**United Nations Development Programme**

**Kosovo**

**Project Document**

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| **Project Title** | 2015 Kosovo Mosaic Report |
| **UNKT Common Development Plan Outcome(s):** | Outcome 2.1.: Institutions responsible for delivering public services and social justice are accountable and responsive to rights holders |
| **Expected Kosovo Programme Action Plan (KPAP) Outcome(s):** | KPAP Outcome 2: “By 2015, central and local governments more effectively plan, implement and administrate policies which are participatory, gender-responsive and human rights centred.” |
| **Expected Output(s):**  *(Those that will result from the project)* | Production of the 5th Kosovo Mosaic Household Survey 2015 |
| **Implementing Agency:** | United Nations Development Programme (UNDP) |
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**Brief Description**

Kosovo Mosaic Household Survey is designed to measure citizens’ perceptions and awareness on a variety of topics that affect their daily lives and their interaction with local governments. The Report, based on a survey of more than 6,700 households (which include proportional representation of men and women), is designed to contribute to the ongoing debate on the role and functioning of the local government with a focus on the improvement of public service delivery by highlighting the priorities and bottlenecks in access to services and their delivery, citizens’ engagement in municipal policymaking processes, and municipalities’ openness to citizens’ demand.

After four successful Kosovo Mosaic household surveys on improving service delivery conducted in 2003, 2006, 2009, and 2012, UNDP is carrying out a follow-up household survey in 2015 to identify and re-assess citizens’ perceptions, needs, priorities and satisfaction with public services in their municipalities. The survey results will be compared with indicators of the previous four reports and highlight emerging trends and developments related to the delivery of public services at both Kosovo and municipality level. The final output, Mosaic Report 2015, will provide central and municipal decision-makers, civil society organizations and international stakeholders including UNDP and USAID with concrete and comprehensive data and analysis, disaggregated by gender, age etc., upon which to base future actions and priorities for improving service delivery and inclusion, including responses to the demands of women and men as per the report findings.

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| Programme Period: 2011-2015  Key Result Area (Strategic Plan) Governance  Atlas Award ID: 00089986  Start date: 01/09/2015  End Date 31/08/2016  PAC Meeting Date 24/08/2015  Management Arrangements DIM | Total resources required USD $67,450  Total allocated resources: USD $67,450   * + Donor USAID $48,060   + Donor MLGA $13,390   + Donor UNDP $6,000   Unfunded budget: N/A  In-kind Contributions |

Agreed by (UNDP)

Agreed by (Donor): USAID (see attached CSA)

Agreed by (Government): Ministry of Local Government Administration (see the attached CSA)

# Situation Analysis

Kosovo Mosaic Report is designed to measure citizens’ perceptions and awareness on a variety of topics that affect their daily lives and their interaction with local governments. The Report is designed to contribute to the ongoing debate on the role and functioning of the local government with a focus on the improvement of public service delivery by highlighting the priorities and bottlenecks in access to services and their delivery, citizens’ engagement in municipal policymaking processes, and municipalities’ openness to citizens’ demand.

The Mosaic Report has established a framework within which all four reports of the series – 2003, 2006, 2009, and 2012 – have generated a wealth of data and information. The Mosaic is by far the largest periodic survey[[1]](#footnote-1) conducted in Kosovo, interviewing over 6,000 households[[2]](#footnote-2), in 37 municipalities[[3]](#footnote-3). The 2003 Report established a baseline of citizens’ perceptions and satisfaction with public service delivery, while subsequent reports have tracked the developments and trends in this area as well as satisfaction with municipal performance. The Report is not directly linked with municipal elections[[4]](#footnote-4) although they are interlinked and coincided with the decentralization process.

Kosovo Mosaic, with its size, richness, and historical database, is used by the Ministry of Local Governance Administration (MLGA) for comparative analysis with their Annual Municipal Performance Report. The Report also identifies key trends in public service delivery, thus, contributing to evidence-based policy making and program development among central and local institutions and development organizations, respectively. The importance of the Report cannot be stressed enough vis a vis the Draft Strategy for Self-Governance 2015-2020 as the data and information will be fed in the upcoming[[5]](#footnote-5) Implementation Plan.

Since 2003, Kosovo has experienced a series of changes in the local governance system, the most important ones being 2007 municipal election reform, which created the post of Mayor in municipalities and introduced reforms of the municipal executive, and the 2013 elections which saw the formal establishment of four northern municipalities, and the planned establishment of the Association of Serb Majority Municipalities. The 2015 Report is imperative for understanding the recent and the expectations for forthcoming developments.

