

**Millennium Foundation of Kosovo**

**Monitoring and Evaluation Plan**



**December 2018**

**Version 2**

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## PREAMBLE

This Monitoring and Evaluation (M&E) Plan:

- is part of the action plan set out in the MILLENNIUM CHALLENGE KOSOVO THRESHOLD PROGRAM (Threshold) signed on September 12, 2017 between the United States of America, acting through the Millennium Challenge Corporation, a United States Government corporation (MCC), and the Republic of Kosovo, acting through its government;
- will support provisions described in the Threshold; and
- is governed by and follows the principles stipulated in the *Policy for Monitoring and Evaluation of Compacts and Threshold Programs* (MCC M&E Policy).

This M&E Plan is considered a binding document, and failure to comply with its stipulations could result in suspension of disbursements. It may be modified or amended as necessary following the MCC M&E Policy, and if it is consistent with the requirements of the Threshold and any other relevant supplemental legal documents.

## LIST OF ACRONYMS

DQR	Data Quality Review
ERR	Economic Rate of Return
ESP	Environmental and Social Performance
GSI	Gender and Social Inclusion
ITT	Indicator Tracking Table
KEPA	Kosovo Environmental Protection Agency
M&E	Monitoring and Evaluation
MFK	Millennium Foundation of Kosovo
MCC	Millennium Challenge Corporation
MIS	Management Information System
NGO	Non-Governmental Organization
POC	Point of Contact
QDRP	Quarterly Disbursement Request Package
PHI	Public Health Institute
SGA	Social and Gender Assessment
TOR	Terms of Reference

## THRESHOLD AND OBJECTIVE OVERVIEW

### Introduction

This Monitoring and Evaluation Plan serves as a guide for program implementation and management, so that Millennium Foundation of Kosovo (MFK) management staff, board, program implementers, beneficiaries, and other stakeholders understand the progress being made toward the achievement of objectives and results, and are aware of variances between targets and actual achievement during implementation.

This Monitoring and Evaluation Plan is a management tool that provides the following functions:

- *Describes the program logic and expected results.* Gives details about what impacts the Threshold and each of its components are expected to produce in economic, social, and gender areas and how these effects will be achieved.
- *Sets out data and reporting requirements and quality control procedures.* Defines indicators, identifies data sources, and determines frequency in order to define how performance and results will be measured. Outlines the flow of data and information from the project sites through to the various stakeholders both for public consumption and to inform decision-making. It describes the mechanisms that seek to assure the quality, reliability and accuracy of program performance information and data.
- *Establishes a monitoring framework.* Establishes a process to alert implementers, MFK management, stakeholders, and MCC to whether or not the program is achieving its major milestones during program implementation and provides a basis for making program adjustments.
- *Describes the evaluation plan.* Explains in detail how MCC and MFK will evaluate whether or not the interventions achieve their intended results and expected impacts over time.
- *Includes roles and responsibilities.* Describes in detail the responsibilities of the M&E staff.

## Program Logic

### Threshold Program Background

On September 12, 2017, the U.S. Government's Millennium Challenge Corporation (MCC) and the Government of the Republic of Kosovo signed a \$49 million threshold program to spur economic growth and reduce poverty in Kosovo.

Kosovo, located on the Balkan Peninsula in South-East Europe, has a population of 1.8 million spread across 10,908 km, making it one of the most densely populated countries in the region. Ethnic Albanians make up the majority of the population (92%), while the largest minority is represented by ethnic Serbs. The Kosovo population is young with a median age of 27 years. Kosovo's young population represents both a promising resource on which to base future growth as well as a growing source of concern. With unemployment of 15 to 24 year-olds at 58%, the economy has not shown the ability to create enough opportunities to employ the country's youth. Furthermore, the female labor force participation rate is the lowest in the region and among the lowest in the world.

Since gaining independence in 2008, the Government of Kosovo has made significant strides in strengthening the administration of public services and upgrading public infrastructure, and has undertaken reforms to improve the business climate to attract private investment. However, with 30 percent of the population living below the poverty line, Kosovo is one of the poorest countries in Europe, and is still developing government institutions that can ensure the rule of law and effectively deliver critical services to its citizens.

MCC's Kosovo Threshold Program addresses two key constraints to Kosovo's economic growth: an unreliable supply of electricity; and real and perceived weakness in rule of law, government accountability and transparency. MCC's investments are designed to strengthen the power sector by fostering a market-driven approach to lowering energy costs for households and businesses, encouraging energy efficiency, and developing new sources of electricity generation. The program also supports the Government of Kosovo's efforts to improve decision-making and accountability by increasing the accessibility and use of judicial, environmental, and labor force data.

### Project Description and Logic

#### ***Project 1: Reliable Energy Landscape Project: Description and Logic***

The objective of the Reliable Energy Landscape Project is to reduce the current gap between energy demand and supply, by lowering energy use through piloting household investments in energy efficiency (HH efficiency retrofits and apartment building efficiency retrofits), switching to cost-effective non-electricity sources of heating (district heating), and reducing barriers to IPP entrants to the market. As a pilot, two of the three activities also aim to create knowledge. As such, results beyond this objective in the logic are notional and not to be causally claimed by

these two activities of this Project. They are what is logically expected to happen if the pilot were to be scaled.

The fact that demand for electricity significantly outstrips supply of electricity in Kosovo is the identified problem. Households in Kosovo consume around 60% of total electricity. Household electricity demand is mainly driven by household demand for outputs like heating, water heating, lighting, cooling, and cooking. Investments in energy efficiency are made to produce the same level of output from a reduced number of units of energy input. The Reliable Energy Landscape Project will address two root causes and barriers to investments in energy efficiency: the general lack of consumer awareness of energy saving measures and their benefits, and for poor households, the lack of ability to pay for them. The proposed approach to address these root causes involves a mix of awareness raising, incentive piloting (to make investments affordable to the poor), regulatory support, and technical assistance/capacity building.

#### *Activity 1.1: Pilot Incentives for Household Investment in Energy Efficiency (PIEE)*

Pilot Incentives for Household Investment in Energy Efficiency (PIEE) is the first activity (Activity 1.1) of RELP which aims to provide incentives for residential consumers to invest in retrofits, to reduce household energy consumption, as well as incentives aimed at increasing the involvement of women in energy sector business opportunities, and efficiency investments. The primary technical focus of the PIEE intervention packages are energy efficiency measures (including improving thermal insulation in walls and roofs, energy-efficient windows, weather sealing, energy-efficient water heaters, and energy-efficient biomass stoves and furnaces) that will reduce the consumption of electricity for heating and promote the use of energy efficient heating devices. Behavior change and outreach (BC&O) is a crucial component to achieve the intended objectives of this activity. In addition, PIEE will provide grants to apartment communities in competitively selected municipalities to implement energy efficiency upgrades to common areas<sup>1</sup> and the thermal envelope. In order to reach this, more household associations will be established and municipalities will co-invest. A training program for community energy auditors will be offered.

Once households are more aware of energy efficiency benefits, they invest more in EE measures, and as a result there will be a reduction in electricity consumption. If scaled up, the cost of electricity supply will decrease due to reduced stress on power transmission and distribution infrastructure (especially in winter, when demand is very high). More reliable electricity supply, i.e. fewer outages, will decrease the expensive electricity imports. These electricity savings will be passed on to consumers through lower electricity tariffs. In addition, it leads to cost savings for businesses that currently must pay for expensive mitigation measures. Reducing overall demand will also decrease the total number of days each year that demand exceeds supply, when imports of relatively expensive electricity is required. This will reduce the overall cost of electricity, and would be reflected, compared to the counterfactual, in a lower tariff or taxes.

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<sup>1</sup> Common areas are defined as those areas in MABs that require prior approval by a legally recognized body appointed by a home owner's association or "founder of the condominium" as described by Law No. 04/L-134 "Law on the Condominium".



Potential barriers to women’s activity in the labor market are a critical cross-cutting risk that might impact the ability to deliver equal access to benefits for women, in particular economic and employment opportunities in a largely male-dominated sector. The proposed approach to addressing this is through designing a set of incentives to boost women’s employment and entrepreneurship in the sector, directly tied to the economic opportunities that the project is likely to provide. These activities meet overall MCC objectives of intentionally targeting women and other vulnerable groups so they can benefit from project benefits.

