



29. Januar 2014

Mr. Andrew Russell  
Resident Representative  
United Nations Development Program (UNDP), Pristina, Kosovo  
Zagreb Street, no. 39  
Prishtina, 10000, Kosovo

Subject: **Grant No.: AID-167-IO-14-00002 "Public Pulse II" activity in Kosovo**

Dear Mr. Russell:

Under the authority contained in the Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development (USAID) hereby grants to the United Nations Development Program (UNDP) Kosovo (hereinafter referred to as the "Grantee"), the sum of \$353,907.64 to provide support for a program entitled "Public Pulse II", as described in Attachment 1 (Schedule) of this Grant and in Attachment 2 (Program Description).

This Grant is effective and obligation is made as of the date of this letter and will apply to expenditures made by the Grantee in furtherance of program objectives during the period beginning with the effective date and ending on January 28, 2017. USAID will not be liable for reimbursing the Grantee for any costs in excess of the obligated amount.

This Grant is made to the Grantee on condition that the funds are administered in accordance with the terms and conditions as set forth in Attachment 1 (the Schedule); Attachment 2 (the Program Description); Attachment 3 (the Standard Provisions); all of which have been agreed to by your organization.

Sincerely yours,

Dennis E. Foster Jr.  
Agreement Officer  
USAID/Kosovo

ACKNOWLEDGED BY:

Mr. Andrew Russell  
Resident Representative  
UNDP/ Kosovo

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions for Cost-Type Awards to Public International Organizations



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**ACCOUNTING AND APPROPRIATION DATA****A. GENERAL**

1. Total Estimated USAID Amount:	\$353,907.64
2. Total Obligated USAID Amount:	\$216,907.00
3. Cost-Sharing Amount (Non-Federal):	\$102,120.00
4. Activity Title:	“Public Pulse II” activity in Kosovo
5. USAID Technical Office:	USAID/Kosovo/DGO
6. Tax I.D. Number:	N/A
7. DUNS No.:	782758080
8. LOC Number:	N/A

**B. SPECIFIC**

Requisition Number:	REQ-167-14-000025
Account ID:	1
Funding Type:	Bilateral
Accounting Template:	167-AA-09-01-03
Funds Type:	Appropriated
Treasury Account Symbol:	72-0306-000
BBFY	2012
EBFY:	2013
Fund:	EC
OP:	Kosovo
Prog Area:	A06
Dist Code:	167-M
Prog Element:	A025
Team/Div:	Kosovo/DG
BGA:	167
SOC:	4100202
<b>Obligated Amount:</b>	<b>\$216,907.00</b>

**C. PAYMENT OFFICE**

USAID/Kosovo Controller’s Office  
Arberia, Ismail Qemali Str., House 1,  
10000 Pristina, Kosovo

**D. ADMINISTRATIVE OFFICE**

USAID/Kosovo Controller’s Office  
Arberia, Ismail Qemali Str., House 1,  
10000 Pristina, Kosovo

**E. TECHNICAL OFFICE**

USAID/ Kosovo/Democracy and Governance Office

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## ATTACHMENT 1 SCHEDULE

### A.1 PURPOSE OF GRANT

The purpose of this Grant is to provide support for the program described in Attachment 2 to this Grant entitled "Public Pulse II"

### A.2 PERIOD OF GRANT

The effective date of this Grant is the date of the cover letter. The completion date of this Grant is **January 28, 2017**.

### A.3 AMOUNT OF GRANT AND PAYMENT

1. The total estimated amount of this grant for the period shown in A.2 above is **\$353,907.64**.
2. USAID hereby obligates the amount of **\$216,907.00** for program expenditures for the estimated period from **January 29, 2014** to **November 28, 2015**.
3. Payment will be made to the Grantee in accordance with the procedures set forth in Attachment 3 (the Standard Provisions).
4. Additional funds up to the total amount of the grant shown in A.3.1. above may be obligated by USAID subject to the availability of funds, the mutual agreement of the parties to proceed, and the requirements of the Standard Provision of the Grant entitled "Revision of Grant Budget."

### A.4 GRANT BUDGET

The following is the Grant Budget. Revisions to this budget shall be made in accordance with the Standard Provision of this Grant entitled "Award Budget Limitations and Revisions (April 2011)".

<b>Cost Element</b>	<b>Total US\$</b>
Direct Program Costs	\$330,754.80
Administrative Costs	\$ 23,152.84
<b>Total USAID Contribution</b>	<b>\$353,907.64</b>
Total Cost-Share (UNDP)	\$102,120.00
Total Estimated Activity Cost	\$456,027.64

### A.5 REPORTING AND EVALUATION

#### 1. Financial Reporting

The Grantee shall submit the original Form SF-425, 'Federal Financial Report' on a quarterly basis the Agreement Officer's Representative (AOR) and one copy each to the Agreement Officer and the Payment Office.

The form and instructions for using it are available on the Grants Management Forms page of the Office of Management and Budget's website, at: [http://www.whitehouse.gov/omb/grants\\_forms/](http://www.whitehouse.gov/omb/grants_forms/).

#### 2. Program Reporting

##### Annual Work Plan

The Grantee shall submit an Annual Work Plan of its activities during the first year of the program within 30 days of the effective date of the Grant for AOR's review. The Grantee shall then submit the revised Work Plan to the AOR for approval not later than 15 days from receipt of USAID's comments and/or suggestions. The Grantee will establish a realistic timeframe for implementing the project in the first annual Work Plan, and correct the timeframe from the original project description, as appropriate. Subsequent Annual Work Plans should be submitted 30 days prior to commencement of the subsequent year of the Grant. The Work Plan shall include a timeline and benchmark indicators for achieving the objectives of each component of the program and also include achievements against standard and/or customized indicators of the previous year.

### **Performance Monitoring and Evaluation Plan**

The Grantee shall submit a Performance Monitoring and Evaluation Plan to the AOR as an attachment to the first Annual Work Plan for the life of the Grant. The Performance Monitoring and Evaluation Plan shall include the following:

- (i) The results to be achieved by the program;
- (ii) Qualitative and quantitative indicators to be used to measure achievement of the results;
- (iii) The method of data collection to be used to obtain the indicator data; and
- (iv) Targets for each indicator by year.

