

**Millennium Foundation of Kosovo**

**Monitoring and Evaluation Plan**



**March 2018**

**Version 1**

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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 what the M&E staff are responsible for.

## **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**

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

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, 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.

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 (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.

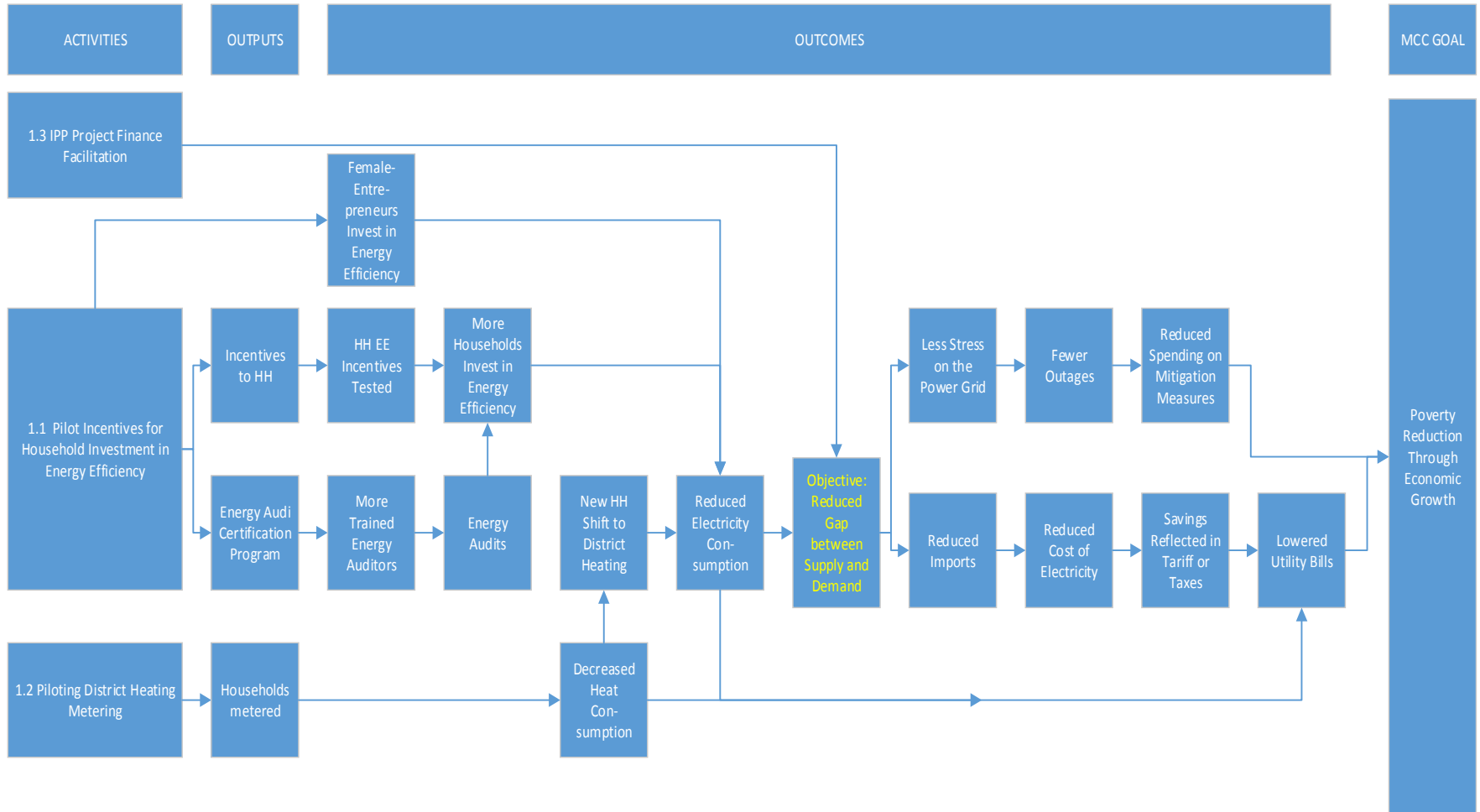
The adoption of energy efficiency investments by households/consumers should reduce overall electricity demand in Kosovo, thereby reducing the stress on the grid (especially in winter, when demand is very high) leading to a reduction in outages and cost savings for businesses that currently must pay 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.