#### Activity 1.2: Pilot District Heating Metering (DHM)

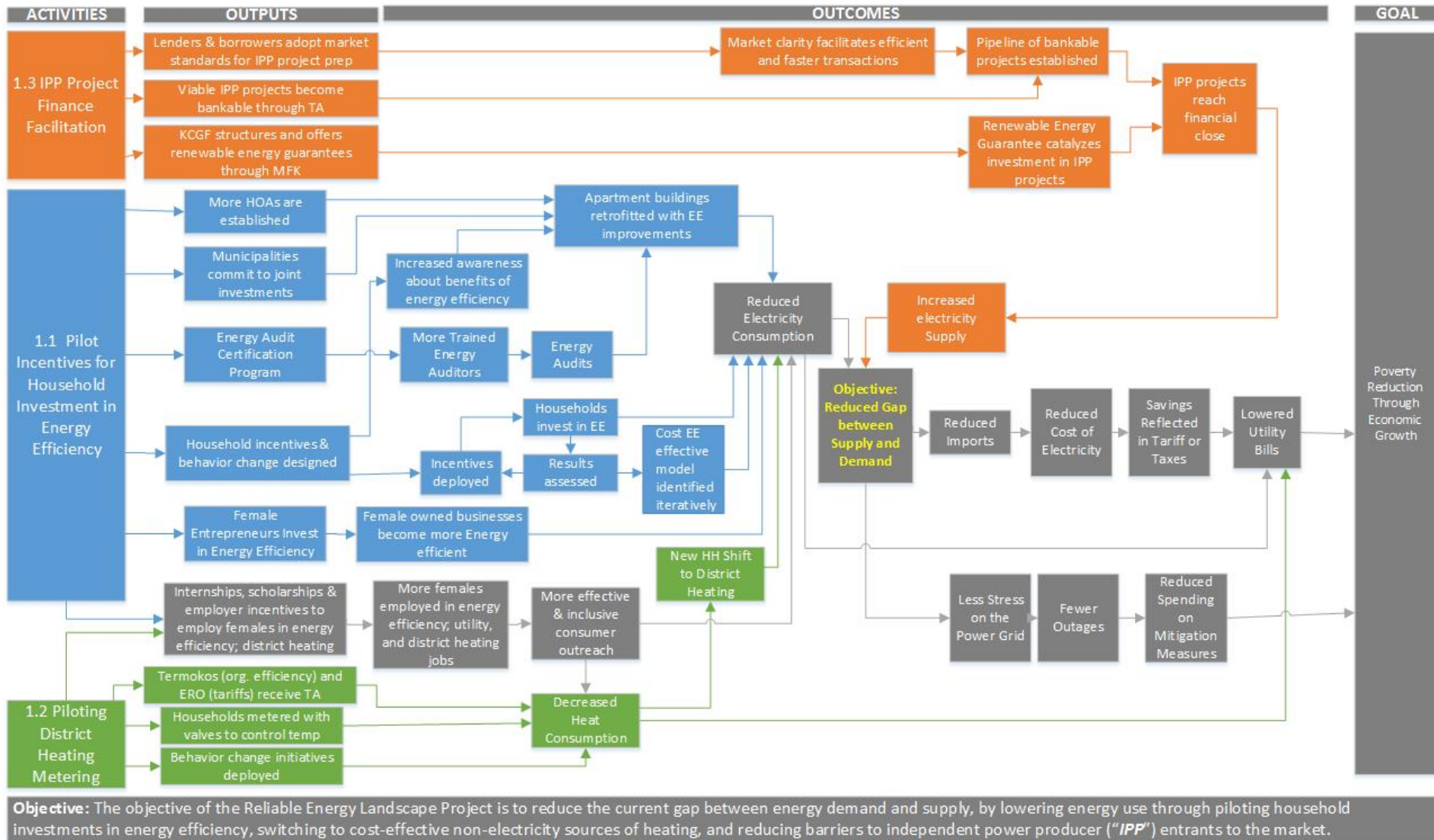
Pilot District Heating Metering (Activity 1.2) is the second RELP activity, which aims at reducing heat electricity use by expanding consumption-based district heat metering on the Termokos district heat supply network in Pristina. Implementing consumption-based heat metering and thermostatic control will reduce demand on the district heat network and support expansion of heat supply services to new consumers which rely on electricity for heating, as well as improve the service for the consumers who are already reside in buildings connected to district heating services. The activity is expected to work with Termokos, end-users, the Energy Regulatory Office (ERO), in addition to tariff design, to try different modalities and strategies for packaging DHM and energy efficiency services to maximize customer value, reliability, and sector cost efficiency. Behavior change and outreach (BC&O) is a crucial component to achieve the intended objectives of this activity.

#### Activity 1.3: Independent Power Producer (IPP) Project Finance Facilitation

IPP project finance facilitation activity is the third activity of RELP which aims to expand the Kosovo Credit Guarantee Fund’s (KCGF) mandate in establishing a new Renewable Energy IPP Guarantee Window and to create a Kosovo Project Acceleration (KPA) Program within MFK. It directly addresses electricity supply and some of the longer-term outcomes that the Program foresee. The activity foresees the following tasks:

1. Developing a standardized framework for renewable energy project financing that follows international best practices while also ensuring it is contextualized to the Kosovo market that is applicable to all sector stakeholders including IPP developers, commercial banks, KCGF, and relevant government ministries.
2. Training IPP developers, banks, KCGF, and local consultants on the use of the template documents and spreadsheets.
3. Facilitating the development of a pipeline of bankable RE IPP transactions in the standardized format for submission to the partner banks.
4. Establishing a KPA Advisory Committee consisting of key renewable energy stakeholders including government regulators, commercial banks, and RE IPP developers to develop the standardized framework for renewable energy project financing. This will lead to a market clarity that facilitates efficient and faster transactions, creates a pipeline of bankable projects, which as a result reach financial close.

## Project Logic Diagram: Reliable Energy Landscape Project (RELP)



Together, these tasks are expected to standardize the documentation required for IPP to apply for financing resulting in market clarity and more efficient financial transactions. The activity also expects to provide technical assistance to bankable IPP projects so they can make it to financial close. The guarantee through KPA is expected to lower the financial risk that lending institutions foresee in backing IPP projects and allow IPP entrants into the market. This activity is expected to result in an increase in electricity production in the long term.

## ***Project 2: Transparent and Accountable Governance: Description and Logic***

The fact that civil society and non-governmental organizations (NGOs) cannot engage constructively with the Government due to lack of publically available data and adequate outreach is the identified problem. This leads to a perception of poor government performance, at least part of which is based on reality, and undermines investor confidence. The objective of the Transparent and Accountable Governance Project is to improve the public availability and analytical use of judicial, environmental, and labor force data by civil society, private sector, academia and the Government, thus promoting data driven decision-making. This may logically address the inability of civil society to constructively engage with the Government using the same evidence base. In addition, this project will help to reduce the gap between public perception and reality of public service provision and transparency.

### **Activity 2.1: Public Access to Judicial Information**

Public Access to Judicial Information is the first activity of TAG project, which will support the development of a personal portal in the Case Management Information System (CMIS) (an ongoing project financed by Norwegian Government and implemented by Kosovo Judicial Council) and readiness of judicial decisions for publication on the internet. Existing efforts by the Kosovo Judicial Council (KJC) and Kosovo Prosecutorial Council (KPC), with the assistance of the Government of Norway, are targeting improvements to the judicial sector by implementing a case management information system and using that system to improve the administration of justice in Kosovo. Our project will use data and information created by these and other related efforts and make it available and useful to the public. MFK funding will support:

- Creating an online platform for the public to access their personal case information and statistical data generated by the case management information system, as well as enabling disaggregation and analysis of data by meaningful categories, such as gender, region, or ethnicity;
- Supporting improved quality of judicial decisions for publication;
- Making judicial decisions publicly available through the online platform to encourage wider accessibility and analysis;
- Supporting improvement of communication and outreach by the judiciary and other rule of law institutions.

Public availability of judicial statistics expected to result in an increased use of data by civil society and private sector.

### Activity 2.2: Environmental Data Collection

Environmental data collection is the second activity of the TAG project which will support Government institutions involved in environmental protection and health, such as the Kosovo Environmental Protection Agency (KEPA), the Kosovo Hydrometeorological Institute (KHMI), and the Kosovo Institute of Public Health (KIPH), to effectively monitor and report on select environmental indicators to a variety of stakeholders, including the general public. The Activity will also strengthen the ability of civil society to interpret the data in order to engage more productively with the Government on environmental and health issues.

There may be other factors that drive KEPA and KHMI's ability to report data and use data for decision making, including incentives (both within the organization and in the environment in which KEPA operates), organizational structures, organizational processes, and staff knowledge. This Activity will discern the root causes of performance gaps as well as the assets and strengths that target organizations can leverage to improve performance. It will analyze factors that prevent data from being shared and used for decision-making. The Activity will address these constraints by working at the institutional level to deal with organizational processes and structures that create openings for data-driven decision making. Proposed interventions include:

- Supporting a needs assessment of the factors that drive KEPA's ability to report and use data for decision-making, as well as current monitoring, data collection, reporting capacity for air, land and water, gaps in target indicators, and assessment of where other institutions are collecting environmental data;
- Providing support to ensure all equipment that monitors air quality is well placed, functional and communicating data automatically on the indicators of air quality that are currently measured, and ensuring that KEPA is able to keep those assets properly maintained and calibrated;
- Improving KEPA's environmental data management platform and reporting ability, ensuring data is shared regularly and publicly in a machine-readable format;
- Supporting a needs assessment of KIPH's data analysis and communication capacity;
- Improving communication and coordination between KIPH, KEPA, and KHMI regarding the frequency, location, elements and parameters of data needs; and
- Improving KIPH's capacity to use environmental data to identify risks, prevent disease and the health consequences of environmental hazards.

In order to foster a constructive relationship with civil society, this Activity will also support civil society capacity building. Media representatives (digital, paper, television and radio), educational, and civil society organizations, will receive trainings on how to interpret, analyze, and present data about environmental pollution. Efforts will be made to ensure participation of women's civil society organizations and those of social minority groups, and to highlight environmental risks of particular relevance to these groups, and will include working closely with municipalities and local governments to use and contribute to data.

Our theory of change suggests that the above-mentioned interventions will result in an interoperable data platform and open data service developed, which will support KEPA/KHMI to report air quality data in real-time. This will lead to more BCO initiatives to help public understand appropriate responses to air quality information.