The Grantee is encouraged to consult with the AOR in the development of the Performance Monitoring and Evaluation Plan.

### **Quarterly Progress to Date Reports**

The Grantee shall submit one copy of a Quarterly Progress Report to the AOR within two weeks after the end of each quarter.

### **Final Report**

The Grantee shall submit to the AOR a draft Final Report within 30 days prior to the estimated completion date of the Grant. Once reviewed by the AOR, the Grantee shall submit one copy of the Final Report to the USAID AOR and one copy to the Agreement Officer (electronically) within 60 days after the completion of the Grant. In addition, one copy shall be submitted to:

Online at: <http://dec.usaid.gov>  
Mailing address:  
Development Experience Clearinghouse  
M/CIO/KM  
RRB M.01  
U.S. Agency for International Development  
Washington DC 20523  
Contact Information  
Telephone (202) 712-0579  
E-mail: [docsubmit@usaid.gov](mailto:docsubmit@usaid.gov)

Final Reports shall contain an executive summary of the accomplishments and results achieved; an overall description of the activities and accomplishments; a summary of problems/obstacles encountered during implementation; and the findings, comments and recommendations based on the lessons learned during implementation of the project.

**A.6 TITLE TO PROPERTY**

Title to all property acquired and financed hereunder shall vest in the Grantee, subject to the requirements set forth in Standard Provision of this Grant entitled: “Title to and Disposition of Property (April 2011)”, incorporated herewith.

**A.7 PROGRAM PROCUREMENT OF GOODS AND SERVICES**

The Grantee is authorized to procure goods and services under Geographic Code 935 using funds from this Grant, except for restricted commodities under ADS 312. A waiver must be obtained from USAID in accordance with ADS 312 prior to the purchase of restricted commodities. ADS 312 can be accessed at <http://transition.usaid.gov/policy/ads/300/312.pdf> .

**A.8 AGREEMENT OFFICER’S REPRESENTATIVE (AOR)**

The USAID Agreement Officer’s Representative (AOR) for this program will be Mr. Urim Ahmeti, Development Assistance Specialist, USAID/Kosovo/DEM. His authorities to administer this grant will be designated in a separate Memorandum.

**A.9 ENVIRONMENTAL COMPLIANCE**

USAID relies on the Grantee’s internal environmental policies and regulations to be used in regards to the implementation of the project.

USAID’s bureau environmental officer has determined that this activity meets USAID’s definition of a categorical exclusion.

**A.10 RESOLUTION OF CONFLICT**

Conflicts between any of the attachments of this Grant shall be resolved by applying the following descending order of precedence:

- Attachment 1 - Schedule
- Attachment 2 - Standard Provisions
- Attachment 3 - Program Description

**[END OF ATTACHMENT 1 - SCHEDULE]**



## ATTACHMENT 2

## PROGRAM DESCRIPTION



Empowered lives.  
Resilient nations.

## Project Document

**Project Title: Public Pulse II Project**

**UN Common Development Plan Outcome:** Social Cohesion and equity is advanced through accountable and responsive central and local institutions.

**Expected CP Outcome(s):** By 2015, central and local governments more effectively plan, implement and administrate policies which are participatory, gender-responsive and human rights centred.

**Expected Output(s):** Increased capacities of democratic institutions to utilize research and data for policy-making and accountability.

**Output Target1:** Public Pulse Briefs prepared and presented to selected Kosovo institutions

**Output Target2:** Action Papers on selected topics prepared in cooperation with selected Kosovo institutions

**Output Target3:** Public Pulse Analysis on selected topics prepared in cooperation with selected Kosovo institutions.

**Output Target 4:** Targeted opinion poll surveys in northern municipalities in Kosovo.

**Brief Description**

The project will work on developing the capacities of central and local governance for utilization of research and data for policy-making and accountability. Specifically, perceptions of citizens on pertinent issues will be highlighted by biannual opinion polls and respective briefs and analysis; these will serve as the bases for dialogue with Kosovo Government line-ministries and institutions in order to develop capacities for an informed decision-making process. The opinion polls, targeted polls and focus groups will provide first hand evidence on the perceptions and opinions of the public on the development issues facing Kosovo. The data from the research will serve for targeted analysis and for developing follow-up actions for addressing specific issues in cooperation with Kosovo authorities. The project will work on the following output targets: six (6) biannual "Public Pulse" reports, three (3) Action Papers addressing important issues and three (3) Public Pulse Analysis prepared in cooperation with Kosovo institutions.

Programme Period:	2011-2015	Total resources required	USD 456,027.64
Key Result Area (Strategic Plan)	_____	Total allocated resources:	USD 102,120.00
Atlas Award ID:	_____	• Regular	_____
Start date:	01.29.2014	• Other:	
End Date	01.28.2017	o Donor	_____
PAC Meeting Date	_____	o Donor	_____
Management Arrangements	DEX	o Government	_____
		Unfunded budget:	USD 353,907.64
		In-kind Contributions	USD 63,720.00

Agreed by (UNDP): Mr. Andrew Russell, Resident Representative, UNDP Kosovo

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**I. Situation Analysis**

At present the situation in Kosovo is characterized by relative stability on the domestic political front alongside the evolving EU-mediated dialogue between Belgrade and Pristina which has resulted in agreements for the integration of municipalities in north of Kosovo. Over the past years inter-community tensions have continued to ease although violent incidents have occurred mostly in the north of Kosovo.

A Feasibility Study to assess Kosovo's readiness to enter into a Stabilization and Association Agreement (SAA) with the EU was a landmark step in the Kosovo-EU relationship. The Study set short-term priorities on the rule of law, public administration, minority protection and trade which Kosovo must fulfil for negotiations to begin during 2013. Future EU membership is a declared priority of the Kosovo government and a key development driver.

Economic growth in recent years slowed down (2.9% in 2012) partially due to the crises in the Eurozone, but it remained stronger than in most neighbouring countries (3.5% forecast for 2013). The trade deficit is almost 40%. Remittances remain crucial to the economy and to alleviating poverty. Kosovo's ranking in the World Bank's Doing Business report improved from #117 in 2011 to #98 in 2012. Kosovo's Human Development Index is 0.714, the lowest in Europe. The 2012 Kosovo HDR concludes that serious adjustments to growth strategies are necessary to transform Kosovo's narrow patterns of growth into a more dynamic and inclusive private sector. Incentives are needed for businesses to improve compliance with workforce rights legislation, to address underperformance in the public sphere and to prevent its overshadowing of the private sector growth. Job-creation strategies are needed to connect more women, youth, and vulnerable groups to decent work.