Potential barriers to women's activity in the labor market are a critical cross-cutting risk that might impact the ability to deliver benefits, 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.

The Project logic below also shows the potential supply Activity (IPP Project Finance Facilitation Activity), and how it fits into the Program logic, if we decide to include it in the Program. It directly addresses some of the longer-term outcomes that the Program foresees.



## Project Logic Diagram: Reliable Energy Landscape Project



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

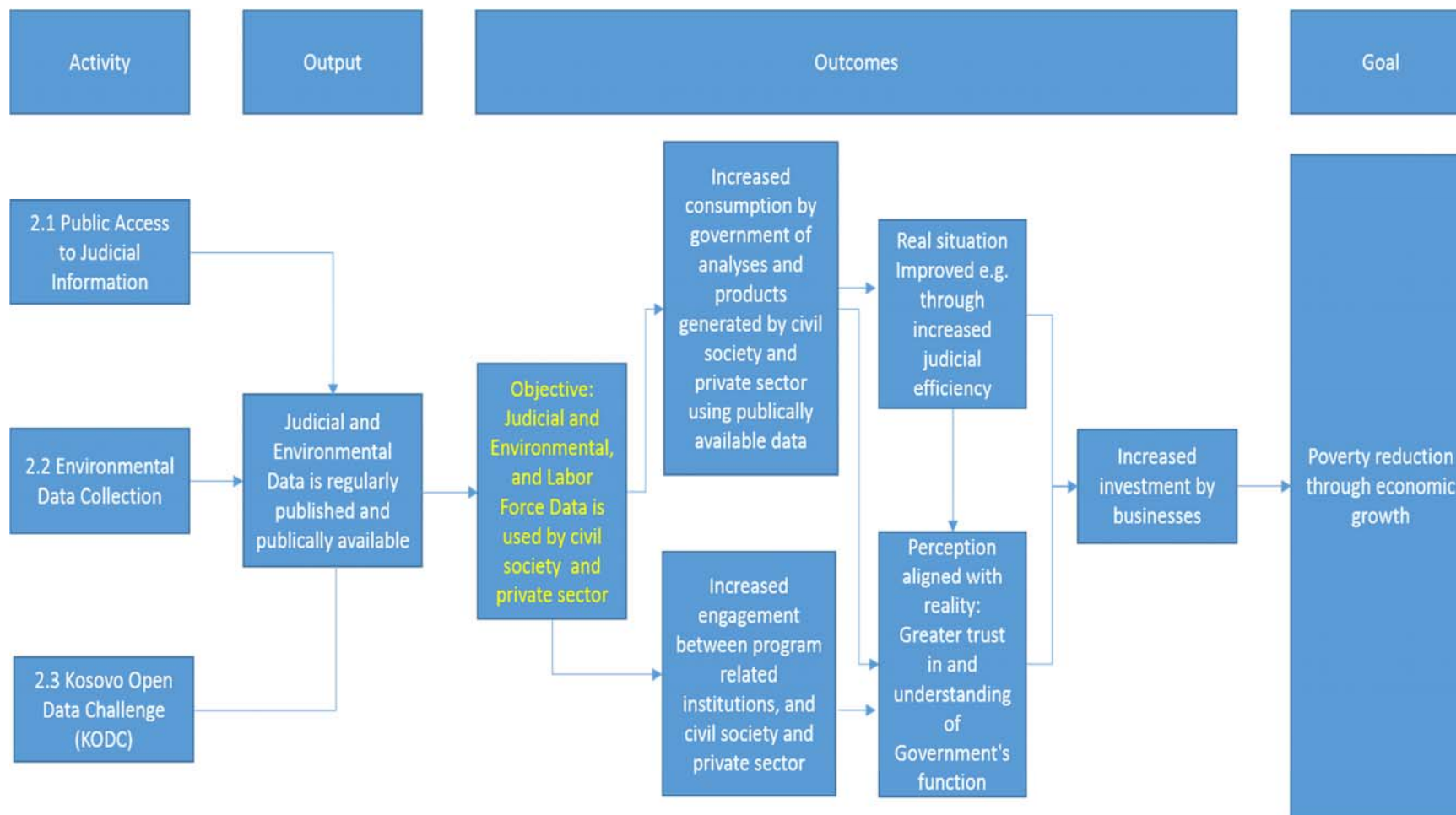
**Objective:** The objective of the Reliable Energy Landscape Project is to reduce the current gap between energy demand and supply, by lowering energy use through piloting household investments in energy efficiency, switching to cost-effective non-electricity sources of heating, and reducing barriers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

### ***Transparent and Accountable Governance Project: 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, business, 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. As a first step, public perception must align with the reality of public performance.

