li> <li>• Appreciation from national stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Project document</li> <li>• Kosovo policies and strategies</li> <li>• Key project stakeholders</li> <li>• Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• UNDP website</li> <li>• Interviews with UNDP and project partners</li> <li>• Focus Group Discussions</li> <li>• Online Survey</li> </ul>

	<p>assumptions in the original design?</p> <ul style="list-style-type: none"> <li>- Is the log frame still appropriate</li> <li>- Should baselines be added and indicators adjusted?</li> <li>- How are risks mitigated?</li> <li>- Is the project Kosovo driven?</li> <li>- What was the level of stakeholder participation in project design?</li> <li>- What was the level of stakeholder ownership in implementation?</li> <li>- Does the project take into account national realities, both in terms of institutional capacity and</li> </ul>	<p>with respect to adequacy of project design and implementation to national realities and existing capacities</p> <ul style="list-style-type: none"> <li>• Level of involvement of Kosovo officials and other partners in the project design process</li> <li>• Coherence between needs expressed by national stakeholders and UNDP criteria</li> </ul>		
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	legal and policy frameworks?			
Is the project internally coherent in its design?	<ul style="list-style-type: none"> <li>• Are the activities and outputs of the programme consistent with the intended outcomes and effects? <ul style="list-style-type: none"> <li>- Are there logical linkages between expected results (log frame) and the project design?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Level of coherence between project design and project implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Programme and project documents</li> <li>• Key project stakeholders</li> <li>• Project team</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Key interviews</li> <li>• Focus Group Discussions</li> <li>• Online Survey</li> </ul>
	<ul style="list-style-type: none"> <li>• To what extent has UNDP capacity building support contributed to influencing Kosovo policies/strategies?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of national policies that reflect relevant updates in the social, economical and environmental sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Programme and project documents</li> <li>• Key project stakeholder</li> <li>• Project team</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Key interviews</li> </ul>
	<ul style="list-style-type: none"> <li>• To what extent was UNDP's selected method of analysis and delivery appropriate to the</li> </ul>	<ul style="list-style-type: none"> <li>• Number of institutional and local stakeholders engaged in implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Programme and project documents</li> <li>• Key project stakeholders</li> <li>• Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Key interviews with stakeholders and partners</li> </ul>

	development context?			
<b>Impact:</b> To what extent has the intervention generated, or is expected to generate, significant positive or negative, intended or unintended, higher-level and long-term effects?				
<ul style="list-style-type: none"> <li>• What is the evidence of long-lasting changes the project has generated?</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent has the Kosovo legislature been modified to reflect long-term impact?</li> <li>• To what extent have the regional/municipal regulations been modified to reflect long-term impact?</li> <li>• How are these laws/regulations being enforced?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Kosovo policies that include provisions for the most vulnerable.</li> <li>• Number of regional/municipal regulations that reflect the inclusion of the most vulnerable.</li> <li>• Number of vulnerable community members that have been affected by these laws/regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme and project documents</li> <li>• Key project stakeholders</li> <li>• Community beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Key interviews with stakeholders</li> <li>• Focus Group Discussions</li> <li>• Online Survey</li> </ul>
	<ul style="list-style-type: none"> <li>• To what extent are communities perceiving protection from the socio-economic impact of emergencies due to project intervention?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of community members that are empowered by project activities.</li> <li>• Number of community members that</li> </ul>	<ul style="list-style-type: none"> <li>• Programme and project documents</li> <li>• Key project stakeholders</li> <li>• Community beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Focus Group Discussions</li> <li>• Key interviews</li> </ul>