With all these political developments, Kosovo society is passing through a delicate phase of democratic transition. This transition is accompanied with progress in decentralization, human rights and reintegration of minorities, employment and social policies, but also with a degree of gaps in institutional capacities, challenges in the implementation of justice and rule of law reform, backlog in passing of legislation and difficulties in combating corruption. Development challenges in Kosovo also include environmental degradation and poor infrastructure and public services.

One of the main conclusions of the Kosovo Human Development Report 2010 is that despite being vast in number, the strategies and policies aimed at addressing the development challenges of Kosovo society are not implemented due to problems with intra-ministerial coordination and the fact that they were not based on need-assessment or first-hand evidence and data.

Taking into consideration the importance of data on citizens' perceptions for evidence-based policy making, increased accountability and for inclusive decision-making, the present project will continue with research and analysis and capacity development activities for selected governmental and public institutions. The Public Pulse II will collect data on opinions of citizens on the overall satisfaction with the performance of public institutions, democratization, public participation, economic developments as well as interethnic dialogue and Kosovo's EU integration processes. Presentation of the key findings from the opinion polls and focus groups will serve as a means for dialogue between governing institutions and the people.

The project will also continue to support the establishment of mechanisms for follow-up actions with Kosovo institutions in order to assist them in decision-making processes and address issues highlighted by opinion poll research, with the ultimate aim of facilitating dialogue between governmental institutions and citizens.

## **Kosovo Early Warning System and Public Pulse Project - Lessons Learned**

Since 2002 the Kosovo Early Warning System (KEWS) and the Public Pulse Project have supported the development of capacities of local experts and institutions for research and analysis based on scientific methodology to provide insight into development issues, foresee potential crises and advise on informed policies. During the time period 2002-2013, these two projects covered the publishing of 34 reports based on 34 opinion polls by engaging more than 250 local experts from the civil society, private sector and Kosovo institutions.

The KEWS project was initiated by UNDP in 2002 and was continuously supported by the U.S. Agency for International Development (USAID). During Phases I and II KEWS provided stakeholders in Kosovo with a monitoring and conflict prevention *system*, as opposed to an assortment of papers and reports covering diverging aspects of the post-conflict situation in Kosovo. Instead, the project provided an essential analytical tool for international reconstruction and peace-building efforts in Kosovo. During these phases the methodologies were introduced and capacities for crises identification and trend monitoring were developed.

During Phases III and IV the project aimed to strengthen the capacity of local leadership in using the EWS in policy design and implementation. During these phases, the EWS Report cycle began with a survey of 1,300 persons (conducted by the contracted local institution) which captured the public opinion on key developments and the performance of various institutions in Kosovo. The results of the survey were then summarized in a 7-8-page publication, called *Fast Facts*, which presented only descriptive statistics from the survey and contained no substantive analysis or policy recommendations. The *Fast Facts* were launched in a media event and disseminated through email distribution and UNDP's website. In an effort to increase participation and feedback of key-actors, the *Fast Facts* were first presented to relevant stakeholders (i.e., representatives of the institutions whose performance was assessed in the survey) in a roundtable setting. The results of the survey and the trends in opinion were discussed by the stakeholders and experts. Following this process, the additional input was used to complement the data to write the narrative that resulted in a full EWS Report containing detailed analysis of public opinion trends and related policy recommendations.

The Public Pulse Project was initiated based on the experience of the KEWS project to combine research with response activities from governmental or public institutions. This project continued with the production of biannual reports based on opinion poll surveys and introduced Action Papers for selected institutions. As per project activities, institutions interested in analysis of different aspects related to their scope of work benefited from assistance in research and analysis based on the already-established methodology. The research on and production of Action Papers also engaged staff from beneficiary institutions, by simultaneously building this way institutional capacity for evidence-based policymaking.

During the three-year period, the Public Pulse project successfully supported the Kosovo Judicial Council, the Association of Professional Journalists, the Municipality of Prizren, the Ministry of Health and the Ministry of European Integration to conduct research and analysis on selected topics of interest and to come up with concrete recommendations on actions to be undertaken to address these issues.

A recent external evaluation of the Kosovo Public Pulse shows that it is considered to be a unique project in Kosovo by the interviewed stakeholders. This document also shows that the Public Pulse Reports are considered to be credible sources of information with regard to public satisfaction with the work of state institutions. They receive important media attention and are often cited by both local and international think-tanks. By continuously measuring the performance of public institutions, Public Pulse triggered greater public advocacy and pressure, as the reports fed the

intellectual, academic and professional debate and argumentation regarding specific public policy issues in the country contributing to greater accountability of institutions.

With regard to meeting its main objectives, the project has had an impact on increasing communication between the public and institutions. It is evident that state institutions do follow the reports as a credible source of information regarding their public rating and support. Moreover, the communication gets stronger once civil society organizations (especially think-tanks) use Public Pulse reports and findings to advocate for certain issues or policy options. In this regard, the project is believed to have helped increasing the awareness of state institutions on pertinent problems as perceived by people as well as their responsiveness to public concerns and demands.

According to the Evaluation Report, local experts were regularly consulted and asked for feedback on the survey findings. The selection process of target institutions for Action Papers was professional and deliberate. The project products were launched in public events, receiving wide media attention and coverage, which helped in maintaining project's visibility and credibility. From a project management perspective, Public Pulse is considered a positive example.

Based on the recommendations of the Evaluation Report as well as experience in the last eleven years the project will continue to work on its flagship indicators, but it will try to make use of more user-friendly tools for presentation of data and indicators from the survey as well as conclusions and recommendations from the focus group meetings. The best practices of the project will be used in the future, whereas the ad hoc capacity development activities will be replaced with a planned and more proactive approach of engaging the selected institutions in the very beginning of the research process – drafting of the research products – in order to develop their capacities for informed decision-making processes.

Based on the requirements of the stakeholders of the Public Pulse Reports, the future project will produce Public Pulse briefs - shorter and simpler in narration containing more information on the methodology and indices – but produced much faster than the Reports during the previous phases. The Public Pulse Briefs will be approximately 20 pages and will replace both fast facts and longer narrative reports.