### Activity 2.3: Kosovo Open Data Challenge

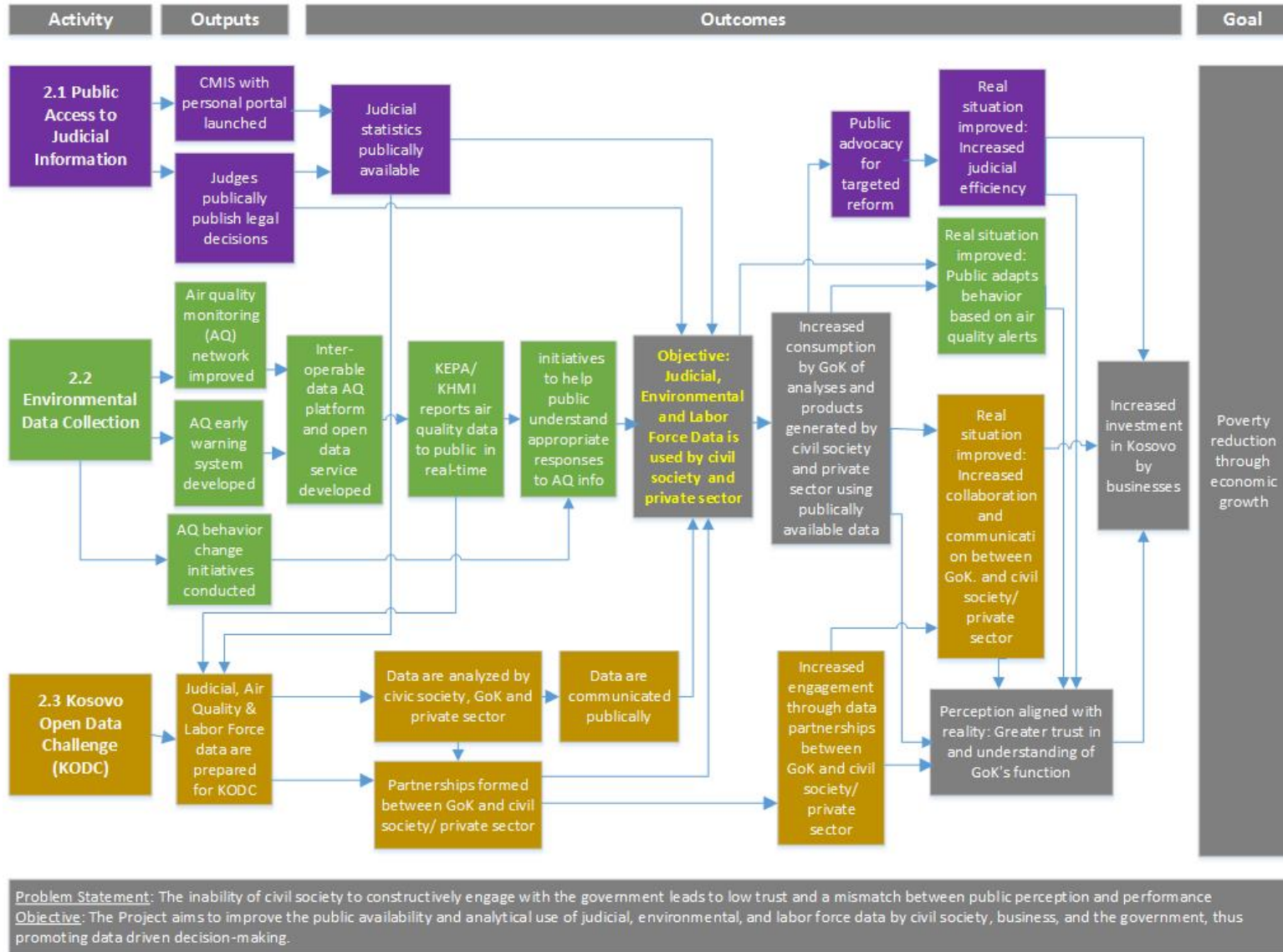
Kosovo Open Data Challenge activity will award grants through a competitive process to individuals or organizations who have innovative ideas about how to use, analyze, and present data to influence and support the Government's analytical and public communication needs. To ensure the newly available data resulting from the Threshold Program and other sources is used to drive decision-making, the KODC will engage, support, and connect local innovators, developers, and solution providers to use open data to help produce tools and analysis that responds to Government needs, thereby creating examples of constructive relationships between the Government, private sector, and civil society. The KODC Activity will support relevant Government entities to creatively share data, formulate their critical needs or questions, which they would like help in answering and identify innovative solutions that would help Government transparency and efficiency. The KODC Activity will also support the Government to implement or plan for implementation of solutions identified as part of the Activity. Through this process, the KODC Activity will in particular emphasize identification of potential inequalities related to gender, ethnicity, region, or other relevant disaggregations, and solution-oriented analysis of data, and adoption of those solutions.

The KODC Activity will award grants through multiple challenge windows in the following areas:

- Time use and Labor Force data with an emphasis on analysis of gender-specific barriers;
- Judicial data; and
- Environmental and energy data.

The above mentioned interventions will support critical analyses and use of key judicial, environmental, energy and labor force statistics by the public, in addition to supporting the formation of partnerships between Government of Kosovo and civil society/private sector. This leads to an opportunity for Government officials to use these analyses in policy related decision-making. With additional support to the communication capabilities of select ministries and agencies to conduct outreach with civil society, as well as each other, greater trust and collaboration is expected to be fostered between civil society and Government stakeholders to produce creative solutions to respond to Government needs. This should contribute to an improvement in the perception of Government function and improved investor confidence. This theory of change is contingent upon the scale and adoption of the data transparency culture, and therefore the higher order outcomes may be modest.

## Project Logic Diagram: Transparent and Accountable Governance Project



## Projected Economic Benefits

At this time, no economic analysis has been conducted for the program.

## Projected Program Beneficiaries

According to the MCC *Guidelines for Economic and Beneficiary Analysis*, beneficiaries of projects are considered individuals that are expected to experience better standards of living due to Threshold activities aimed to increase their real incomes. The economic rate of return (ERR) analysis for proposed projects gives details on benefit streams through which beneficiaries should experience increased income. A general overview of the span of program benefits (or the timeline for the definition of such) across the population of Kosovo, is presented in the table below.

### Projected Program Participants

Project	Program Participant Definition	Est. Number of Program Participants
1.1 Reliable Energy Landscape: Pilot Incentives for Energy Efficiency	Household applicant from all over Kosovo	2500 households
	Apartment Buildings from pre-selected municipalities	25 apartment buildings
1.2 Reliable Energy Landscape: District Heating	All apartment buildings in Pristina connected to district heating	300 Apartment buildings (14000 apartment units)
1.3 Reliable Energy Landscape: IPP Project Finance Facilitation	Beneficiary institution is KCGF (Kosovo Credit Guarantee Fund; 7-10 IPPs expected)	N/A
2.1 Transparent and Accountable Governance: Public Access to Judicial Information	Beneficiary institutions are KJC and KPC (Kosovo Judicial Council; Kosovo Prosecutorial Council)	N/A
2.1 Transparent and Accountable Governance: Environmental Data Collection	Beneficiary institutions are KHMI and NIPH (Kosovo Hydro-meteorological Institute; National Institute for Public Health)	N/A
2.1 Transparent and Accountable Governance: Kosovo Open Data Challenge	Grant facility with three challenge windows. As of Dec 2018, first window is complete. Beneficiaries listed from first window only.	10 civil society organizations

## MONITORING COMPONENT

### Summary of Monitoring Strategy

The Threshold will be monitored systematically and progress reported regularly through the Indicator Tracking Table (ITT). There are four levels of indicators that follow from the project logic framework: (i) process; (ii) output; (iii) outcome; and (iv) goal. The various indicator levels map to the logic and thus allow Project developers and managers to understand to what extent planned activities are likely to achieve their intended objectives. Often most outcome and goal indicators are not monitored during the life of the Threshold, but rather are reported through evaluations after the Threshold is complete. Those levels of results typically take longer to be achieved.

Monitoring data will be analyzed regularly to allow managers of MFK and MCC to make programmatic adjustments as necessary with a view towards improving the overall implementation and results of the Program.

Goal indicators measure the economic growth and poverty reduction that occur during or, most likely, after implementation of the program. For MCC Threshold Programs, goal indicators will typically be a direct measure of local income and are typically measured through post threshold evaluations. Outcome indicators measure the intermediate effects of an Activity or set of Activities and are directly related through the Project Logic to the output indicators. Output indicators directly measure Project Activities. They describe and quantify the goods and services produced directly by the implementation of an Activity. Process indicators measure progress toward the completion of Project Activities. They are a precondition for the achievement of output indicators and a means to ascertain that the work plan is proceeding on time.<sup>2</sup>

MCC has introduced common indicators for external reporting across all MCC Compacts and Thresholds. The common indicators relevant to the MFK Threshold Program are included in this M&E Plan.

The Threshold Agreement outlines the initial indicators for the Program. The M&E Plan builds on this information with additional indicators developed by MCC, MFK project managers and implementers in the early stage of project implementation.

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<sup>2</sup> The indicator levels are formally defined in MCC's *Policy for Monitoring and Evaluation of Compacts and Threshold Programs*.



The Indicator Definition Table provides relevant details for each indicator by Project and can be found in Annex I. It provides descriptions for the indicator structure by specifying each indicator's: (i) name; (ii) definition; (iii) unit of measurement; (iv) level of disaggregation; (v) data source; (vi) responsible party; and (vii) frequency of reporting.

To ensure that the Program is on track to meet its overall goals and objectives, the monitoring indicators will be measured against established baselines and targets, derived from ex-ante economic rate of return analysis, other types of analysis, and project planning documents. The targets reflect the underlying assumptions made in program design about what each activity will likely achieve. Baselines and target levels for each indicator are defined in Annex II.

Indicators may need to be modified in future versions of the M&E Plan. Modification and revisions to the indicators may only be made according to the MCC M&E Policy. Any significant modifications to the indicators or other content will be summarized in Annex III of the M&E Plan.

A number of each Project's indicators, baselines and targets are currently pending determination. The majority of these baselines and targets will be established once the feasibility and design studies are completed.

The MFK M&E Unit shall consult and assist implementing entities in setting up their data collection plan and reporting templates.

## **Interface with Integrated Project Management Tools**

M&E coordination with Integrated Project Management (IPM) Tools at several instances is being piloted in the Kosovo Threshold Program as Integrated Monitoring. The list below provides key integration points with IPM tools that are being developed and operationalized by the MFK.

- **Risk Register:** The risk register is a project management tool that monitors the most important risks to the project or program. Integrated Monitoring is operationalized through the following three processes:
  - *Risk identification through the project logic:* The first step in development of the risk register is brainstorming risks to the program. For Integrated Monitoring, this exercise is structured by the Project Objective and key outcomes identified in the project logic.

- Long term thinking for risk impact: To prevent focus on short-term risks, the impact of the risks in the risk register are structured loosely by outputs and outcomes identified in the project logic. Focus is on the outputs and medium-term outcomes upstream of the Project Objective because active effort from the MFK is required to achieve all outputs and medium-term outcomes leading directly to the Project Objective.
  - Monitoring data informs risk assessment: Ongoing use of the risk register requires continuous re-assessment of the identified risks (probability and impact). Monitoring data from the Indicator Tracking Table is intended to be used for informing ongoing risks assessment. Coordination between the M&E Director and the Project Directors is expected to identify the most relevant indicators so that data can be used to inform data-driven risk assessment.
- **Stakeholder Coordination Plan:** The Project Director is the owner of the Stakeholder Coordination Plan and manages relationships and information flow to external stakeholders. M&E data sharing agreements (e.g. for ITT data and background documents for evaluations) and relationships with key implementing partners should be included in the Stakeholder Coordination Plan to ensure a unified MFK voice. Inclusion in the plan and operationalizing coordination in tandem with the Project Director improves engagement with the relevant stakeholders and allows the M&E Director to better manage data sharing.
  - **Change Management Plan, and related requests:** A Change Management Plan and subsequent Change Management Requests are project management tools for handling contractual changes in (typically infrastructure) work. Through Integrated Monitoring and Integrated Project Management, MFK Change Request forms are being modified to include effect of the proposed change on the outputs and outcomes identified in the project logic(s). An additional step now included in the Change Management Plan is to provide an update to the project logic outcomes and indicators affected by the change so the monitoring framework accurately reflects the project.
  - **Work-Breakdown Structure, and related workplans:** A work-breakdown structure is a deliverable-oriented breakdown of a project into smaller components. It is used to create workplans that govern the team's activities. The project logic, work-breakdown structure and related workplans must all be aligned. In Integrated Monitoring, there is two-way communication to ensure that the outcomes in the project logic are aligned with the work-breakdown structure so the monitoring indicators can be used by project managers to assess progress on outcomes.