The creation of a public judicial portal will support improved quality and readiness of judicial decisions for publication on the internet, and allow judicial accountability to the public. Regularly produced, machine-readable environmental data on the internet as well as the Kosovo Open Data Challenge (KODC) Activity will make data available to the civil society and NGOs. This will support critical analyses and use of key judicial, environmental, energy and labor force statistics by the public. There may be 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



**Problem Statement:** The inability of civil society to constructively engage with the government leads to low trust and a mismatch between public perception and performance  
**Objective:** The Project aims to improve the public availability and analytical use of judicial, environmental, and labor force data by civil society, business, and the government, thus promoting data driven decision-making.

## Projected Economic Benefits

At this time, no economic analysis has been conducted for the program. However, the team expects to undertake such an analysis by **July 2018**.

## 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 –

<b>Project</b>	<b>Program Participant Definition</b>	<b>Est. Number of Program Participants</b>
Reliable Energy Landscape	TBD by March 2018	TBD by March 2018
Transparent and Accountable Governance	TBD	TBD

### Projected Program Beneficiaries

At this time, no economic analysis has been conducted for the program. However, the team expects to undertake such an analysis by **July 2018**.

## 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>1</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>1</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.

## **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 1 of the Threshold; subsequent DQRs will be contracted by MFK in compliance with MCC Program Procurement Guidelines.

### **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.



## Self-Evaluation

## 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.

Evaluation Name	Evaluation Type	Evaluator	Primary/ Secondary Methodology	Final Report Date
Reliable Energy Landscape Project Evaluation	Performance	TBD	TBD	TBD
Transparent and Accountable Governance Evaluation	Performance	TBD	TBD	TBD

### 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 PIE and District Heating Metering 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 PIE and District Heating Metering activities are 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**

<b>Survey Name</b>	<b>Quantitative or Qualitative</b>	<b>Define Sample</b>	<b>Sample Size</b>	<b>Number of Rounds</b>	<b>Exposure Period (months)</b>	<b>Expected Dates of Primary Data Collection</b>
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. Does the availability of publically available data change the perception of Government function and performance within the judicial and environmental sectors? This links to the following indicators: Public perception based on UNDP Pulse Survey (judicial & environmental), Public perception based on Kosovo Mosaic (judicial & environmental)
3. 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
4. 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)
5. Is there an increase in communication between inter-ministerial agencies, i.e. Kosovo Environmental Protection Agency (KEPA) and Public Health Institute (PHI)?
6. 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**

<b>Survey Name</b>	<b>Quantitative or Qualitative</b>	<b>Define Sample</b>	<b>Sample Size</b>	<b>Number of Rounds</b>	<b>Exposure Period (months)</b>	<b>Expected Dates of Primary Data Collection</b>
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.

## **OTHER**

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

The MEE Director shall develop an M&E work plan based on the proposed activities in the M&E budget. This work plan shall be for the whole duration of the Threshold four year period. The main activities shall include the procurement of consultant services, the procurement of monitoring equipment and software, stakeholder workshops, data collection and analysis, and procurement and implementation of surveys. The M&E work plan will be developed and available within the fourth quarter of Threshold implementation.