Based on the **lessons learned on capacity development** UNDP will work with local organizations and experts to organize and conduct opinion poll research, targeted surveys in northern municipalities in Kosovo and focus group research in order to further increase their capacities for research and analysis. During these research activities UNDP will work on capacity development ensuring the transfer of knowledge and training through:

- Provision of established methodology to partner organizations;
- Provision of training and mentoring for the development of research design, questionnaires and methodologies for survey and data analysis;
- On-the-job training by implementing research activities and
- Provision of guidance and quality assurance to partner organizations and individuals.

Similarly, through the preparation of Action Papers with selected governmental or public institutions UNDP will ensure the full participation of professional staff from these organizations in implementation of research activities for the Action Paper. This means that the Project Team will work on capacity development of selected staff from Kosovo institutions through:

- On-the-job training and mentoring during the preparation of the research design of the Action Papers;
- Preparation of the adequate methodology to address the research questions;
- On-the-job training during the implementation of research activities;
- Provision of on-the-job training during the analysis of data and

- Provision of quality assurance through mentoring the peer review process.

In terms of communication and establishing an effective dialogue platform between the public and Kosovo institutions, the project will utilize social media more extensively through publication of data in infographics and interactive charts which will be published every second month.

### **UNDP mandate**

UNDP is the lead agency on democratic governance in the UN system. Democratic governance is essential for achieving the Millennium Development Goals (MDGs). UNDP aims to build effective and capable institutions that are accountable and transparent, inclusive and responsive. Locally, UNDP supports efforts to improve capacity for delivery of basic services and to ensure society's voices are included in the political decision-making processes. The goal of UNDP is to strengthen the democratic processes in countries and help public institutions become efficient and accountable, based on the principles of human rights, gender equality and the rule of law, and therefore contribute to an environment where the people and their institutions can interact in a vibrant, participatory and transparent manner.

UNDP supports efforts to advance democratic governance in four main areas:

1. Expanding people's opportunities to participate in political decision-making, particularly those of women and the poor;
2. Making democratic institutions more accountable and responsive to citizens, supporting national parliaments, public administrations and the rule of law;
3. Promoting the principles of democratic governance — in particular, anti-corruption, human rights, women's empowerment and equal opportunity and
4. Supporting country-led democratic governance assessments that help countries assess their needs, monitor their progress and achieve their goals.

Kosovo has made significant strides in building up its own institutions both at the central and local levels. However, much remains to be done to develop the capacities of existing institutions and strengthen the oversight and accountability mechanisms that scrutinize central and local government, e.g. civil society, independent media and other oversight bodies.

At the same time UNDP has a mandate on conflict prevention, specifically on crisis prevention and disaster mitigation, and the two should be integral parts of sustainable human development strategies.

UNDP helps countries prevent and recover from armed conflicts and natural disasters through advocacy, capacity building, conflict-sensitive development, development of tools and methodologies, gender equality, knowledge networking, strategic planning and programming and policy and standard setting.

## II. Strategy

The project will contribute to UNDP programme outcome for accountable central and local governance through capacity development for planning, implementing and administrating policies which are participatory, gender-responsive and human rights centered. This project will utilize UNDP's approach on policy products which can inform policy actions of Kosovo institutions by providing evidence-based recommendations.

Since 2002, under the Kosovo Early Warning System (KEWS) and the Public Pulse projects, a total of 34 opinion polls were conducted and 34 reports were published. During this process, more than 250 local experts from civil society, private sector and Kosovo institutions participated in preparation of reports. KEWS Reports were intended as strategic planning and policy tools for development and use recommendations for preventative measures derived from trend analysis and monitoring of key sector indicators. The project did not work on follow-up actions with Kosovo institutions and other actors and in this regard did not have a mechanism for addressing pertinent issues. Building on this experience, the Public Pulse Project established the mechanisms for follow-up actions in cooperation with Kosovo institutions. This mechanism developed Actions Papers which contain conclusions and recommendations for addressing issues highlighted by opinion poll research with the ultimate aim of creating dialogue between governmental institutions and citizens.

The Public Pulse II Project is a continuation of the Public Pulse and will continue the work on research and analysis of pertinent issues and serve as a watchdog that will constructively engage the Government of Kosovo and public Institutions in research. The project will be implemented in cooperation with the Kosovo institutions to increase capacities for utilization of data and research methodologies for addressing problems and issues as to assure stability and facilitate dialogue between governmental institutions and citizens. The project will have four main products:

- Public Pulse Reports. The brief reports will be prepared based on biannual opinion poll survey data. A total of six will be produced during the project cycle. All reports will be published in three languages: English, Albanian and Serbian.
- Public Pulse Analysis. The Analysis will be prepared based on in-depth analysis of opinion poll data as well as statistical data from third sources, targeted research utilizing survey methodology, focus groups and in-depth interviews. A total of three Analysis will be produced during the project cycle, all publications will be in English, Albanian, and Serbian.
- Action Paper. Brief analysis of issues upon selected institutions' request based on Public Pulse methodology providing findings, conclusions and recommendations. A total of three Action Papers will be produced during the project cycle. Action Papers will be published in three languages English, Albanian, and Serbian.
- Targeted Surveys. Special annual surveys covering northern municipalities of Kosovo will be conducted and related analysis will be prepared for internal use of project beneficiaries and partners. A total of three targeted surveys will be conducted.

The Public Pulse II project cycle will start with a survey of 1,300 persons which will be conducted by contracted local organizations/institutions in order to capture the public opinion on key developments and the performance of various institutions in Kosovo. The results of the survey will then be compiled into a 18-20-page publication "*Public Pulse*" presenting the indicators for: 1) political and institutional stability; 2) economic and social stability; 3) inter-ethnic relations and 4) public and personal security. In addition to the current indicators, a new indicator on environment will be established and used in future reporting. Compared to the previous phases, the new Public Pulse Briefs will be shorter and produced within one month after the completion of the opinion poll. The new reports will be longer than fast facts and shorter than present narrative reports.

The *Public Pulse II* will present the statistical analysis of survey data and will be launched in a media event and made public through email dissemination, through the UNDP website and social media. The most important indicators and trends from the survey will be presented through visual data such as infographics and interactive graphs, charts and tables.