	<ul style="list-style-type: none"> <li>To what extent have vulnerable women benefited from financial/economic engagement in response to the pandemic?</li> </ul>	<p>believe they are more resilient due to project interventions.</p> <ul style="list-style-type: none"> <li>Number of women that have benefited from financial/economic engagement in response to the pandemic</li> </ul>		
	<ul style="list-style-type: none"> <li>To what extent have the public service employees been capacitated, especially CSW staff?</li> <li>To what extent have the CSW been supported with additional resources and improved accessibility?</li> </ul>	<ul style="list-style-type: none"> <li>Number of trainings for public service (CSW) staff</li> <li>Number of CSW supported with resources</li> <li>Number of CSW supported to improve accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Programme and project documents</li> <li>Activities reported in project reports</li> <li>Key project stakeholders</li> <li>CSW beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Key interviews with stakeholders</li> <li>Focus Group Discussions</li> <li>Online Survey</li> </ul>
What unintended impacts, positive or negative, has the intervention produced?	<ul style="list-style-type: none"> <li>If any, what were the unintended positive impacts of project's interventions?</li> <li>If any, what were the unintended</li> </ul>	<ul style="list-style-type: none"> <li>Number of positive and/or negative spillover results of the project</li> </ul>	<ul style="list-style-type: none"> <li>Activities reported in project reports</li> <li>Key project stakeholders</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Key interviews with stakeholders</li> </ul>

	negative impacts of project's interventions?			<ul style="list-style-type: none"> <li>• Focus Group Discussions</li> <li>• Online Survey</li> </ul>
<b>Effectiveness (of management processes and their appropriateness in supporting delivery):</b> To what extent have the expected outcomes and objectives of the project been achieved or has progress been made toward their achievement?				
<ul style="list-style-type: none"> <li>• Has the project been effective in achieving the expected outcomes and objectives?</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent have project results/targets been achieved or has progress been made towards their achievement?</li> </ul>	<ul style="list-style-type: none"> <li>• Extent to which indicators in project document results framework and log frame have been achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Project team and relevant stakeholders</li> <li>• Data reported in project reports</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Interviews</li> <li>• Focus Group Discussions</li> <li>• Online Survey</li> </ul>
	<ul style="list-style-type: none"> <li>• What has been the contribution of other UNDP projects, partners, and other organizations to the project results, and how effective have project partnerships been in contributing to the project's work?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of partnerships created</li> <li>• Partners report better capacity due to support provided by project</li> <li>• Partners report being more effective due to support provided by project</li> </ul>	<ul style="list-style-type: none"> <li>• Project team and partners</li> <li>• Data reported in project reports</li> <li>• Key stakeholders and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Interviews</li> <li>• Focus Group Discussions</li> <li>• Online Survey</li> </ul>
<ul style="list-style-type: none"> <li>• What lessons can be learned regarding effectiveness for other similar</li> </ul>	<ul style="list-style-type: none"> <li>• What were the positive or negative, intended or unintended, changes brought about by the project's work?</li> </ul>	<ul style="list-style-type: none"> <li>• Lessons learned from activities that have been implemented so far</li> </ul>	<ul style="list-style-type: none"> <li>• Data collected through the evaluation</li> <li>• Work plans</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis</li> <li>• Interviews</li> <li>• Focus Group Discussions</li> </ul>

projects in the future?			<ul style="list-style-type: none"> <li>• Monitoring and evaluation (progress reports)</li> <li>• Project team</li> <li>• Key stakeholders</li> </ul>	
<ul style="list-style-type: none"> <li>• How effectively has gender been mainstreamed into the project?</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent did the project benefit women and men equally?</li> </ul>	<ul style="list-style-type: none"> <li>• Sex disaggregated data</li> <li>• Gender based analysis undertaken</li> <li>• Number of activities with a gender focus or component</li> <li>• Number of women/men directly engaged through activities</li> <li>• Percentage of change in gender balance in key stakeholder/partner staffing</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> <li>• Project team</li> <li>• Other UN agencies</li> <li>• Project partners</li> <li>• Project documents</li> <li>• NGOs</li> <li>• CSOs</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Interviews</li> <li>• Survey</li> <li>• Focus Group Discussions</li> <li>• Online Survey</li> </ul>
<b>Efficiency (of programme implementation): Was the project implemented efficiently in line with international and national norms and standards?</b>				
Was project support provided in an efficient way?	<ul style="list-style-type: none"> <li>• Has the project implementation strategy and approaches, conceptual framework and execution been</li> </ul>	<ul style="list-style-type: none"> <li>• Availability and quality of financial progress reports</li> <li>• Timeliness and adequacy of reporting provided</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Project evaluations (progress reports)</li> <li>• UNDP</li> <li>• Project team</li> <li>• Key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Key interviews</li> <li>• Focus Group Discussions</li> </ul>