## **Data Quality Reviews**

Data quality is the primary responsibility of the MFK staff, led by the Monitoring & Evaluation and Economics (MEE) Director. The MEE Director, other MFK staff, as appropriate, and implementing entities should regularly check data quality. The MEE Director should verify that all reported data has appropriate source documentation and that calculations have been done correctly. The MFK MEE Director will conduct field visits on a regular basis or whenever requested by MCC, to review the quality of the data gathered through this M&E Plan. MFK may hire individual data quality monitors to monitor data collection and quality, as needed.

In addition to regular data quality checks by MFK staff, independent Data Quality Reviews (DQRs) will be conducted in accordance with the requirements of the MCC M&E Policy.

The objectives of DQRs are to assess the extent to which data meets the standards defined in the MCC M&E Policy in the areas of validity, reliability, timeliness, precision and integrity. DQRs will be used to verify the consistency and quality of data over time across implementing agencies and other reporting institutions. DQRs will also serve to identify where the highest level of data quality is not possible, given the realities of data collection.

The particular objectives for the DQRs will include identification of the following parameters: i) what proportion of the data has quality problems (completeness, conformity, consistency, accuracy, duplication, integrity); ii) which of the records in the dataset are of unacceptably low quality; iii) what are the most predominant data quality problems within each indicator; iv) what are the main reasons behind low quality; and v) what steps can be taken to improve data quality.

MFK will contract an independent data quality reviewer in compliance with MCC Program Procurement Guidelines. An initial DQR will be contracted by MCC during Year 2 of the Threshold (effectively first year of implementation); subsequent DQRs will be contracted by MFK in compliance with MCC Program Procurement Guidelines. A DQR for RELP is expected in first half of 2019. A DQR for the TAG Project is expected in late 2019 or early 2020.

## **M&E Capacity Program**

MFK will be responsible for ensuring regular training of key project stakeholders in monitoring and evaluation in order to build the capacity of these stakeholders to remain compliant with the M&E requirements of the Threshold. The capacity building program will be needs-based, as

determined through: a) regular staff assessments, and b) as identified in the findings of the independent DQRs.

## **Standard Reporting Requirements**

### **Reporting to MCC: Quarterly Disbursement Request Package**

Performance reports serve as a vehicle by which the MFK Management informs MCC of implementation progress and on-going revisions to Project work plans. Currently, MCC requires that MFK submit a Quarterly Disbursement Request Package (QDRP) each quarter. The QDRP must contain an updated ITT and a narrative report. A complete ITT presents the preceding quarters' indicator actuals and current quarter indicator progress against targets set forth in this M&E Plan. The QDRP narrative report provides a brief description of the previous quarter's Threshold implementation progress and explains how requested funds will be used in the coming quarter. The QDRP narrative is the responsibility of all staff of MFK. The ITT is the source for MCC's internal and external reporting on indicator progress.

Additional guidance on reporting is contained in MCC's [Guidance on Quarterly MCA Disbursement Request and Reporting Package](#).

### **Reporting to MFK and Local Stakeholders**

Even though the QDRP is required to be sent to MCC, MFK should also use these reports and the data included in them to assess progress and performance internally. The M&E team will attempt to align MCC and MFK reporting so that data is used to inform decision-making at both levels. MFK management (CEO with the assistance of the MEE Director) will present the ITT to the Board, on a quarterly basis.

## **EVALUATION COMPONENT**

### **Summary of Evaluation Strategy**

While good program monitoring is necessary for program management, it is not sufficient for assessing ultimate results. Therefore, MCC and MFK will use different types of evaluations as complementary tools to better understand the effectiveness of its programs. As defined in the MCC M&E Policy, evaluation is the objective, systematic assessment of a program's design, implementation and results. MCC and MFK are committed to making the evaluations as rigorous as warranted in order to understand the causal impacts of the program on the expected outcomes and to assess cost effectiveness. This Evaluation Component contains three types of evaluation activities: (i) independent evaluations (impact and/or performance evaluations); (ii)

self-evaluation, and (iii) special studies, each of which is further described below. The results of all evaluations will be made publicly available in accordance with the MCC M&E Policy.

### **Independent Evaluations**

According to the MCC M&E Policy, every Project in a Compact or Threshold must undergo a comprehensive, independent evaluation (impact and/or performance). The next section on Specific Evaluation Plans will describe the purpose of each evaluation, methodology, timeline, and the process for collection and analysis of data for each evaluation. All independent evaluations must be designed and implemented by independent, third-party evaluators, which are hired by MCC. If the MFK wishes to engage an evaluator, the engagement will be subject to the prior written approval of MCC. Contract terms must ensure non-biased results and the publication of results.

For each independent evaluation, MFK (CEO, project leads, MEE Director and GSI director) and relevant stakeholders are expected to review and provide feedback to independent evaluators on the evaluation design reports, evaluation materials (including questionnaires), baseline report (if applicable), and any interim/final reports in order to ensure proposed evaluation activities are feasible, and final evaluation products are technically and factually accurate. MCC’s evaluation review process will follow the guidelines outlined in the MCC M&E Policy.

### **Special Studies**

Either MCC or the MFK may request special studies or ad hoc evaluations of Projects, Activities, or the Program as a whole prior to the expiration of the Compact or Threshold Term.

At this time, no special studies are planned.

## **Specific Evaluation Plans**

### **Summary of Specific Evaluation Plans**

The following table summarizes specific evaluation plans. More details will be determined once the project designs are finalized and an independent evaluation firm is hired.

<b>Evaluation Name</b>	<b>Evaluation Type</b>	<b>Evaluator</b>	<b>Primary/ Secondary Methodology</b>	<b>Final Report Date</b>
<b>Reliable Energy Landscape Project Evaluation</b>	Performance	TBD	TBD	procurement expected in 2019

<b>Transparent and Accountable Governance Evaluation</b>	Performance	TBD	TBD	procurement expected in 2020
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## Reliable Energy Landscape Project Evaluation

### ***Evaluation Questions (tentative)***

1. Do households consume less electricity as a result of the Project? This links to the following indicator: Household Electricity Consumption
2. Does a reduction in household electricity demand reduce the incidence of peak demand outstripping electricity supply, and subsequent power outages and import of power? This links to the following indicators: Supply & Demand Gap, Load Factor, System Average Interruption Frequency Index, Imported Power.

### ***Evaluation Methodology Description (tentative)***

The Reliable Energy Landscape Project Evaluation will be a performance evaluation, and it will assess whether the PEE and District Heating Metering, and the IPP Project Finance Facilitation activities achieved their goal (i.e. did MFK learn which interventions are the most cost effective at reducing household energy consumption?), the contribution of all three activities to the objective of the project and, finally, whether the project had impacts on the higher level results in the project logic.

The independent evaluation will include a process study, assessing the fidelity of implementation to the original design, and setting the stage for the assessment of results further down the logical chain.

Note that the PEE Activity is planned to include an iterative impact evaluation as part of the project itself, to learn what works best to decrease energy consumption. While they may share data, the independent evaluation will be conducted separately from the iterative evaluation, in order to meet MCC's requirements for independent evaluation.

### ***Data Sources***

- Administrative data: The independent evaluation will make use of quantitative data from the Kosovo energy sector as a whole.
- Survey data: Some survey data collection may be required, where the administrative data (particularly from meters) is not sufficient in frequency or quality. The initial data quality review will inform this decision.

### Primary Data Collection

Survey Name	Quantitative or Qualitative	Define Sample	Sample Size	Number of Rounds	Exposure Period (months)	Expected Dates of Primary Data Collection
TBD	TBD	TBD	TBD	TBD	TBD	TBD

## Transparent and Accountable Governance Project Evaluation

### *Evaluation Questions*

1. To what degree does the Government pay attention to or consume analyses done by non-government entities and whether that factors into any policy decision-making? This links to the following indicator: Data-driven policy process (judicial & environmental)
2. Is there a measureable improvement in judicial efficiency as defined by case processing time and variance? Is it attributable to the intervention? This links to the following indicators: Processing Time and Processing Variation
3. Does the existence of transparent environmental data create enough political will for the Government to act? This links to the following indicator: Reality Improvement (TBD)
4. Is there an increase in communication between inter-ministerial agencies, i.e. Kosovo Environmental Protection Agency (KEPA) and Public Health Institute (PHI)?
5. Is there a noticeable change after in investment by businesses as a result of this intervention? This links to the following indicator: Increased investment by business in Kosovo.

### *Evaluation Methodology Description*

This Project is expected to be evaluated through a performance evaluation, incorporating quantitative data where feasible. The evaluation will include a process study, assessing the fidelity of implementation to the original design, and setting the stage for the assessment of results further down the logical chain. The questions that will guide the design of the evaluation are listed above.

### *Data Sources*

- The UNDP Pulse Survey and the Kosovo Mosaic will be used as the data sources for the evaluation.
- Administrative data from the environmental and judicial sectors.
- Survey data to assess alignment of perception and reality may be required.

### Primary Data Collection

Survey Name	Quantitative or Qualitative	Define Sample	Sample Size	Number of Rounds	Exposure Period (months)	Expected Dates of Primary Data Collection
TBD	TBD	TBD	TBD	TBD	TBD	TBD

### Summary of Activities or Sub-Activities without Evaluations

At this time, all activities and sub-activities are planned to have an evaluation.