In an effort to increase participation and feedback of key actors, the *Public Pulse II* will be presented to relevant stakeholders, i.e. representatives of the institutions whose performance is assessed in the survey. Presentations will take place in roundtable format whereby the results of the survey and the trends in opinion can be discussed by the stakeholders and the Public Pulse II Project Team in an effort to complement the analysis and policy recommendations to be included in the Public Pulse Analysis.

Indicators will be monitored on a periodic basis throughout the project thus allowing trend analysis for a period of 36 months. Data and indicators from the opinion poll will be disaggregated by gender providing specific data for both men and women, as well as by ethnic groups, age, residence (urban/rural) and other demographic variables, providing detailed information on differences in perceptions and developmental problems faced by various groups.

Public Pulse Analysis will be prepared on an annual basis containing detailed analysis of public opinion trends on a specific topic and policy recommendations. The Analysis will be prepared in cooperation with local institutions and selected local experts who apart from data from opinion poll will also utilize qualitative methods such as interviews and focus groups. The Analysis will be based on in-depth analysis of a pertinent issue relevant for the period when the analysis is conducted. The main criteria for the selection of the topic for Public Pulse Analysis will be the public debate and the most pressing issues faced by Kosovo society and institutions at a particular point in time. As the future EU membership is a declared a priority of the Kosovo government and a key development driver, the selected topics will tend to address the issues set by feasibility study as short-term priorities (rule of law, public administration, minority protection, and trade capacities), which Kosovo must fulfill for negotiations to start during 2013. Analysis of a topic will also depend on the availability of data and statistics, which comprise secondary selection criteria.

The Public Pulse report and data from the research will serve as a base for identification of an institution for targeted analysis for Action Papers. Specifically, based on the results and interest of different governmental and public institutions for the follow-up analysis, a specific institution will be identified for target analysis and preparation of an Action Paper to address the issues highlighted by the report. The target analysis for preparation of Action Papers will be conducted in cooperation with identified governmental or public institution(s). The Action Paper will contain follow-up actions for addressing specific issues or policies. The project will also organise follow-up discussions to review progress of actions recommended in the Action Paper by the selected institution.

For the selection of the public/governmental institution for targeted analysis and for preparation of an Action Paper, a Peer Review (PR) Committee will be established. The PR Committee will be composed of members of governmental institutions, civil society members, private sector and representatives of UNDP and USAID. This Committee will select the public/governmental institution and the issue it will analyse based on the following criteria:

1. Trends and issues highlighted by opinion poll results;
2. Public debate and developmental issues faced by Kosovo society and institutions<sup>1</sup> and
3. Direct interest/requests from the governmental or public institutions for provision of assistance for analysis of a specific issue or policy.

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<sup>1</sup>Issues set by EU Feasibility Study as a short-term priorities (rule of law, public administration, minority protection and trade capacities), which Kosovo must fulfill for prosperity toward EU integration.

In cases when the institution is selected through the first and second set of criteria it is envisaged that the PR Committee will monitor the production of the Action Paper through independent evaluators. The evaluator will monitor the implementation of the Action Paper recommendations and will report these to the PR Committee meetings six months after the Action Paper is launched or handed to the specific governmental institution or agency. In cases when the selection of the institution(s) is done as a response to its/their direct request (third criterion), the PR Committee will work jointly with it/them to develop Action Papers and will engage an independent evaluator to assess the implementation of the actions recommended by this paper.

### **Capacity Development**

The whole process will ensure capacity development of targeted institutions for informed decision-making through engagement of selected staff in preparation of research design, questionnaire and statistical analysis and review of draft reports. The project aims to build confidence and communication bridges between the public and Kosovo institutions by engaging the officials from Kosovo institutions in discussions of research data and results. This process will also allow that the perceptions of citizens on pertinent issues are highlighted by biannual opinion polls and respective Public Pulse Briefs; serving as a basis for dialogue with (different) line-ministries and institutions of the Kosovo Government and establishment of complementary mechanisms for informed decision-making processes.

In terms of opinion poll research, the project has envisaged three targeted opinion poll surveys covering northern municipalities of Kosovo. With one targeted opinion poll per year, a total of three opinion poll surveys will be conducted during the project life cycle. The timing of the research, research topics and questionnaire will be developed based on the needs assessment with project partners and beneficiaries. The sample size for the opinion poll surveys in northern municipalities will be around 500 respondents.

### **Project Objectives**

**Kosovo Programme Action Plan (2011-2015) Outcomes:** Improved capacities for policy planning, policy implementation and administration at central and local levels for effective and gender-responsive governance.

### **Output**

Increased capacities of democratic institutions to utilize research and data for policy-making and accountability.

By:

- Increasing the awareness of democratic institutions on pertinent problems as perceived by citizens and
- Increasing the capacities and responsiveness of institutions toward priorities of citizens.

**Output Target 1:** Public Pulse Reports prepared and presented to selected Kosovo institutions (six).

**Output Target 2:** Public Pulse Analysis prepared and presented to selected Kosovo institutions (three).

**Output Target 3:** Action Papers on selected topics prepared in cooperation with selected Kosovo institutions (three).

**Output Target 4:** Special annual surveys covering northern municipalities of Kosovo conducted and related analysis prepared (three).

### **Activities**

Indicative activities of the project are:

- *Establishment of the Project team.* The Project team will be responsible for the delivery of outputs and activities.