	<p>efficient and cost effective?</p> <ul style="list-style-type: none"> <li>• Are they sufficiently sensitive to the political and development constraints of Kosovo?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of discrepancy between planned and utilized financial expenditures</li> <li>• Planned vs actual funds leverage</li> <li>• Costs in view of results achieved compared to costs of similar projects from other organizations</li> <li>• Adequacy of project choices in view of existing context, infrastructure and cost</li> <li>• Quality of results-based management reporting (progress reporting, monitoring and evaluation)</li> <li>• Occurrence of change in project design/implementation approach (i.e. Restructuring when needed to improve project efficiency)</li> </ul>		
	<ul style="list-style-type: none"> <li>• Has there been an economical use of</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of allocation of funds to project management in</li> </ul>	<ul style="list-style-type: none"> <li>• Project Document</li> <li>• Progress reports</li> <li>• Program reports</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Key interviews</li> </ul>

	<p>financial and human resources?</p> <ul style="list-style-type: none"> <li>• Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outputs?</li> </ul>	<p>comparison to total funds and funds allocated for activities.</p>	<ul style="list-style-type: none"> <li>• Work plans</li> <li>• Project staff</li> <li>• Stakeholders</li> </ul>	
	<ul style="list-style-type: none"> <li>• To what extent were quality outputs delivered on time?</li> </ul>	<ul style="list-style-type: none"> <li>• Congruity between planned dated for outputs and delivery date.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Document</li> <li>• Progress reports</li> <li>• Program reports</li> <li>• Work plans</li> <li>• Project staff</li> <li>• Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Key interviews</li> <li>• Focus Group Discussions</li> </ul>
	<ul style="list-style-type: none"> <li>• Could a different approach have produced better results?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of alternative suggestions provided by partners and by project team.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Document</li> <li>• Progress reports</li> <li>• Program reports</li> <li>• Work plans</li> <li>• Project staff</li> <li>• Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Key interviews</li> <li>• Focus Group Discussions</li> </ul>
	<ul style="list-style-type: none"> <li>• How is the project management structure operating</li> </ul>	<ul style="list-style-type: none"> <li>• Number of problems related to operations reported by stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Document</li> <li>• Progress reports</li> <li>• Program reports</li> <li>• Work plans</li> <li>• Project staff</li> <li>• Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Key interviews</li> </ul>

	<ul style="list-style-type: none"> <li>To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?</li> <li>Did it help ensure effective and efficient project management and accountability of results?</li> </ul>	<ul style="list-style-type: none"> <li>Lessons learned from activities implemented so far</li> </ul>	<ul style="list-style-type: none"> <li>Project Document</li> <li>Progress reports</li> <li>Program reports</li> <li>Work plans</li> <li>Project staff</li> <li>Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Key interviews</li> </ul>
<b>SUSTAINABILITY (of project's general implementation structure, modalities and processes in the longer term): What is the likelihood of the continuation and sustainability of the programme outcomes and benefits after the completion of the project?</b>				
<p>What is the sustainability of the project? What are the major factors which will influence the achievement of sustainability of the project?</p>	<ul style="list-style-type: none"> <li>What indications are there that the project results will be or have been sustained, e.g. through requisite capacities (systems, structures, staff, etc.)?</li> </ul>	<ul style="list-style-type: none"> <li>Involvement of Kosovo institutions in project implementation</li> <li>Institutional support of the project</li> <li>Number /quality of analysis done to assess local capacity potential and absorptive capacity</li> </ul>	<ul style="list-style-type: none"> <li>Program documents</li> <li>Project staff</li> <li>Key stakeholders</li> <li>NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Key interviews</li> <li>Focus Group Discussions</li> </ul>