**ANNEX I: INDICATOR DOCUMENTATION TABLE**

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

## Kosovo

## Annex I: Indicator Documentation Table

CI Code	Indicator Level	Result (in Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of Reporting	Additional Information
<b>Reliable Energy Landscape Project</b>										
	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 household customers with universal service of supply, which is applied starting from 1 April 2017 (ERO, 2017).
	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 "FPPE MAR" - produced in April each year
	Outcome	Reduced Imports	Imported Power	Quantity of Imports	Megawatt hours	Emergency/Non-Emergency	KOSTT or KESCO	ERO/KOSTT	Quarterly	we will use both sources, ERO and KOSTT
	Outcome	Reduced Spending on Mitigation Measures	Spending on Mitigation Measures*	Amount Businesses Spend on Electricity Outage Mitigation Measures	Euro	None	TBD	MFK	Annual	
P-22	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
	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 (from KOSTT and KEDS)	MFK	Annual	data reported to ERO by KOSTT and KEDS
	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.
	Outcome	Objective: Reduced Gap Between Supply and Demand	Supply & Demand Gap	Demand minus Supply	Gigawatt hours	None	ERO annual report	MFK	Annual	EPG Due Diligence will define the sources for this indicator. Discuss energy balance with them.
	Outcome	Reduced Electricity Consumption	Household/Business Electricity Consumption*	Electricity Consumption Per Household/Business in Project Participant Population	Kilowatt Hours	Activity & Sub-Activity; Incentive Package	Household/Business Utility Bills	KESCO or other suppliers	Quarterly	Any other suppliers than KESCO in the identified project areas? HH should put their account numbers on the grant applications.
<b>Activity 1: Pilot Incentives in Energy Efficiency (PIEE)</b>										
	Outcome	More Trained Energy Auditors	Energy Auditors Certified	Number of Certified Energy Audit Technicians	Number	Gender	MED	Commission for certification of Energy Auditors and Managers	Bi-Annual	
	Outcome	Energy Audits	Energy Audits Conducted	Number of Energy Audits Conducted by project implementer(s)	Number	None	reports from the implementer	MFK	Quarterly	
	Outcome	Female entrepreneurs Invest in Energy Efficiency	Female Business Investment in Energy Efficiency (Amount)	Amount (USD) that Female entrepreneurs Investment in Energy Efficiency	Euro	None	reports from the implementer/s	MFK	Quarterly	
	Outcome	More 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	

	Outcome	Household Energy Efficiency Incentives Tested	Incentives Tested	Number of Variations of Incentive Packages Rigorously Tested	Number	None	reports from the implementer/s	MFK	Annual	
	Output	Incentives to Households	Incentives Provided	Number of households provided incentives	Number	None	reports from the implementer/s	MFK	Quarterly	
	Output	Female Entrepreneurs Invest in Energy Efficiency	TBD	TBD	TBD	TBD	reports from the implementer/s	MFK	Quarterly	
	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	
	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	
	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	
	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 2: District Heating Metering</b>										
	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
	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	
	Output	Households Metered	Meters Installed	Number of District Heating Meters Installed in Households	Number	None	implementer/s and Termokos	MFK	Bi-Annual	
	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	
	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	
	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 3: IPP Project Finance Facilitation</b>										
	Outcome	TBD	TBD	TBD	TBD	None		TBD	TBD	FIT Due Diligence to define this indicator.
	Output	TBD	TBD	TBD	TBD	None		TBD	TBD	FIT Due Diligence to define this indicator.
	Process	TBD	TBD	TBD	TBD	None		TBD	TBD	FIT Due Diligence to define this indicator.

	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		MFK	Quarterly	FIT Due Diligence to define this indicator.
	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		MFK	Quarterly	FIT Due Diligence to define this indicator.
	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.

Kosovo										
Annex I: Indicator Documentation Table										
CI Code	Indicator Level	Result (from Project Logic)	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of Reporting	Additional Information
<b>Transparent and Accountable Governance</b>										
	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>										
	Outcome	Real situation improved	Processing Time (Judicial)	Average length of proceedings	Days	Gender	KJC, KPC	MFK	Quarterly	Additional disaggregations can be extracted from CMIS
	Outcome		Processing Variation (Judicial)	Variance in length of proceedings	Days	Gender	KJC, KPC	MFK	Quarterly	Additional disaggregations can be extracted from CMIS
	Outcome	Perception aligned with reality: Greater trust in and understanding of Government's function	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
	Outcome		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
	Outcome	Increased engagement between program related institutions, and civil society and private sector	Number of public meetings (judicial)	Number of public information sessions or meetings held by judicial institutions	Number	None	KJC, KPC	MFK	Quarterly	
	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
	Outcome	Increased Judicial, Environmental, and labor force data is used by civil society and private sector (Objective)	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
	Outcome		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
	Output	Judicial and environmental data is regularly published and publically 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
	Output		Public data availability (judicial)	Number of machine readable datasets available on public website (judicial)	Number	None	KJC, KPC	MFK	Semi-Annual	