- *Establishment of beneficiary group* for capacity development on research and analysis composed of staff from public and governmental institutions, civil society and academia.
- *Establishment of a joint Peer Review Committee.* The Committee will be comprised of members from Kosovo Institutions, USAID, UNDP, civil society, academia, and private sector. The main responsibilities of the Committee will be to select the institutions for intervention in capacity development and preparation of Action Paper(s) as well as to monitor the implementation of the Action Paper recommendations.
- *Preparation of the questionnaire.* The questionnaire will be based on the current Public Pulse questionnaire in order to continue to track the same indicators and conduct trend analysis. A small portion of the questionnaire will be changed to accommodate developmental issues which emerge during the implementation phase. Questions will be formulated in a gender-sensitive manner to highlight differences in issues faced by women/girls and men/boys.
- *Opinion poll.* The opinion poll will be conducted with a representative sample for Kosovo population and it will be large enough to provide reliable data for three sub-samples: Kosovo Albanians, Kosovo Serbs and other non-Serb minorities. Opinion polls will be conducted biannually. The first yearly poll will be conducted in March and the second one in September. During the whole project cycle a total of six opinion polls will be conducted.
- *Preparation of Public Pulse Reports.* A brief summary of key indicators measured by Public Pulse will be presented in a short report of 18-20 pages and will be presented to the public shortly after completion of field research. Briefs will be published biannually, each covering a period of six months.
- *Follow-up research with focus groups and other qualitative methods.* The results of the opinion poll as well as other issues not captured by the opinion poll will be analysed in-depth with groups of experts with the aim of providing insights on occurrence of certain developmental trends as well as to derive recommendations on specific issues analysed.
- *Preparation of Public Pulse Analysis.* In-depth analysis of pertinent developmental issues as reported by different demographic groups as well as men and women.
- *Publication of the Public Pulse Reports and Analysis.* The Briefs and Analysis will be published both in printed and electronic (web) versions and disseminated to all ministries, municipalities and other related stakeholders.
- *Annual Peer Review Committee meetings.* The Peer Review Committee will hold bi-annual meetings to recommend, select the line-ministry or institution which will be included in the follow-up analysis for the Action Paper as well as to report on monitoring results of the implementation of Action Papers.
- *Preparation of the Action Plan.* Project team will work with the selected staff from public or governmental institution on research analysis of data and development of Action Paper.
- *Follow up discussions.* The project will organise periodical follow-up discussions to review progress of actions identified in the Action Paper by the selected institution.
- *Special annual surveys.* Topics for the special annual surveys covering northern municipalities of Kosovo identified in cooperation with project partners and beneficiaries. Special opinion poll survey will be conducted in northern municipalities in Kosovo in cooperation with local organizations.
- *Questionnaire for the special annual surveys.* Questionnaire for the special annual surveys for northern municipalities developed in cooperation with project partners and beneficiaries.
- *Analysis on northern municipalities prepared.* Descriptive and inferential statistical analysis will be conducted with the data from opinion poll survey and respective report will be prepared.

### III. Results and Resources Framework

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

Improved capacities for policy planning, policy implementation and administration at central and local levels for effective and gender-responsive governance.

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

Indicator: Percentage of increase of public satisfaction with government services, at the local and central levels (disaggregated by gender) Baseline: (2009: 56%; 2015: 65%; MoV: Public Pulse Report).

**Output:** Increased capacities of democratic institutions to utilize research and data for policy-making and accountability.

**Output Target1:** Public Pulse Briefs prepared and presented to selected Kosovo institutions (six).

**Output Target 2:** Public Pulse Analysis prepared and presented to selected Kosovo institutions (three).

**Output Target 3:** Action Papers on selected topics prepared in cooperation with selected Kosovo institutions (three).

**Output Target 4:** Targeted opinion poll surveys in northern municipalities in Kosovo.

**Partnership Strategy:** The Project will work closely with the Kosovo Agency of Statistics, Prime Minister's Office, Line Ministries, Academia, Think-Tanks, Civil Society Organizations and Media to produce the outputs and to contribute to the outcome outlined above.

**Project title and ID (ATLAS Award ID):**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	INPUTS	1. BUDGET (USD)
<p><b>Output :</b></p> <p>Increased capacities of democratic institutions to utilize research and data for policy-making and accountability.</p> <p>Baseline: Governmental and public institutions do not utilize data and research for decision</p>	<p>Targets (year 2014) Two Public Pulse reports prepared and published.</p> <p>One Public Pulse Analysis prepared and published</p> <p>One Action Paper prepared in cooperation with the selected Kosovo Institution.</p>	<p>1 Activity Result: Public Pulse Briefs</p> <ul style="list-style-type: none"> <li>• <i>Establishment of the Project team.</i></li> <li>• <i>Establishment of project beneficiary group composed of staff working in relevant Kosovo institutions.</i></li> <li>• <i>Selection of expert group.</i></li> <li>• <i>Preparation of questionnaire.</i></li> <li>• <i>Opinion poll.</i></li> <li>• <i>Presentation of opinion poll results</i></li> </ul>	<p>Programme Specialist(30%)</p> <p>Statistician</p> <p>Project Manager</p> <p>Project Associate (30%)</p> <p>Office Costs</p>	<p>43,200.00</p> <p>57,600.00</p> <p>61,200.00</p> <p>20,520.00</p> <p>18,000.00</p> <p>102,000.00</p>