		<ul style="list-style-type: none"> <li>• Proportion of expertise utilized from international experts compared to national experts</li> </ul>		
	<ul style="list-style-type: none"> <li>• To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?</li> </ul>	<ul style="list-style-type: none"> <li>• Number /quality of analysis done to assess local capacity potential and absorptive capacity</li> <li>• Capacity development trainings developed</li> <li>• Legislative steps taken</li> </ul>	<ul style="list-style-type: none"> <li>• Program documents</li> <li>• Project staff</li> <li>• Key stakeholders</li> <li>• NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Key interviews</li> <li>• Focus Group Discussions</li> </ul>
	<ul style="list-style-type: none"> <li>• To what extent are regulatory frameworks in place that will support the continuation of benefits?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of regulatory frameworks drafted/initiated</li> <li>• Number of regulatory frameworks implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Project Staff</li> <li>• NGOs</li> <li>• Line Ministries</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Interviews</li> <li>• Focus Group Discussions</li> </ul>
How will gender and social inclusion be mainstreamed by primary stakeholders?	<ul style="list-style-type: none"> <li>• How will concerns for gender equality, human rights and human development be taken forward by primary stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>• Sex disaggregated data</li> <li>• Data disaggregated by other relevant social categories</li> <li>• Gender indicators</li> <li>• Social inclusion indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• Key stakeholders</li> <li>• Partners</li> <li>• NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Interviews</li> </ul>

		<ul style="list-style-type: none"> <li>• Gender-based analysis plus undertaken</li> </ul>		
<b>Cross Cutting Issues: To what extent were cross cutting issues taken into consideration in design, implementation and monitoring of the project?</b>				
How was gender mainstreamed into the design, implementation and monitoring of the project?	<ul style="list-style-type: none"> <li>• To what extent has gender been addressed in the design, implementation and monitoring of project interventions?</li> <li>• Is gender marker data assigned to this project representative of reality?</li> </ul>	<ul style="list-style-type: none"> <li>• Gender sensitivity of surveys undertaken</li> <li>• Gender marker data</li> <li>• Sex-disaggregated data</li> </ul>	<ul style="list-style-type: none"> <li>• Project document</li> <li>• Progress reports</li> <li>• Data collected throughout the evaluation</li> <li>• Project staff</li> <li>• Partners</li> <li>• NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis</li> <li>• Interviews</li> <li>• Focus Group Discussions</li> <li>• Online Survey</li> </ul>
	<ul style="list-style-type: none"> <li>• How were gender issues implemented as a cross-cutting theme?</li> <li>• Did the project give sufficient attention to promote gender equality and gender-sensitivity?</li> </ul>	<ul style="list-style-type: none"> <li>• Gender issues identified</li> <li>• Review of project documents undertaken through a gender lens</li> <li>• Trainings on gender mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>• Project document</li> <li>• Progress reports</li> <li>• Project staff</li> <li>• Key stakeholders</li> <li>• NGOs</li> <li>• Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Interviews</li> <li>• Focus Group Discussions</li> <li>• Online Survey</li> </ul>



	<ul style="list-style-type: none"> <li>To what extent did the project pay attention to effects on marginalized, vulnerable and hard-to-reach groups?</li> </ul>	<ul style="list-style-type: none"> <li>Marginalized and vulnerable groups identified</li> </ul>	<ul style="list-style-type: none"> <li>Project document</li> <li>Progress reports</li> <li>Project staff</li> <li>Data collected throughout the evaluation</li> <li>Key stakeholders</li> <li>NGOs</li> <li>Partners</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Interviews</li> </ul>
	<ul style="list-style-type: none"> <li>To what extent was the project informed by human rights instruments?</li> </ul>	<ul style="list-style-type: none"> <li>Human rights treaties and instruments identified and applicable</li> </ul>	<ul style="list-style-type: none"> <li>Project document</li> <li>Project staff</li> <li>Key stakeholders</li> <li>NGOs</li> <li>Partners</li> <li>Other UN agencies</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Interviews</li> <li>Focus Group Discussions</li> </ul>
	<ul style="list-style-type: none"> <li>To what extent did the project identify the relevant human rights claims and obligations?</li> </ul>	<ul style="list-style-type: none"> <li>Human rights claims and obligations identified</li> </ul>	<ul style="list-style-type: none"> <li>Project document</li> <li>Data collected throughout the evaluation</li> <li>Project staff</li> <li>Key stakeholders</li> <li>NGOs</li> <li>Partners</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Interviews</li> <li>Focus Group Discussions</li> </ul>
	<ul style="list-style-type: none"> <li>How were gaps identified in the capacity of rights-holder to claim their</li> </ul>	<ul style="list-style-type: none"> <li>Gender gap analysis undertaken</li> <li>Other marginalized and vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>Project document</li> <li>Progress reports</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Interviews</li> <li>Focus Group Discussions</li> </ul>