As civil service capacity development continues in Kosovo, it is also essential to ensure that citizens view the institutions and officials as legitimate and responsive to their needs. Accessing public services is one of the primary and most fundamental ways that the citizen interacts with the local government. Therefore, public service delivery is one of the key areas for building the confidence between the institutions and the citizens. Kosovo Mosaic will provide evidence that will feed into policies that improve local government service delivery for women and marginalized groups of society.

# Objectives and Outputs

The main objective of the Kosovo Mosaic 2015 is to identify and re-assess citizens’ perceptions, needs, and priorities with respect to public services, so as to generate a comprehensive understanding as to which public services are most important to citizens in their daily lives, how the citizens’ demands change, including the specific requests of women and other marginalized groups. The comparison of 2015 results with those of 2003, 2006, 2009, and 2012, will highlight emerging trends in access to and delivery of public services.

The Household Survey’s outcome is the “Kosovo Mosaic 2015” and the expected results are as follows:

* Central and local level institutions and local and international non-governmental institutions and development agencies gain a comprehensive understanding of citizens’ needs with regard to public services and their delivery.
* MLGA uses the survey gender disaggregated data to establish performance indicators.
* MLGA and municipalities track progress in the quality of public service delivery since 2003.
* Measurable trends in people’s needs and priorities regarding public services provided, disaggregated by gender, ethnicity, age groups etc.
* Municipalities and central institutions use the data to set priorities for policymaking and budgeting in the area of public services.
* Enhanced dialogue between citizens and local government institutions with special focus on vulnerable groups: women, minorities and people with disabilities.
* Increased accountability of local and central level institutions.
* Trend analysis of development in the northern municipalities.

The Household Survey will continue to generate a range of products, which include:

* Kosovo Mosaic 2015 survey questionnaire;
* Kosovo Mosaic 2015 database;
* Kosovo Mosaic 2015 report in three languages, in electronic and print form;
* Online platform with interactive charts, visualizing data for all services, all municipalities, and all years (2003 through 2015).

This year’s presentation of data will, in addition to the print form, also include interactive online charts. While the first chapter of 2015 Mosaic will be consistent with the 2012 edition - present an overview of Kosovans’ satisfaction with public services and local authorities through trend analysis and rank the municipalities based on their performance - all other data and each individual municipalities’ profile will be made available online through interactive charts. The online platform intends to maximize the usage of data from the survey, increase citizens’ engagement in policymaking at the local level, as well as enhance accountability and transparency.

Similar to previous reports, this Kosovo Mosaic will be based on primary data collected through face-to-face interviews with more than 6,000 households. By keeping a major part of the questionnaire consistent, the data will allow for trend analysis and tracking of progress in public service delivery and performance of local governments.

*Key Considerations and Principles:*

In formulating and conducting the survey, certain considerations must be made for the following issues and principles:

* The importance of consulting with local and central institutions as well as international actors who have experience with service delivery in Kosovo, particularly at the local level.
* The importance of including end-users of the data in the process of questionnaire design

# Management and Reporting Arrangements[[6]](#footnote-6)

The survey will be carried out by a local research and analysis company, which will be contracted by UNDP. In addition to monitoring the company during survey implementation, UNDP will also be responsible for facilitating the drafting process of the methodology and questionnaire. UNDP will provide regular updates to the Working Group on the process and progress. The Working Group may request written reports which, due to the duration and nature of the project, should be limited to two reports.

*Kosovo Mosaic 2015 Working Group* – Will be established to finalize the questionnaire and methodology design, as well as to discuss the research findings and how usage of data can be optimized for municipality performance management as well as evidence-based policymaking at both central and local level. The Working Group will comprise of technical staff of the Ministry of Local Government Administration, UNDP, and USAID.

*Quality Assurance and Consultations* -. UNDP will be responsible for finalizing the questionnaire, conducting statistical analysis, drafting the report, as well as facilitating and monitoring the work of the research institution/organization that will implement the survey as well as the one designing the online platform for data visualization. However, in order to assure the quality of data and analysis, the Working Group will be consulted during each of the steps of project implementation, from finalization of the questionnaire to design of the online platform for data visualization and launching of the report.