## IMPLEMENTATION AND MANAGEMENT OF M&E

### Responsibilities

The MFK M&E Unit will be composed of an M&E and Economics (MEE) Director who will have the key responsibility of leading and managing all M&E activities, primarily, and support Economics as well. The MEE Director will hire short-term support on an as-needed basis. The MEE Director will carry out, or hire contractors to complete the following and other related activities:

- Direct implementation of all activities laid out in the M&E Plan and ensure all requirements of the M&E Plan are met by MFK;
- As the champion of results-based management, the M&E Unit will take steps to foster a results-oriented culture throughout MFK and its implementing partners – this includes making sure that M&E information is used by the MFK management and project teams to improve Threshold performance (feedback loop);
- Ensure that the M&E Plan is modified and updated as improved information becomes available;
- Oversee development and execution of an M&E system (including data-collection, data-analysis and reporting systems);
- Elaborate and document M&E Policies, Procedures and Processes in a guidance document to be used by all MFK staff and project implementers;
- Communicate the M&E Plan and explain the M&E system to all key stakeholders involved in the Threshold, particularly project implementers, to ensure a common understanding by all. This could take the form of orientation and capacity building sessions and could focus on issues such as:
  - Explaining indicator definitions, data collection methods and timing/frequency of data collection and reporting,
  - Data quality controls and verification procedures,
  - Evaluation questions and methodology, etc.;
- Develop and use a documentation system to ensure that key M&E actions, processes and deliverables are systematically recorded. This may be accomplished either as part of the M&E information system or independently. The documentation may encompass the following elements:
  - Indicators and material evidence for reported values
  - M&E Plan versions
  - Reporting manuals and templates

- Key M&E deliverables including Terms of References (TORs), contracts/agreements, data collection instruments, reports/analyses, etc.;
- Develop (with the Communication Unit, Environmental and Social Performance (ESP) officers, and Gender and Social Inclusion (GSI)/Social and Gender Assessment (SGA) officers) and implement a systematic results dissemination approach that draws on verified ITT data;
- Organize and oversee regular independent data quality reviews on a periodic basis to assess the quality of data reported to MFK;
- Participate in project monitoring through site visits, review of project reports and analysis of performance monitoring and other data;
- Update the M&E work plan periodically;
- Manage the M&E budget efficiently;
- Contribute to the design of the evaluation strategy;
- Collaborate with the procurement team to prepare and conduct procurement of M&E contracts;
- Ensure that data collection mechanisms are designed to collect data disaggregated by gender and other dimensions, as applicable and practical, and that the findings are presented at the appropriately disaggregated level; and
- Ensure data collection, storage, and dissemination activities maximize protection of confidentiality of survey respondents' personally identifiable information. This may require:
  - Facilitating local Institutional Review Board clearance for data collection
  - Using lock and key cabinets for paper files,
  - Using secure file transfer systems,
  - Encrypting data files,
  - Employing password protection on data systems and data encryption,
  - Requiring signed acknowledgements of roles and responsibilities,
  - Requiring relevant stakeholders to sign non-disclosure agreements, and
  - Incorporating data protection standards into the organization's records management procedures, or if necessary, developing a records management procedures that includes such standards.

The MEE Director will be a part of MFK's internal Management Unit, composed from MFK leadership, Project Directors, and other Directors. Collaboration with the procurement team will be very important to prepare and conduct timely procurement of M&E related contracts as well as ensuring that other implementation contracts contain necessary data reporting provisions.

Seminars, workshops, elaboration and distribution and dissemination of M&E materials shall be conducted in close cooperation with the MFK Communications Unit.

In order to prepare for post-Threshold monitoring by the Government, the MFK M&E Unit should identify a post-Threshold point of contact (POC) for MCC early on in the program and work with that POC to build understanding of the MCC program and monitoring process. This POC should be part of the Government entity that will commit to continuing M&E of Threshold investments after the Threshold End Date. The MEE Director should also identify the team that will be responsible for reviewing evaluation reports that are delivered post threshold (e.g. project leads), to ensure that the relevant project stakeholders review and provide feedback prior to the publication of final reports.

## **MFK Data Management System for Monitoring and Evaluation**

At this time, there is no plan for the MFK to develop an MIS.

## **Review and Revision of the M&E Plan**

The M&E Plan is designed to evolve over time, adjusting to changes in program activities and improvements in performance monitoring and measurement. In the fourth quarter of every year of the Threshold, or as necessary, the MEE Director of MFK and representatives of MCC M&E staff will review how well the M&E Plan has met its objectives. The review is intended to ensure that the M&E Plan measures program performance accurately and provides crucial information on the need for changes in project design. More specifically, the review:

- Ensures that the M&E Plan shows whether the logical sequence of intervention outputs and outcomes are occurring;
- Checks whether indicator definitions are precise and timely;
- Checks whether M&E indicators accurately reflect program performance;
- Updates indicator targets, as allowed by the MCC M&E Policy; and
- Adds indicators, as needed, to track hitherto unmeasured results.

The M&E Plan will be revised by MFK, in agreement with MCC M&E, when the need for change has been identified in the review. The revision and approval process will follow the guidelines outlined in the MCC M&E Policy.

## **M&E BUDGET**

The budget for the implementation of the proposed M&E activities for the four-year term of the Threshold is US\$1.7 million. The M&E budget does not include the M&E staff in the MFK Management Unit whose salaries and field trips are included in the administrative budget of the Threshold. The budget should not exceed the total amount over the four years, but the distribution of funding between line items and years may be adjusted according to the results of

the M&E Plan's reviews or quarterly if needed. A detailed budget breakdown will be determined based on the finalized design of the projects, and the resulting data collection and evaluation design.

While the resources for the carrying-out of surveys are allocated by MFK from the Threshold funds, the evaluation design and analysis is to be funded directly by MCC. MCC will commit to fund the external evaluators. A high-level evaluation budget will be added to this plan once the evaluations are more defined.

### **M&E Work Plan**

A high level work plan for known M&E activities is shown below. Beyond this work plan, the M&E Director is responsible for coordinating with the MFK team through Integrated Project Management tools and for ongoing mainstreamed input into project level documents.

### Kosovo Threshold Program M&E work plan (as of August 2018)

Milestones	Timeframe (Threshold Quarter)																
	2018				2019				2020				2021				2022
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	-
Program M&E Plan v.1 approved by Board																	
Data Quality Review procurement undertaken - RELP																	
Data Quality Review undertaken -REL P																	
M&E Plan revision (v.2) consultations to update logics and indicators																	
M&E Plan revision v.2 approved by Board																	
Updated ITT reported as part of DR																	
Data Quality Review procurement - TAG																	
Data Quality Review undertaken - TAG																	
Procurement for MFK M&E Analyst contractor (ToR development to award)																	
Set up processes for data reporting from source institutions (RELP)																	
Set up processes for data reporting from source institutions (TAG)																	
Input into RELP implementation iterative evaluation component (check w/ RELP workplan)																	
Institutional capacity building for improvement of data quality RELP																	
RELP Independent Evaluation procurement support (evaluation questions)																	
RELP Independent Eval design mission																	
RELP Baseline data collection by indpt evaluator																	
TAG Independent Evaluation procurement support (evaluation questions)																	
TAG independent evaluation design mission																	
TAG Baseline data collection – indpt evaluator																	
M&E Plan revision v.3																	
External Data Quality Review procurement																	
Post-Threshold M&E Plan																	
Closure planning, Point of Contact																	



**ANNEX I: INDICATOR DOCUMENTATION TABLE**

**ANNEX II: TABLE OF INDICATOR BASELINES AND TARGETS**

**Kosovo**  
**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
<b>Reliable Energy Landscape Project</b>											
	REL P 1.0	Output	Internships, scholarships, and employer incentives to employ females in energy efficiency; district heating	Internships and scholarships	Number of internships, scholarships, and incentives given	Number	None	Implementer reports	MFK	Quarterly	Internships and scholarships for young women in energy sector, with the aim of increasing women participation in energy sector.
	REL P 2.0	Outcome	More females employed in energy efficiency, utility, and DH jobs	Women employed in energy sector	Number of females employed in energy efficiency, utility and DH jobs	Number	None	Implementer Reports	MFK	Quarterly	number of young women employed in energy sector (energy efficiency, utilities, and district heating), as a result of our project.
	REL P 3.0	Outcome	More effective and inclusive consumer outreach	TBD	TBD	TBD	TBD	TBD	TBD	Quarterly	This indicator is under development.
	REL P 4.0	Outcome	Reduced Electricity Consumption	Household/Business Electricity Consumption*	Electricity Consumption Per Household/Business in Project Participant Population	Kilowatt Hours	Activity & Sub-Activity; Incentive Package	KESCOs billing database	KESCO	Quarterly	HH, through contract agreement with MFK, will agree to share billing information.



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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	REL 5.0	Outcome	Objective: Reduced Gap Between Supply and Demand	Supply & Demand Gap	Demand minus Supply	Gigawatt hours	None	ERO annual report	MFK	Annual	ERO will provide us with this information.
	REL 6.0	Outcome	Reduced Cost of Electricity	Cost of Electricity	Maximum Allowed (Authorized Revenue)	Euro	None	ERO	MFK	Annual	Baseline Source: Consultation Paper, The Tenth Electricity Tariff Review ETR10 (2016-2017) Public Electricity Supplier (KESCO) Maximum Allowed Revenues Calculation (Relevant Year 4), February 2016, pg. xiii, Table "PES MAR", Column "ETR9 Actual", Row "FPEE MAR" produced in April each year
	REL 7.0	Outcome	Reduced Imports	Imported Power	Quantity of Import	Megawatt hours	Emergency/Non-Emergency	ERO	ERO	Quarterly	we will use both sources, ERO and KOSTT

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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	RELP 8.0	Outcome	Reduced Spending on Mitigation Measures	Spending on Mitigation Measures*	Amount Businesses Spend on Electricity Outage Mitigation Measures	Euro	None	Evaluator Survey	MFK	Annual	the source of this indicator should be an enterprise survey.
	RELP 9.0	Outcome	Fewer Outages	System Average Interruption Frequency Index (SAIFI)	Sum of customer-interruptions in a quarter / Total number of customers connected to network in the same quarter. (Unplanned, Distribution)	Number	planned and unplanned	ERO annual report	ERO/KOSTT	Quarterly	Baseline Source: ERO Annual Report 2015, pg. 56, 57
	RELP 10.0	Outcome	Less Stress on the Power Grid	Load Factor	The average load/peak load in a specified time period (usually a year)	Percentage	None	ERO	MFK	Annual	data reported to ERO by KOSTT and KEDS
	RELP 11.0	Outcome	Lowered Utility Bills	Electricity Expenditure*	Household Total Electricity Bill	Euro	None	Household Survey or direct bill collection through KESCO	MFK	Annual	Note that this result is expected country-wide, so the survey population is not the same as that of the iterative evaluation in Activity 1.1 and 1.2.
P-22	RELP 12.0	Outcome	Savings Reflected in Tariff or Taxes	Tariff Rate	Cost per KWH of Electricity to Consumers	Euro	Tariff Rate Class	ERO tariff decision/annual report	MFK	Annual	The electricity retail tariff structure for