Activity 2.2 Environmental Data Collection										
	Outcome	Real Situation Improved	Reality Improvement (environmental)	TBD	TBD	TBD	TBD	TBD	TBD	
	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
	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
	Outcome	Increased engagement between program related institutions, and civil society and private sector	Number of public meetings (environmental ministry)	Number of public information sessions or meetings held by environmental ministries	Number	None	KEPA/ MESP	MFK	Quarterly	
	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	
	Outcome	Increased 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
	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
	Output	Judicial and environmental data is regularly published and publically available	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										
	Output	Kosovo Open Data Challenge Grants	KODC Grants Awarded	Number of Grants Awarded	Number	types of competitions	MFK	MFK	Quarterly	
	Output		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 Name	Unit of Measure	Indicator Classification	Baseline (year)	Year 1	Year 2	Year 3	Year 4	End of Threshold Target	Timeline for Determining "TBDs"
					Sept-17-Aug-18	Sept-18-Aug-19	Sept-19-Aug-20	Sept-20-Aug-21		
<b>Reliable Energy Landscape Project</b>										
Outcome	Tariff Rate - High	Euro	Level	7 €/kWh	No Target					
Outcome	Tariff Rate - Low	Euro	Level	3 €/kWh	No Target					
Outcome	Cost of Electricity	Euro	Level	253,100,000 (2016)	No Target					
Outcome	Imported Power - Non-emergency	Megawatt Hours	Level	TBD	No Target					EPG Due Diligence will define the baseline by July 2018.
Outcome	Imported Power - Emergency	Megawatt Hours	Level	TBD	No Target					EPG Due Diligence will define the baseline by July 2018.
Outcome	Spending on Mitigation Measures*	Euro	Level	TBD	No Target					Source & Baseline TBD
Outcome	System Average Interruption Frequency Index (SAIFI)	Number	Level	50.7 (2015)	No Target					EPG Due Diligence will define the baseline by July 2018.
Outcome	Load Factor	Percentage	Level	TBD	TBD	TBD	TBD	TBD	TBD	EPG Due Diligence will define the baseline and targets for these indicators by July 2018.
Outcome	Electricity Expenditure*	Euro	Level	TBD	TBD	TBD	TBD	TBD	TBD	
Outcome	Supply & Demand Gap	Gigawatt hours	Level	TBD	TBD	TBD	TBD	TBD	TBD	
Outcome	Household/Business Electricity Consumption*	Kilowatt Hours	Level	TBD	TBD	TBD	TBD	TBD	TBD	
<b>Activity 1: Pilot Incentives in Energy Efficiency (PIEE)</b>										
Outcome	Energy Auditors Certified	Number	Cumulative	TBD	TBD	TBD	TBD	TBD	TBD	EPG Due Diligence will define the baseline and targets for these indicators by July 2018
Outcome	Energy Auditors - Male	Number	Cumulative	TBD	TBD	TBD	TBD	TBD	TBD	
Outcome	Energy Auditors - Female	Number	Cumulative	TBD	TBD	TBD	TBD	TBD	TBD	