*UNDP Focal Point* – The Team Leader of the Policy, Research, Gender and Communication (PRGC) Team will serve as a focal point of UNDP. In close consultation with the Working Group, he is responsible for coordinating the overall survey and writing process, as well as the follow up workshops with municipalities. Specifically, the focal point will carry out the following responsibilities:

Coordinate the finalization of the questionnaire;

Contract out the company which will conduct the survey;

Review and approve the documentation explaining sampling and surveying methodology, surveyor training and survey implementation;

Participate in the back-check process conducted by the research company/institution contracted for implementing the survey;

Review the deliverables of the contractor, including the final database in SPSS format and the final report (including the back-check report, fieldwork report, and data entry report);

Oversee the data analysis and writing of the final report;

Oversee and manage presentation of the report and its main findings in three languages (Albanian, Serbian and English), in print and organized, oral presentations form;

Contract out the company that will develop the on-line platform;

Oversee the development of the on-line platform.

*Data Analysis and Report Writing* – The data analysis and report writing will be conducted by the statistician and research analyst of the PRGC Team.

UNDP programme, specifically the Deputy Programme Coordinator, will be responsible for the overall oversight of the project.

**Financial Arrangements**

The management of the funds will be carried out under the UNDP Direct Execution (DEX) in accordance with UNDP financial rules and regulations, and UNDP’s results-based management approach. Specific financial contributions are stipulated in the Cost Sharing Agreement (CSA) with USAID, and in the Standard Agreement Template for Small Grant Contributions from Governments (with MLGA).

**Internal Monitoring**

At every stage of the project, all indicators will be monitored, and the impact measured through data collection. Regular reporting and overall monitoring will be carried out by the Team Leader/PRGC.

**AWP**

Due to the short duration of the project (September 2015 – February 2016) the Annual Work Plan will be replaced by a simplified Action Plan, indicating the expected result, indicators and resources required for the achievement of planned results.

*The final report* at project completion will be based on the report prepared by the research company with additional information on whether objectives have been met or not, outputs produced as planned, and provide other findings, lessons or recommendations.

**Gender mainstreaming**

The Kosovo Mosaic Report is gender sensitive - gender aspects are included in the project starting from the survey methodology, questionnaire, and gender disaggregated data and the results interpretation which will feed into the policies by municipalities and MLGA.

**Risks and assumptions**

Strong working relationships with the MLGA, the Research Company, and municipalities, will mitigate potential risk factors. By cooperating closely with the MLGA and addressing their needs/concerns, and implementing principles of ownership will further reduce potential risks. The general assumption is that the ministry, as a direct beneficiary and co-supporter of the Mosaic will want to benefit from the project, as well as USAID as a key partner. With regards to the research company UNDP will apply standard control mechanisms as for all RfPs including specific checks relevant for research work (validation of data, spot-checking, etc.).

UNDP has extensive experience in undertaking research and surveys, and has particular expertise on managing the process of developing the Kosovo Mosaic Report, this one being the fifth in the series. A Risk Log is attached as an Annex to document potential issues and responses.