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CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
<b>Activity 1.1 Pilot Incentives in Energy Efficiency (PIEE)</b>											
	PIEE 1.0	Output	Apartment buildings retrofitted with EE improvements	Apartment buildings retrofitted	Number of apartment buildings (entrances) retrofitted	Number	Municipality, number of HHs, income, % of co-finance by municipalities	Implementer	MFK	Quarterly	
	PIEE 2.0	Output	Household incentives & behavior change designed	HH incentives and BC designed	HH incentives and BC Campaigns is designed	Date	TBD	Implementer	MFK	Quarterly	
	PIEE 3.0	Output	Energy Audit Certification Program	Energy Audit Certification Program Developed	Two-Tiered Certification Program for Energy Auditors Developed	Date	None	reports from the implementer/s	MFK	Once	
	PIEE 4.0	Output	Female entrepreneurs Invest in Energy Efficiency	Female Business Investment in Energy Efficiency (Amount)	Amount that Female entrepreneurs Invest in Energy Efficiency	Euro	None	reports from the implementer/s	MFK	Quarterly	
	PIEE 5.0	Outcome	Incentives Deployed	Value of incentives deployed to households	Total value of disbursements provided to beneficiary households as incentives for adopting energy efficient practices	US dollars	Municipality, income, gender, ethnicity, type of intervention, and savings achieved, level of incentive disbursed	Implementer	MFK	Quarterly	

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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	PIEE 6.0	Outcome	Incentives Deployed	Number of incentives deployed to households	Total number of disbursements provided to beneficiary households as incentives for adopting energy efficient practices	number	Municipality, income, gender, ethnicity, type of intervention, and savings achieved, level of incentive disbursed	Implementer	MFK	Quarterly	
	PIEE 7.0	Outcome	Incentives Deployed	Incentives Tested	Number of Variations of Incentive Packages Rigorously Tested	Number	None	reports from the implementer/s	MFK	Annual	
	PIEE 8.0	Output	Incentives Deployed	Incentives Provided	Number of households provided incentives	Number	None	reports from the implementer/s	MFK	Quarterly	
	PIEE 9.0	Outcome	More Trained Energy Auditors	Energy Auditors Certified	Number of Certified Energy Audit	Number	Gender	MED	Commision for certification	Semi-Annual	
	PIEE 10.0	Outcome	Female owned businesses become more energy efficient	Female owned businesses become more energy efficient	Total amount of savings due to energy efficiency measures	US dollars	Type of intervention	Implementer, survey with female owned businesses	MFK	Quarterly	
	PIEE 11.0	Outcome	Households Invest in Energy Efficiency	Household Investment in Energy Efficiency	Amount (USD) of Household Investment in Energy Efficiency as a result of the project	Euro	None	reports from the implementer/s	MFK	Quarterly	

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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	PIEE 12.0	Outcome	Results assessed	Percentage of results assessed	Percentage of results assessed	Percentage	By municipality	Implementer reports	MFK	Quarterly	
	PIEE 13.0	Outcome	Energy Audits	Energy Audits Conducted	Number of Energy Audits Conducted by project implementer(s)	Number	None	reports from the implementer	MFK	Quarterly	
	PIEE 14.0	Outcome	Cost effective model identified iteratively	TBD	TBD	Date	None	Implementer reports	MFK	Once	
	PIEE 15.0	Process	N/A	Value of Signed Implementation Contracts	The value of all signed implementation contracts for Activity 1.1 investments using threshold funds	US dollars	Activity & Sub-Activity	reports from the implementer/s	MFK	Quarterly	
	PIEE 16.0	Process	N/A	Percent Disbursed of Implementation Contracts	The total amount of all signed implementation contracts for Activity 1.1 investments disbursed divided by the total current value of all signed contracts.	Percentage	Activity & Sub-Activity	reports from the implementer/s	MFK	Quarterly	

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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	PIEE 17.0	Process	N/A	Value Disbursed of Implementation Contracts	The amount disbursed of all signed implementation contracts for Activity 1.1 investments using threshold funds.	US dollars	Activity & Sub-Activity	reports from the implementer/s	MFK	Quarterly	
<b>Activity 1.2 District Heating Metering</b>											
	DHM 1.0	Output	Households Metered	Meters Installed	Number of District Heating Meters Installed in Households	Number	None	implementer/s and Termokos	MFK	Bi-Annual	
	DHM 2.0	Outcome	Decreased Heat Consumption	District Heating Energy Consumption	Energy Consumption from the District Heating System per Connection in Project Participant Population	MegaWatt Thermal	None	termokos internal reports (to us)/ERO	Termokos	Bi-Annual	
	DHM 3.0	Outcome	New Households Shift to District Heating	New District Heating Households	Number of Households Using District Heating	Number	None	ERO/Termokos	Termokos	Annual	Relevant disaggregations based on targeted participants
	DHM 4.0	Process	N/A	Value of Signed Implementation Contracts	The value of all signed implementation contracts for Activity 1.2 investments using threshold funds	US dollars	Activity & Sub-Activity	reports from the implementer/s	MFK	Quarterly	

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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	DHM 5.0	Process	N/A	Percent Disbursed of Implementation Contracts	The total amount of all signed implementation contracts for Activity 1.2 investments disbursed divided by the total current value of all signed contracts.	Percentage	Activity & Sub-Activity	reports from the implementer/s	MFK	Quarterly	
	DHM 6.0	Process	N/A	Value Disbursed of Implementation Contracts	The amount disbursed of all signed implementation contracts for Activity 1.2 investments using threshold funds.	US dollars	Activity & Sub-Activity	reports from the implementer/s	MFK	Quarterly	
<b>Activity 1.3 IPP Project Finance Facilitation</b>											
	IPP 1.0	Output	Lenders and borrowers adopt market standards for IPP Project Preparation	Market Standards	Number of banks and IPPs that adopt RE financing market standards	Number	Solar, wind, hydro, banks Local investors, FDI First time investors, experienced investors	Survey/interviews Banks and IPPS	MFK	Quarterly	FIT Due Diligence to define this indicator.
	IPP 2.0	Output	Viable IPP projects become bankable through TA	Bankable IPPs	Number of IPP projects becoming bankable through TA	Number	Solar, wind, hydro, banks Local investors, FDI First time investors, experienced investors	Survey with Banks	MFK	Quarterly	

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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	IPP 3.0	Output	KCGF structures and offers RE guarantees	Renewable Energy Guarantees	Amount of RE guarantees offered by KCGF	US dollars	Solar, wind, hydro, banks Local investors, FDI First time investors, experienced investors	KCGF	MFK	Quarterly	
	IPP 4.0	Outcome	Market clarity facilitates efficient and faster transactions	Market clarity exists	TBD	TBD	TBD	TBD	TBD	TBD	
	IPP 5.0	Outcome	Pipeline of bankable projects established	Pipeline of bankable IPPS	Number of bankable projects in pipeline	Number	Solar, wind, hydro, banks Local investors, FDI First time investors, experienced investors	Surveys with Banks and KCGF	MFK	Quarterly	
	IPP 6.0	Outcome	Renewable Energy guarantee catalyzes investments in IPP Project	Investments catalyzed	Amount of investments catalyzed by RE guarantees	US dollars	Solar, wind, hydro, banks Local investors, FDI First time investors, experienced investors	Survey with IPPs and Banks	MFK	Quarterly	
	IPP 7.0	Outcome	IPP Projects reach final close	Financial Close	Amount of IPP projects reaching financial close	US dollars	Solar, wind, hydro, banks Local investors, FDI First time investors, experienced investors	Banks and KCGF	MFK	Quarterly	



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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	IPP 8.0	Outcome	Increased electricity supply	Renewable Energy electricity supply	Renewable electricity produced	US dollars	Solar, wind, hydro	ERO	MFK	Quarterly	
	IPP 9.0	Process	N/A	Value of Signed Implementation Contracts	The value of all signed implementation contracts for Activity 1.3 investments using threshold funds	US dollars	Activity & Sub-Activity	reports from the implementer/s	MFK	Quarterly	FIT Due Diligence to define this indicator.
	IPP 10.0	Process	N/A	Percent Disbursed of Implementation Contracts	The total amount of all signed implementation contracts for Activity 1.3 investments disbursed divided by the total current value of all signed contracts.	Percentage	Activity & Sub-Activity	reports from the implementer/s	MFK	Quarterly	FIT Due Diligence to define this indicator.
	IPP 11.0	Process	N/A	Value Disbursed of Implementation Contracts	The amount disbursed of all signed implementation contracts for Activity 1.3 investments using threshold funds.	US dollars	Activity & Sub-Activity	reports from the implementer/s	MFK	Quarterly	FIT Due Diligence to define this indicator.

**Transparent and Accountable Governance**

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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	TAG 1.0	Outcome	Increased investment by businesses	Investment by businesses in Kosovo	Increased investment by business as measured by national accounts	Percentage	None	Kosovo Agency for Statistics	MFK	Semi-Annual	Kosovo Agency for Statistics is responsible to report these data.
<b>Activity 2.1 Public Access to Judicial Information</b>											
	PA 1.0	Output	CMIS with personal portal launched	Online platform for the public to access their personal case information and statistical data generated by the CMIS	Creation of an online platform for the public to access their personal case information and statistical data generated by the CMIS	Date	None	KJC and KPC	MFK	Once	
	PA 2.0	Output	Judges publically publish legal decisions	Public Availability of Judicial Data	Number of Judicial Decisions made available to the public	Number	Type, Gender, Age, Ethnicity, Income, Region, Municipality, Education, Citizenship	KJC and KPC	MFK	Quarterly	
	PA 3.0	Outcome	Judicial statistics publicly available	Judicial statistics publicly available	Machine readable dataset/statistics is developed and published online on a regular basis	Number	Type, Gender, Age, Ethnicity, Income, Region, Municipality, Education, Citizenship	KJC and KPC	MFK	Quarterly	

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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	PA 4.0	Outcome	Public advocacy for targeted reform	CS and PS advocacy	Number of analytical articles/reports generated by domestic civil society and NGOs based on the environmental data that has been made public	Number	None	Survey and google analytics	MFK	Quarterly	
	PA 5.0	Outcome	Public advocacy for targeted reform	Number of public meetings (judicial)	Number of public information sessions or meetings held by judicial institutions	Number	None	KJC, KPC	MFK	Quarterly	
	PA 6.0	Outcome	Real situation improved: increased judicial efficiency	Processing Time (Judicial)	Average length of proceedings	Days	Gender	KJC, KPC	MFK	Quarterly	Additional disaggregations can be extracted from CMIS
	PA 6.0	Outcome		Processing Variation (Judicial)	Variance in length of proceedings	Days	Gender	KJC, KPC	MFK	Quarterly	Additional disaggregations can be extracted from CMIS
	PA 7.0	Outcome	Perception aligned with reality: Greater trust in and	Public Perception based on UNDP Pulse survey (judicial)	Positive public perception about judicial ministry performance as measured by the UNDP Pulse Survey	Percentage	Gender, Age, Ethnicity, Income	UNDP Pulse Survey	MFK	Annual	Specific question(s) in UNDP Pulse Survey to be used for this indicator TBD