Outcome	Energy Audits Conducted	Number	Cumulative	TBD	TBD	TBD	TBD	TBD	TBD	
Outcome	Female Business Investment in Energy Efficiency (Amount)	Euro	Cumulative	TBD	TBD	TBD	TBD	TBD	TBD	GSI Due Diligence will define the baseline and targets for these indicators by July 2018.
Outcome	Household Investment in Energy Efficiency	Euro	Cumulative	0 (2017)	TBD	TBD	TBD	TBD	TBD	EPG Due Diligence will define the targets for these indicators by July 2018
Outcome	Incentives Tested	Number	Cumulative	0 (2017)	TBD	TBD	TBD	TBD	TBD	
Output	Incentives Provided	Number	Cumulative	0 (2017)	TBD	TBD	TBD	TBD	TBD	
Output	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	GSI Due Diligence will define indicator, and define the baseline and targets for these indicators by July 2018.
Output	Energy Audit Certification Program Developed	Date	Date	N/A	TBD	TBD	TBD	TBD	TBD	EPG Due Diligence will define the targets for these indicators by July 2018
Process	Value of Signed Implementation Contracts	US dollars	Cumulative	0 (2017)	TBD	TBD	TBD	TBD	TBD	EPG/FIT/GSI Due Diligence will define the targets for these indicators by July 2018
Process	Percent Disbursed of Implementation Contracts	Percentage	Level	0 (2017)	TBD	TBD	TBD	TBD	100%	
Process	Value Disbursed of Implementation Contracts	US dollars	Cumulative	0 (2017)	TBD	TBD	TBD	TBD	TBD	
<b>Activity 2: District Heating Metering</b>										
Outcome	New District Heating Households	Number	Cumulative	0 (2017)	TBD	TBD	TBD	TBD	TBD	EPG Due Diligence will define the baselines and targets for these indicators by July 2018
Outcome	District Heating Energy Consumption	MegaWatt Thermal	Level	TBD	TBD	TBD	TBD	TBD	TBD	
Output	Meters Installed	Number	Cumulative	0 (2017)	TBD	TBD	TBD	TBD	TBD	
Process	Value of Signed Implementation Contracts	US dollars	Cumulative	0 (2017)	TBD	TBD	TBD	TBD	TBD	
Process	Percent Disbursed of Implementation Contracts	Percentage	Level	0 (2017)	TBD	TBD	TBD	TBD	100%	
Process	Value Disbursed of Implementation Contracts	US dollars	Cumulative	0 (2017)	TBD	TBD	TBD	TBD	TBD	



Activity 3: IPP Project Finance Facilitation										
Outcome	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	FIT Due Diligence will define the baselines and targets for these indicators by July 2018.
Output	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Process	Value of Signed Implementation Contracts	US dollars	Level	0 (2017)	TBD	TBD	TBD	TBD	TBD	
Process	Percent Disbursed of Implementation Contracts	Percentage	Level	0 (2017)	TBD	TBD	TBD	TBD	100%	
Process	Value Disbursed of Implementation Contracts	US dollars	Cumulative	0 (2017)	TBD	TBD	TBD	TBD	TBD	

Kosovo									
Annex II: Table of Indicator Baselines and Targets									
Indicator Level	Indicator Name	Unit of Measure	Indicator Classification	Baseline (2017)	Year 1	Year 2	Year 3	Year 4	End of Compact Target
					Sept-17-Aug-18	Sept-18-Aug-19	Sept-19-Aug-20	Sept-20-Aug-21	
<b>Transparent and Accountable Governance</b>									
Outcome	Investment by businesses in Kosovo	Percentage	Cumulative	TBD	TBD	TBD	TBD	TBD	TBD
<b>Activity 2.1 Public Access to Judicial Information</b>									
Outcome	Processing Time (Judicial)	Days	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Processing Variation (Judicial)	Days	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Public Perception based on UNDP Pulse survey (judicial)	Percentage	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Public perception based on UNDP Kosovo Mosaic (judicial)	Percentage	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Number of public meetings (judicial)	Number	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Data-driven policy process (judicial)	Percentage	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Public Data Used (judicial)	Number	Level	0	TBD	TBD	TBD	TBD	TBD
Outcome	Public Data accessed (judicial)	Number	Level	0	TBD	TBD	TBD	TBD	TBD
Output	Judicial CMIS Launched	Date	Date		TBD	TBD	TBD	TBD	TBD
Output	Public data availability (judicial)	Number	Level	TBD	TBD	TBD	TBD	TBD	TBD

Activity 2.2 Environmental Data Collection									
Outcome	TBD	TBD		TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Public Perception based on UNDP Pulse survey (environmental)*	Percentage	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Public perception based on Kosovo Mosaic (environmental)	Percentage	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Number of public meetings (environmental ministry)	Number	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Data-driven policy process (environmental)	Percentage	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome	Public Data Used (environmental)	Number	Level	0	TBD	TBD	TBD	TBD	TBD
Outcome	Public data accessed (environmental)	Number	Level	0	TBD	TBD	TBD	TBD	TBD
Output	Public data availability (environmental)	Number	Level	0	TBD	TBD	TBD	TBD	TBD
Activity 2.3 Kosovo Open Data Challenge									
Output	KODC Grants Awarded	Number	Level	0	TBD	TBD	TBD	TBD	TBD
Output	Value of grants awarded	US Dollars	Cumulative	0	TBD	TBD	TBD	TBD	TBD