# Results and Resources Framework: September 2015-February 2016

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| **Intended Outcome as stated in the Kosovo Programme Action Plan (KPAP) Results and Resource Framework:** Outcome 3: *“By 2015, central and local governments more effectively plan, implement and administrate policies which are participatory, gender-responsive and human rights centred”* | | | |
| **Outcome indicators as stated in the KPAP Results and Resources Framework:**  Percentage of increase of public satisfaction with government services, at the local and central levels (disaggregated by gender) | | | |
| **Applicable Key Result Area (from 2011 – 2015 Strategic Plan): Programme Component 2: Democratic Governance**  **CDP Impact 2: Social Cohesion and equity is advanced through accountable and responsive central and local institutions** | | | |
| **Partnership Strategy Adoption of an open and consultative approach in project development, close coordination with key institutions and partners** | | | |
| **Project title and ID (ATLAS Award ID): 2015 Kosovo Mosaic Report , 00089986** | | | |
| **INTENDED OUTPUTS** | **INDICATIVE ACTIVITIES** | **Responsible Parties** | Inputs |
| ***Output 1. 2015 Kosovo Mosaic Report published***  Baseline:  Number of household surveys conducted.  Existing data on number of respondents - gender based.  Number of reports published.  Indicators:  Number of household surveys conducted. Number of man-woman respondents.  Number of reports published.  Targets:  One Household survey of 6,700 completed ensuring gender balanced number of respondents.  One Mosaic Report 2015  Published. | *Activity Result 1.***Kosovo Mosaic 2015 questionnaire finalized**   * *Review the 2012 Mosaic questionnaire and decide on possible changes to questions.* * *Consult with MLGA, as a direct beneficiary, on possible new inclusion of indicators and questions.* * *Ensure continuity of the questionnaire while addressing potential new municipal service delivery issues.* * *Ensure gender specific service delivery issues are included in the questionnaire.*   *Activity Result 2.* **Kosovo Mosaic survey completed**   * *Complete the procurement procedures (RfP) for selection of the company that will collect the data.* * *Review and approve the methodology for data collection, actual data collection, and its input in the database.*   *Activity Result 3.* **Kosovo Mosaic Report 2015 Analysis completed**   * *Conduct (gender disaggregated) data analysis, report writing, data validation quality assurance.* * *Incorporation of comments from the Kosovo Mosaic 2015 Working Group and other relevant stakeholders.*   *Activity Result 4.* **Kosovo Mosaic Report 2015 finalized and printed**   * *Editing & translation, design and printing of the report*   *Activity Result 5.* **Online Visualisation Platform developed and launched**   * *Draft ToRs for the development of the on-line platform.* * *Initiate a procurement process for the company who will develop the on-line visualisation platform.* * *Interactive online visualisation platform designed and published online. Platform enables gender disaggregated data presentation.*   *Activity Result 6.* **Kosovo Mosaic 2015 Report launched**   * *Present and discuss the findings of the report with stakeholders in the following municipalities (events: venue & simultaneous translation): Prishtina, Prizren, Gjakova, Peja, Mitrovica, Ferizaj, Gjilan, and Mitrovica North*. | UNDP | *UDS 1,500*  *USD 34,000*  *USD 9,500*  *USD 6,500*  *USD 10,000*  *USD 2,000* |
| ***TOTAL*** | |  | ***USD 63,500*** |

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| **Budget breakdown per organisation** | | | |
|  | **USAID** | **MLGA** | **UNDP** |
| **Sub-total** | **$44,500** | **$13,000** | **$6,000** |
| **General management services** | **$3,560** | **$390** | **$0** |
| **Total per organisation** | **$48,060** | **$13,390** | **$6,000** |
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| **TOTAL COST** | **$67,450** | | |

*bundp20mm***OFFLINE RISK LOG**

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| **Project Title: Kosovo Mosaic 2015 Report** | **Award ID:** | **Date: August 2015** |

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| **#** | **Description** | **Category** | **Impact &**  **Probability** | **Countermeasures / Management response** | **Owner** | **Author** | **Date Identified** | **Last Update** | **Status** |
| 1 | Insufficient involvement or cooperation from the national authorities | Operational  Organisational | P = 1  I = 5 | Open, consultative project development approach; close coordination with MLGA through the Working Group | Programme Analyst | UNDP Kosovo | Inception |  |  |
| 2 | National authorities reluctant to incorporate into their policies the citizens’ demands, including gender specific demands. | Operational  Organisational | P = 1  I = 5 | Open, consultative project development approach; close coordination with MLGA through the Working Group | Programme Analyst | UNDP Kosovo | Inception |  |  |
| 3 | Selected research company unable to deliver on time and as per requested quality/standards | Operational | P = 2  I = 5 | Regular monitoring of the process/quality assurance; spot checks on the data gathering process as per industry standards | Programme Analyst | UNDP Kosovo | Inception |  |  |
| 4 | Random sampling of households may not generate sufficient data on ethnic basis | Operational | P = 1  I = 3 | UNDP, through quality assurance, the Working Group, and in cooperation with the selected company will review the initial data to ensure proportional representation | Programme Analyst | UNDP Kosovo | Inception |  |  |

1. Excluding the Census [↑](#footnote-ref-1)
2. Composed of sub-samples K-Albanian, K-Serbs, and other communities [↑](#footnote-ref-2)
3. As per the 2012 Report [↑](#footnote-ref-3)
4. Linking the Report with elections is considered sensitive because of a potential use for political purposes [↑](#footnote-ref-4)
5. MLGA will draft the accompanying Implementation Plan once the Government approves the Strategy [↑](#footnote-ref-5)
6. The following management arrangements are applicable only for Output 1, which will be implemented through Kosovo Foundation for Open Society (KFOS). Output 2 will be managed directly by UNDP and as per usual structures. [↑](#footnote-ref-6)