<p>making-and policy development.</p> <p>Indicator: Number of policies and decisions that are based on data analysis and research.</p>	<p>One special survey covering northern municipalities of Kosovo conducted and related analysis prepared.</p> <p>Targets (year 2015) Two Public Pulse reports prepared and published.</p> <p>One Public Pulse Analysis prepared and published.</p> <p>One Action Paper Prepared in cooperation with the selected Kosovo Institution.</p> <p>One special survey covering northern municipalities of Kosovo conducted and related analysis prepared.</p> <p>Targets (year 2016) Two Public Pulse reports prepared and published.</p> <p>One Public Pulse Analysis prepared and published</p> <p>One Action Paper Prepared in cooperation with</p>	<p><i>for stakeholders and experts.</i></p> <ul style="list-style-type: none"> <li>• <i>Follow-up research with focus groups and other qualitative methods.</i></li> <li>• <i>Preparation of Public Pulse reports.</i></li> <li>• <i>Publication of the Public Pulse Briefs.</i></li> <li>• <i>Presentation of Public Pulse Briefs to Selected Institutions.</i></li> </ul> <p>2 Activity Result: Action Paper</p> <ul style="list-style-type: none"> <li>• <i>Establishment of joint Peer Review Committee.</i></li> <li>• <i>Selection of the beneficiary institution.</i></li> <li>• <i>Training of the selected institution on research and utilization of data for policy-making.</i></li> <li>• <i>Preparation of research design.</i></li> <li>• <i>Peer Review Committee meeting for selection of institution for follow-up research and preparation of Action Plan.</i></li> <li>• <i>Preparation of the Action Plan.</i></li> <li>• <i>Peer Review Committee meeting for monitoring the implementation of the Action Plan.</i></li> </ul> <p>3 Activity Result: Public Pulse</p>	<p>Opinion Polls</p> <p>Focus Groups and other research</p> <p>Targeted Surveys</p> <p>Trainings</p> <p>Local Experts</p> <p>Translators</p> <p>Editing</p> <p>Design</p> <p>Printing</p> <p>Conferences and events</p> <p>Dissemination</p> <p>Media and Visualization</p> <p>Communications</p>	<p>5,400.00</p> <p>22,500.00</p> <p>6,000.00</p> <p>24,300.00</p> <p>14,400.00</p> <p>6,480.00</p> <p>9,600.00</p> <p>18,000.00</p> <p>8,400.00</p> <p>4,800.00</p> <p>7,200.00</p> <p>4,296.00</p>
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	<p>selected Kosovo Institution.</p> <p>One special survey covering northern municipalities of Kosovo conducted and related analysis prepared.</p>	<p>Analysis</p> <ul style="list-style-type: none"> <li>• <i>Selection of expert group.</i></li> <li>• <i>Follow-up research with focus groups and other qualitative methods.</i></li> <li>• <i>Preparation of Public Pulse Analysis.</i></li> <li>• <i>Presentation of Public Pulse Briefs to Selected Institutions.</i></li> </ul> <p>4 Activity Result: Targeted Surveys</p> <ul style="list-style-type: none"> <li>• <i>Needs assessments for the research questions.</i></li> <li>• <i>Preparation of questionnaire for special surveys for northern municipalities.</i></li> <li>• <i>Presentation of analysis.</i></li> </ul>	<p>GMS</p> <p>Total</p>	<p>23,152.84</p> <p>456,027.64</p>
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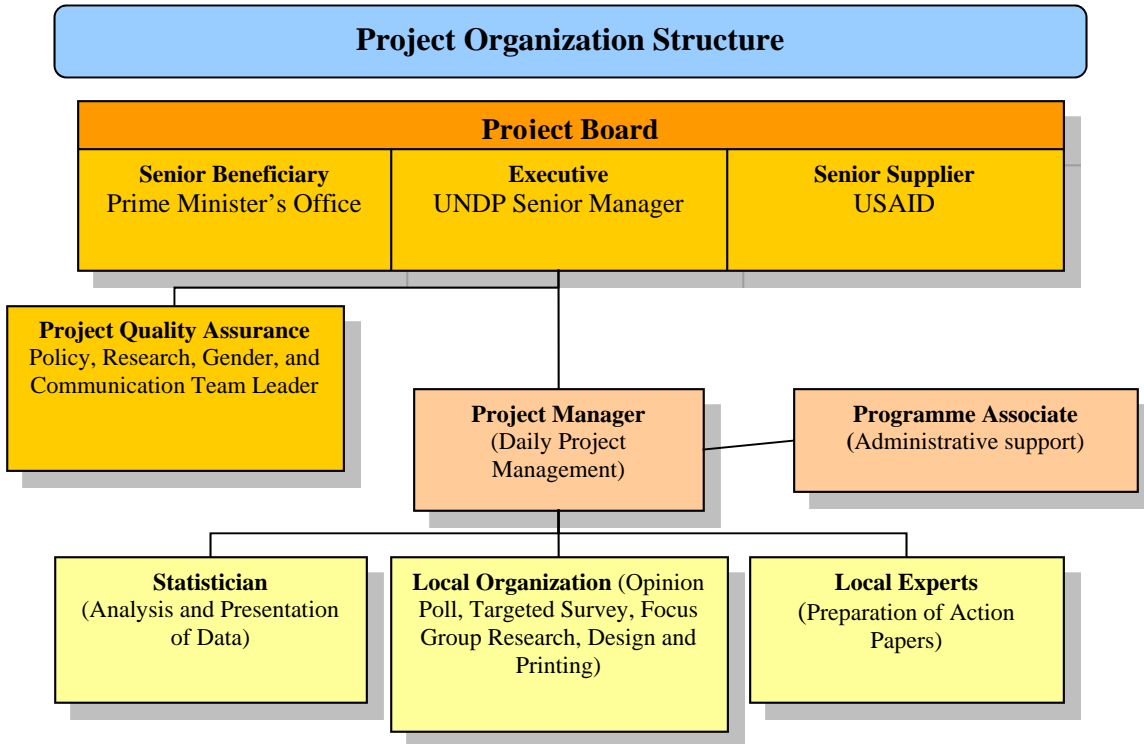
#### **IV. Management Arrangements**

Given the context and the politically sensitive environment in Kosovo (neutrality of the UN), this project will be implemented through a Direct Execution (DEX) modality. UNDP applies the DEX modality only in circumstances where the national Government does not have sufficient capacity to manage and implement programmes. This implies that UNDP Kosovo takes the final accountability for the use of resources and is responsible for managing, reporting and achieving the expected outputs and objectives of the project. Specifically, it also involves financial management of funds, financial analysis of the project, procurement, recruitment, administration, logistics, administrative and capacity assessments of implementing partners, reporting to donors and monitoring and evaluation.

The Project will establish a Project Board, which will be comprised of representatives of the senior supplier (USAID), senior beneficiary (relevant government institutions and ministries), the executive (UNDP Kosovo) and the Project Manager. The USAID will be the Senior Supplier, operating according to the terms specified in the Cost Sharing Agreement between USAID and UNDP. A representative from the Prime Minister's Office will represent the senior beneficiary in the Project Board. UNDP Kosovo will be the chair of the Project Board. Project Board meetings will be organized by the Project Board as needed.

The Project Board will be responsible for providing general oversight to ensure achievement of the results on the primary project outputs. The Project Board will provide strategic management decisions when guidance is required by the Project Manager, which may include the approval of project plans and revisions in project activities. The Project Board will also ensure that the project meets the minimum requirements of the Kosovo Programme Action Plan and the UN Common Development Plan.

Project Quality Assurance will be provided by the UNDP Kosovo Policy Research, Gender and Communication Team, which will ensure objective and independent project oversight for the purpose of meeting the project management targets.



The **Project Manager** will be responsible for managing day-to-day project operations and decision-making. These will be executed on behalf of and according to the decisions of the Project Board. The Project Manager will supervise the staff of the project. He/she will also closely coordinate project activities with relevant government and other stakeholders.