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**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	PA 9.0	Outcome	in and understanding of Government's function	Public perception based on UNDP Kosovo Mosaic (judicial)	Public perception about judicial government performance as measured by Kosovo Mosaic Survey	Percentage	Gender, Age, Ethnicity, Income	UNDP Mosaic Survey	MFK	Other	Mosaic Survey is done every 3 years. Specific question TBD
	PA 10.0	Outcome	Increased consumption by government of analyses and products generated by civil society and private sector using publically available data	Data-driven policy process (judicial)	Percentage of government officials considering judicial analyses in the decision-making process	Percentage	None	Evaluator Survey	MFK	Other	Data collection will require a survey by the independent evaluator
	PA 11.0	Outcome	Objective: Judicial, Environmental, and labor force data is used by civil	Public Data Used (judicial)	Number of analytical articles/ reports generated by domestic civil society and private sector based on the judicial data that has been made public	Number	None	Evaluator Survey	MFK	Other	Data collected via consultants/ surveys of a known list of NGOs/ Civil society organizations

**Kosovo**  
**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	PA 12.0	Outcome	society and private sector (Objective)	Public Data accessed (judicial)	Unique website traffic (hits) on the public sites for judicial data, per quarter	Number	Location	KJC, KPC	MFK	Quarterly	Public website refers to CMIS or any other portals to make judicial data more transparent. Known list of websites
	PA 13.0	Outcome	Judicial statistics publicly available	Judicial CMIS Launched	Creation of a Personal Portal in the Judicial Case Management Information System	Date	None	KJC, KPC	MFK	Once	One time reporting once CMIS is launed
	PA 14.0	Outcome	Judicial statistics publicly available	Public data availability (judicial)	Number of machine readable datasets available on public website (judicial)	Number	None	KJC, KPC	MFK	Semi-Annual	
<b>Activity 2.2 Environmental Data Collection</b>											
	EDC 1.0	Output	Air quality (AQ) monitoring network improved	AQMS functional and communicating data automatically	Number of AQM stations entirely functional	Number	Region	KHMI	MFK	Quarterly	
	EDC 2.0	Output	AQ Early Warning system developed	Real-time air quality health Early Warning messaging	Real-time air quality health Early Warning messaging service developed	Date	None	KHMI	MFK	Once	
	EDC 3.0	Output	AQ behavior change initiatives conducted	Behavior change initiatives	Number of BC initiatives conducted by CS, PS, and GoK	Number	CS, PS, and GoK	Survey and media monitoring	MFK	Quarterly	



**Kosovo**  
**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	EDC 8.0	Outcome	Perception aligned with reality: Greater trust in and understanding of Government's function	Public Perception based on UNDP Pulse survey (environmental)*	Positive public perception about environmental ministry performance as measured by the UNDP Pulse Survey	Percentage	Location	UNDP Pulse Survey	MFK	Annual	Specific question(s) in UNDP Pulse Survey to be used for this indicator TBD
	EDC 9.0	Outcome		Public perception based on Kosovo Mosaic (environmental)	Public perception about environmental government performance as measured by Kosovo Mosaic Survey	Percentage	Location	UNDP Mosaic Survey	MFK	Other	Mosaic Survey is done every 3 years. Specific question TBD
	EDC 10.0	Outcome	Increased consumption by government of analyses and products generated by civil society and private sector using publically available data	Number of public meetings (environmental ministry)	Number of public information sessions or meetings held by environmental ministries	Number	None	KEPA/ MESP	MFK	Quarterly	

**Kosovo**  
**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	EDC 11.0	Outcome	Increased consumption by government of analyses and products generated by civil society and private sector using publically available data	Data-driven policy process (environmental)	Percentage of government officials considering environmental analyses in the decision-making process	Percentage	None	Evaluator Survey	MFK	Other	
	EDC 12.0	Outcome	Objective: Judicial, Environmental, and Labor Force data is used by civil society and private sector (Objective)	Public Data Used (environmental)	Number of analytical articles/reports generated by domestic civil society and NGOs based on the environmental data that has been made public	Number	None	Evaluator Survey	MFK	Other	Data collected via consultants/ surveys of a known list of NGOs/ Civil society organizations. Need known list of NGOs/ organizations
	EDC 13.0	Outcome		Public data accessed (environmental)	Unique website traffic (hits) on the public sites for environmental data, per quarter	Number	Location	KEPA/ MESP	MFK	Quarterly	Need known list of websites
	EDC 14.0	Output	KEPA/KHMI reports AQ data to public in real-time	Public data availability (environmental)	Number of machine readable datasets publically available (environmental)	Number	type of data (air, land, water)	KEPA/ MESP	MFK	Semi-Annual	Need to follow up with MESP/ KEPA

**Activity 2.3 Kosovo Open Data Challenge**



**Kosovo**  
**Annex I: Indicator Documentation Table**

CI Code	Indicator Number	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of	Additional Information
	KODC 1.0	Output	Judicial, AQ, and Labor Force data prepared for KODC	Prepared Data	Number of datasets prepared for KODC	Number	Judicial, AQ, and LFS	MFK	MFK	Quarterly	
	KODC 2.0	Outcome	Data are analyzed by CS, PS, and GoK	Data is analyzed	Increased usage of Labor Force and Time Use Study/Air Quality/Judicial Data	Number of use/visits/views/downloads	Judicial, AQ, and LFS	Google Alerts, Google Analytics, and electronic media monitoring	MFK	Quarterly	
	KODC 3.0	Outcome	Partnerships formed between GoK and CS/PS	Partnerships are formed	Number of government partnerships entered into with civil society/the private sector as a result of the challenge matching process	Number	Judicial, AQ, and LFS	Application process and project grantees	MFK	Quarterly	
	KODC 4.0	Outcome	Data are communicated publically	Data are communicated	Number of times data are publicly communicated by competitors	Number	Judicial, AQ, and LFS	Google Alerts, Google Analytics, and electronic media monitoring	MFK	Quarterly	
	KODC 5.0	Process	N/A	KODC Grants Awarded	Number of Grants Awarded	Number	types of competitions	MFK	MFK	Quarterly	
	KODC 6.0	Process		Value of grants awarded	Value of grants awarded	US dollars	types of competitions	MFK	MFK	Quarterly	

**Kosovo**  
**Annex II: Table of Indicator Baselines and Targets**

Indicator Level	Indicator Number	Indicator Name	Unit of Measure	Indicator Classification	Baseline (year)	Year 1	Year 2	Year 3	Year 4	Year 5	End of Threshold Target	Timeline for Determining "TBDs"
						Sept-17-Aug-18	Sept-18-Aug-19	Sept-19-Aug-20	Sept-20-Aug-21	Sept-21-Aug-22		
<b>Reliable Energy Landscape Project</b>												
Output	RELP 1.0	Internships and scholarships	Number	level	TBD	TBD						MFK will define baseline and targets by June 2019.
Output	RELP 2.0	Women employed in energy sector	Number	level	TBD	TBD						MFK will define baseline and targets by June 2019.
Output	RELP 3.0	TBD	TBD		TBD	TBD						MFK will define baseline and targets by June 2019.
Outcome	RELP 4.0	Household/ Business Electricity Consumption	Kilowatt Hours	Level	TBD	TBD	TBD	TBD	TBD	TBD	TBD	MFK will define baseline and targets by June 2019.
Outcome	RELP 5.0	Supply & Demand Gap	Gigawatt Hours	Level	TBD	TBD	TBD	TBD	TBD	TBD	TBD	MFK will define baseline and targets by June 2019.
Outcome	RELP 6.0	Cost of Electricity	Euro	Level	253,100,000 (2016)	No Target						ERO is not reporting this information in continuous basis.
Outcome	RELP 7.0	Imported Power	Megawatt Hours	Level	TBD	No Target						EPG Due Diligence will define the baseline by July 2018.
	RELP 7.1	Imported Power - Non-emergency	Megawatt Hours	Level	TBD	No Target						MFK will define baseline and targets by June 2019.
	RELP 7.2	Imported Power - Emergency	Megawatt Hours	Level	TBD	No Target						MFK will define baseline and targets by June 2019.
Outcome	RELP 8.0	Spending on Mitigation Measures	Euro	Level	TBD	No Target						Source & Baseline TBD by June 2019
Outcome	RELP 9.0	System Average Interruption Frequency Index (SAIFI)	Number	Level	50.7 (2015)	No Target						MFK will define targets by June 2019.
Outcome	RELP 10.0	Load Factor	Percentage	Level	TBD	TBD	TBD	TBD	TBD	TBD	TBD	MFK will define baseline and targets by June 2019.
Outcome	RELP 11.0	Electricity Expenditure	Euro	Level	TBD	TBD	TBD	TBD	TBD	TBD	TBD	MFK will define baseline and targets by June 2019.