	<p>rights, and of duty-bearers to fulfill their obligations, including an analysis of gender and marginalized and vulnerable groups, and how the design and implementation of the project addressed these gaps?</p>	<p>gap analysis undertaken</p> <ul style="list-style-type: none"> <li>• Number of gender gaps identified</li> <li>• Number of other marginalized and vulnerable groups identified</li> </ul>	<ul style="list-style-type: none"> <li>• Data collected throughout the evaluation</li> <li>• Project team</li> <li>• Key stakeholders</li> <li>• Other UN agencies</li> <li>• NGOs</li> <li>• Partners</li> </ul>	
<p>How did the project consider the plight and needs of the vulnerable and disadvantaged?</p>	<ul style="list-style-type: none"> <li>• How did the project consider the needs of the vulnerable and disadvantaged to promote social equality, for example, women, youth, and disabled persons?</li> </ul>	<ul style="list-style-type: none"> <li>• Sex disaggregated data</li> <li>• Data disaggregated by relevant social categories</li> <li>• Special needs of vulnerable and disadvantaged identified</li> <li>• Number of households surveyed with vulnerable and disadvantaged person(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Project document</li> <li>• Progress reports</li> <li>• Data collected throughout the evaluation</li> <li>• Project staff</li> <li>• Key stakeholders</li> <li>• NGOs</li> <li>• Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Interviews</li> <li>• Focus Group Discussions</li> </ul>

## ANNEX V: INTERVIEWED STAKEHOLDERS

Institution	Participants	Type
HAP project team	Ferdinand Nikolla, Elsa Kelmendi, Lum Beqiraj, Melita Nushi,	In person and online
UNDP Kosovo Programme	Marta Gazideda- Deputy Programme Coordinator, Anton Selitaj- Programme Associate	In person and online
UNDP Kosovo Management	Maria Suokko- UNDP Resident Representative, Niels Knudsen- Deputy Resident Representative	In person and online
EU Office in Kosovo	Nurten Demiri- Project Manager	In person
Ministry of Finance, Labour and Transfers	Mentor Morina- Director in Department for Social Policy and Family in Ministry of Finance Labour and Transfers	In person
UN Women	Vlora Tuzi Nushi- Head of Office, Diana Cekaj-Berisha, Anesa Topko, Jeta Krasniqi	In person
UN volunteers	Blerim Azizi-UNV Coordinator,	In person
Municipality of Mamusha/ Mamusa	Abdülhadi Krasniç -Mayor, Ruzdi Mazrek- Director of Health	In person
Municipality of Malishevë/Malisevo	Ekrem Kastrati- Mayor, Hajdin Berisha- Director for Social Welfare	In person
Municipality of Suharekë/ Suvareka	Bali Muharremaj - Mayor	In person
Municipality Malishevë/Malisevo	Feride Isma- Director	In person
Safe House Gjakovë/ Dakovica	Erblina Dinarama- Director	In person

<b>Institution</b>	<b>Participants</b>	<b>Type</b>
CSW Gjakovë/ Dakovica	Dervish Tahiri-Director	In person
CSW Suharekë/Therandë	Sami Rrakaqi- Director,	In person
CSW Malishevë/Malisevo	Afrim Zogaj- Officer	In person
CSW Prishtinë/ Pristina	Vebi Mujku- Director, Blerim Shabani- Officer	In person
CSW Gracanicë/ Gracanica	Milan Grbic-Officer	In person
CSW Novobërdë/ Novo Brdo	Nikolla Jankovic- Director, Fatlum Vllasaliu- Officer	In person
Organization for Children without Parental Care	Ibadete Krasniqi- Director	In person
Center for Protection of Victims and Prevention of Trafficking - PVPT	Teuta Abrashi- Director	In person
The Kosova Humanitarian and Charitable Society "Mother Theresa"	Zef Shala- Director	In person
Agency for Free Legal Aid - AFLA	Anita Kalanderi -Director	In person
Horizon Consulting	Driton Ukmata	In person
Women's Business Association "SHE-ERA" (Gjakove)	Mirlinda Kusari Purrini	Online
Women's Association "Orkide" (Prizren)	Sevdi Kervan	Online

## **ANNEX VI: ETHICAL CONSIDERATIONS**

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