# Annex III

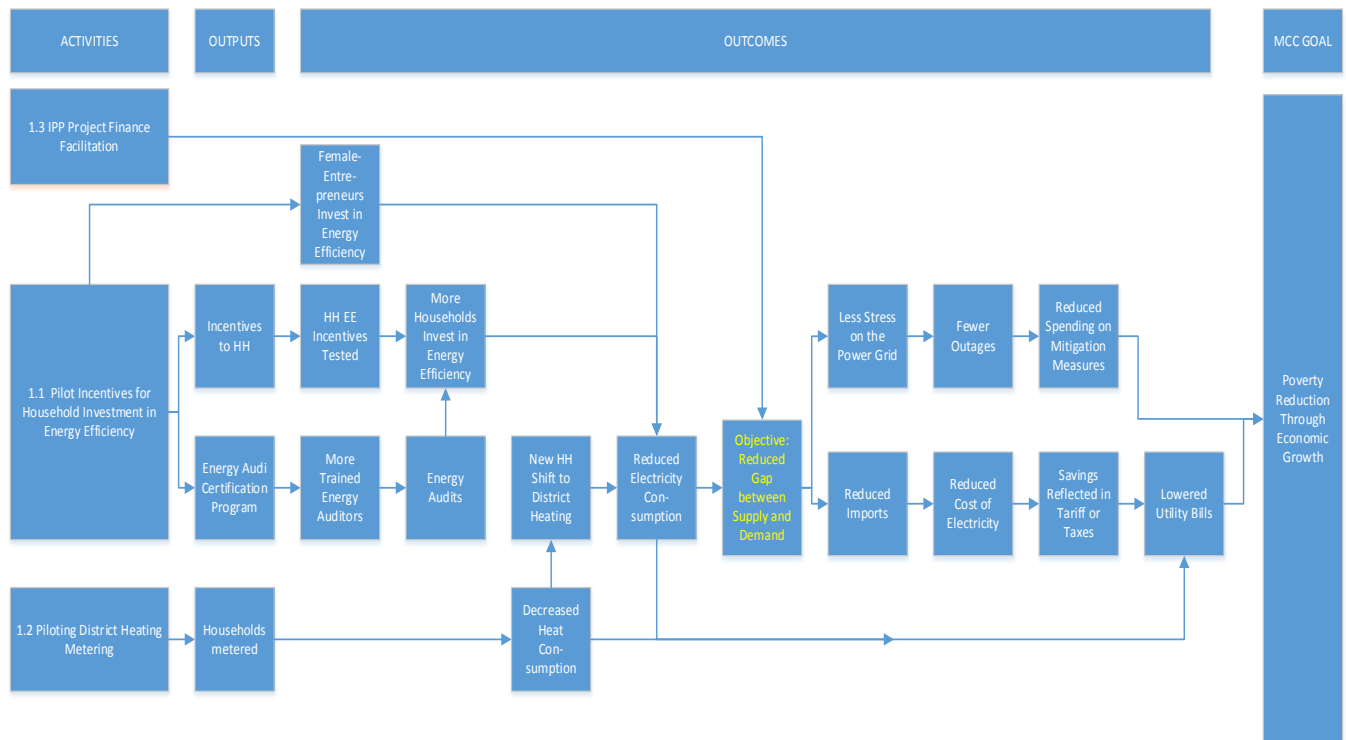
## Modifications to the Kosovo Monitoring and Evaluation Plan

### Version 2 – December 2018

#### Modifications to the Program Logic:

The project logics have been updated and included in the M&E Plan.

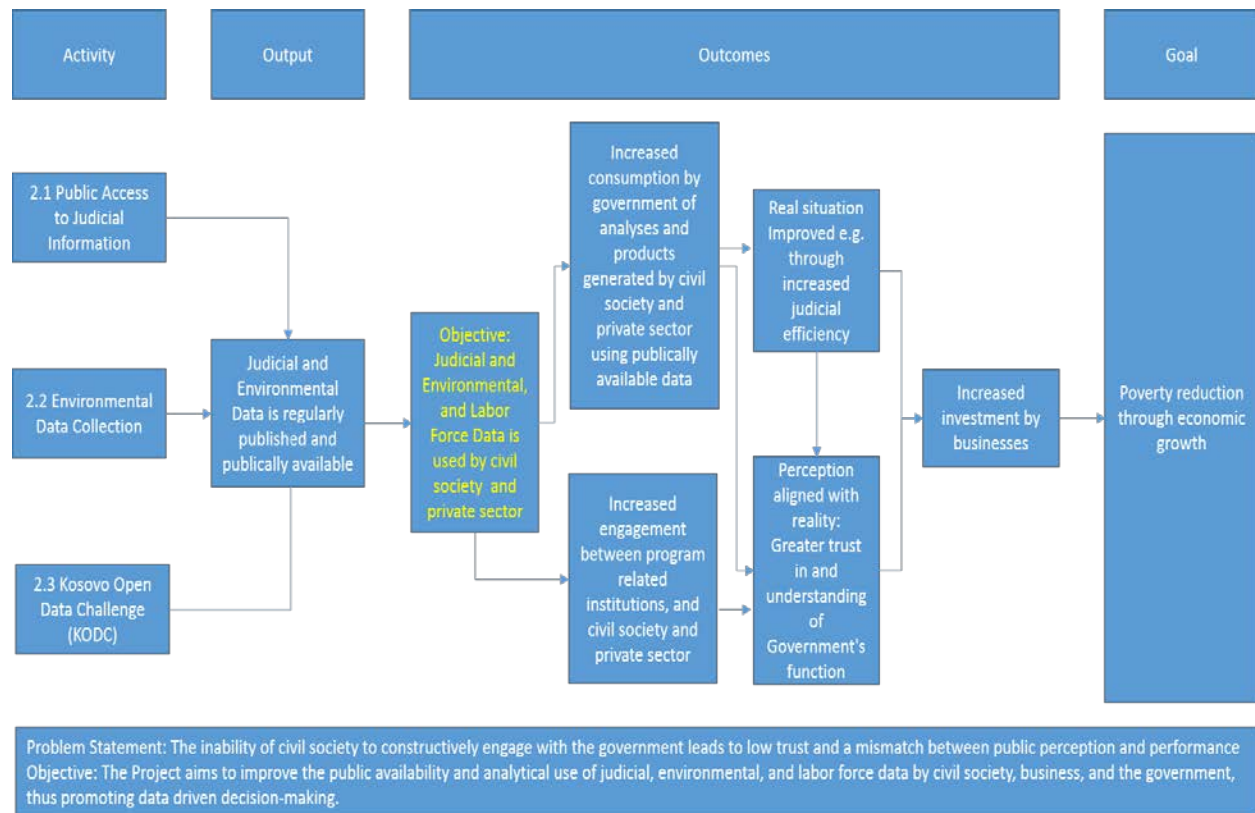
#### Reliable Energy Landscape Project (RELP) Version I



**Problem Statement:** A core problem causing a lack of reliable electricity supply in Kosovo is that demand significantly outstrips supply.

**Objective:** The objective of the Reliable Energy Landscape Project is to reduce the current gap between energy demand and supply, by lowering energy use through piloting household investments in energy efficiency, switching to cost-effective non-electricity sources of heating, and reducing barriers to independent power producer ("IPP") entrants to the market.

## Transparent and Accountable Governance Project (TAG) Version I



### Modifications to the M&E Plan Text:

- The project descriptions and logics for the Reliable Energy Landscape Project and Transparent and Affordable Governance Projects were updated to reflect latest project developments.
- Projected Program Beneficiaries are identified and included in the newest M&E Plan update.
- Inclusion of text outlining the Integrated Project Management Tools being piloted in the Kosovo Threshold Program as Integrated Monitoring.
- Specific Evaluation Plan updated to include plans to hire an independent evaluator.
- Updated text to reflect status of the M&E Work Plan.



## Indicator Changes:

### **Transparent and Accountable Governance Indicators**

<i>Online platform for the public to access their personal case information and statistical data generated by the CMIS</i>		
Project:	Transparent and Accountable Governance	
Activity:	Public Access to Judicial Information	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Public Availability of Judicial Data</i>		
Project:	Transparent and Accountable Governance	
Activity:	Public Access to Judicial Information	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Judicial statistics publicly available</i>		
Project:	Transparent and Accountable Governance	
Activity:	Public Access to Judicial Information	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Civil Society and Private Sector advocacy</i>		
Project:	Transparent and Accountable Governance	
Activity:	Public Access to Judicial Information	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>AQMS functional and communicating data automatically</i>		
Project:	Transparent and Accountable Governance	
Activity:	Environmental Data Collection	

Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Real-time air quality health Early Warning messaging</i>		
Project:	Transparent and Accountable Governance	
Activity:	Environmental Data Collection	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Behavior change initiatives</i>		
Project:	Transparent and Accountable Governance	
Activity:	Environmental Data Collection	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Interoperable Platform</i>		
Project:	Transparent and Accountable Governance	
Activity:	Environmental Data Collection	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Real-time reporting of AQ data application</i>		
Project:	Transparent and Accountable Governance	
Activity:	Environmental Data Collection	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Prepared Data</i>		
Project:	Transparent and Accountable Governance	
Activity:	Kosovo Open Data Challenge	
Sub-Activity:	N/A	

Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Data analyzed</i>		
Project:	Transparent and Accountable Governance	
Activity:	Kosovo Open Data Challenge	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Partnerships formed</i>		
Project:	Transparent and Accountable Governance	
Activity:	Kosovo Open Data Challenge	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Data communicated</i>		
Project:	Transparent and Accountable Governance	
Activity:	Kosovo Open Data Challenge	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

### Reliable Energy Landscape Project Indicators

<i>Market Standards</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Independent Power Producer Project Finance Facilitation	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Bankable IPPS</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Independent Power Producer Project Finance Facilitation	
Sub-Activity:	N/A	

Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Renewable Energy guarantees</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Independent Power Producer Project Finance Facilitation	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Market Clarity Exists</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Independent Power Producer Project Finance Facilitation	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Pipeline of bankable IPPS</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Independent Power Producer Project Finance Facilitation	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Investment catalyzed</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Independent Power Producer Project Finance Facilitation	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Financial Close</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Independent Power Producer Project Finance Facilitation	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator

	<b>Justification:</b>	Based on program logic changes new indicator is needed
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<i>Renewable Energy Electric Supply</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Independent Power Producer Project Finance Facilitation	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Apartment Building Retrofitted</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Pilot Incentives for Household Investment in Energy Efficiency	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Household Incentives and Behavior Change campaign Designed</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Pilot Incentives for Household Investment in Energy Efficiency	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Qualified Installers</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Pilot Incentives for Household Investment in Energy Efficiency	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Household incentives deployed</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Pilot Incentives for Household Investment in Energy Efficiency	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Female owned businesses become more energy efficient</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Pilot Incentives for Household Investment in Energy Efficiency	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Results Assessed</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Pilot Incentives for Household Investment in Energy Efficiency	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>N/A</i>		
Project:	Reliable Energy Landscape Project	
Activity:	Pilot Incentives for Household Investment in Energy Efficiency	
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Internships and scholarships</i>		
Project:	Reliable Energy Landscape Project	
Activity:		
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed

<i>Women employed in energy sector</i>		
Project:	Reliable Energy Landscape Project	
Activity:		
Sub-Activity:	N/A	
Dec - 2018	<b>Change Description:</b>	New Indicator
	<b>Justification:</b>	Based on program logic changes new indicator is needed