UNDP will also engage **Local Experts** whose role will be conducting of research analysis based on opinion poll research, focus groups and other qualitative research for delivering Public Pulse Briefs and Action Papers.

The **Programme Associate** will be responsible for the administrative aspects of the project including payment processing and budget maintenance. The Programme Associate will process requests for payments, make the budgetary controls and assist with event planning and organization.

The **Statistician** will perform quality assurance and monitoring of opinion poll research sampling frame, methodology, and sample representativeness. He/she will conduct quality check of databases delivered in Statistical Package for Social Sciences (SPSS) and perform all the statistical analysis, descriptive and inferential, and provide visual and analytical materials necessary for production of Public Pulse Briefs and Action Papers.

UNDP Kosovo shall offer expertise in capacity development and gender equality at the onset of the project by reviewing the implementation plan and offering recommendations that shall strengthen the outcomes on the project participants.

### **Capacity Development**

UNDP will work with local organizations and experts to organize and conduct opinion poll research, targeted surveys in northern municipalities in Kosovo and focus group research. During these research activities UNDP will provide the established methodology to partner organizations, together with necessary capacity development activities such as training and mentoring for the development of research designs, questionnaires, and methodologies for survey and data analysis. Through the implementation of the research activities UNDP will provide guidance and quality assurance to partner organizations and individuals ensuring the transfer of knowledge and capacity development.

Similarly, through the preparation of Action Papers with selected governmental or public institutions UNDP will ensure the full participation of professional staff from these organizations in implementation of research activities for the Action Paper. This means that the Project Team will work together with selected staff from governmental or public institutions during the phase of research design (design of the adequate methodology to address the research questions), during the implementation of research, co-organization of activities and provision of on-the-job training and finally during the analysis to provide quality assurance through mentoring the peer review process.

Intellectual property rights and use of logo on the project's deliverables will be in accordance with corporate rules of the USAID and UNDP.

## V. Monitoring Framework and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Report (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report upon the completion of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each element above of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above mentioned report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs and that these remain aligned to appropriate outcomes.

### Final Evaluation

- UNDP will conduct an external final project evaluation which will lead to evaluation and lessons learned reports. The evaluation will be carried out by independent evaluators in collaboration with national and international organizations. The evaluation will consider achievement of development goals according to parameters of the relevance and responsiveness of the actions, their effectiveness and efficiency, and the impact and sustainability of results, focusing especially on their contribution to capacity development. The evaluation will also provide recommendations for follow-up activities.

### Financial Reporting

- The project will be subject to the internal and external auditing procedures provided for in the financial rules, regulations and directives of UNDP Kosovo. Should an Audit Report of



the Board of Auditors of UNDP to its governing body contain observations relevant to the project's financial contributions, such information will be made available to donors.

- UNDP Kosovo will prepare an un-audited financial statement of receipts, disbursements and fund balance with respect to this project and forward a copy to each donor upon project closure. In the event that donors request a financial audit to be performed by external auditors, the costs of such an audit, including the internal costs of UNDP Kosovo, will be charged to the project budget. UNDP Kosovo will provide each donor with a copy of the auditors' report.

### Quality Management for Project Activity Results

<p><b>OUTPUT:</b> Increased capacities of democratic institutions to utilize research and data for policy-making and accountability.</p> <p><b>Output Target 1:</b> Public Pulse reports prepared and presented to selected Kosovo institutions (six).</p> <p><b>Output Target 2:</b> Public Pulse Analysis prepared and presented to selected Kosovo institutions (three).</p> <p><b>Output Target 3:</b> Action Papers on selected topics prepared in cooperation with selected Kosovo institutions (three).</p> <p><b>Output Target 4:</b> Targeted opinion poll surveys in northern municipalities in Kosovo.</p>		
<p><b>Activity Result 1</b> (Atlas Activity ID)</p>	<p>Activity Result 1: Public Pulse reports</p>	<p>Start Date: 29 Jan 2014 End Date: 28 Jan 2017</p>
<p><b>Purpose</b></p>	<p><i>Preparation and Publication of Public Pulse reports</i></p>	
<p><b>Description</b></p>	<ul style="list-style-type: none"> <li>• <i>Establishment of Project team.</i></li> <li>• <i>Establishment of project beneficiary group composed of staff working in relevant Kosovo institutions.</i></li> <li>• <i>Selection of expert group.</i></li> <li>• <i>Preparation of questionnaire.</i></li> <li>• <i>Conducting Opinion poll.</i></li> <li>• <i>Preparation of presentation of opinion poll results for stakeholders and experts.</i></li> <li>• <i>Follow-up research with focus groups and other qualitative methods.</i></li> <li>• <i>Preparation of Public Pulse reports.</i></li> <li>• <i>Publication of the Public Pulse reports.</i></li> <li>• <i>Capacity development on informed decision-making through presentation of Public Pulse reports to selected institutions.</i></li> </ul>	
<p><b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity be measured?</i></p>	<p><b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria have been met?</i></p>	<p><b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i></p>
<p>Percentage of similarity between demographic statistics of the sample and census statistics.</p>	<p>Demographic variable check against Census Data</p>	<p>April 2014 October 2014 April 2015</p>

Check for the representativeness of the opinion poll sample.		October 2015 April 2016 October 2016
Correspondence between UNDP corporate manual for publications and draft reports. Check the quality of analysis and written text as per UNDP publication manual.	Programme Specialist and Editors	May 2014 November 2014 May 2015 November 2015 May 2016 November 2016
Media coverage of Public Pulse reports	Number of articles and stories in printed and electronic media	Continuous
<b>Activity Result 2</b> <b>(Atlas Activity ID)</b>	Activity Result 2: Action Paper	Start Date: 29 Jan 2014 End Date: 28 Jan 2017
<b>Purpose</b>	<i>Preparation Action Paper for selected institutions and capacity development</i>	
<b>Description</b>	<p>Activity Result: Action Paper</p> <ul style="list-style-type: none"> <li>• <i>Establishment of joint Peer Review Committee.</i></li> <li>• <i>Selection of beneficiary institution for analysis and capacity development.</i></li> <li>• <i>Training of selected institution on research and utilization of data for policy-making.</i></li> <li>• <i>Preparation of research design.</i></li> <li>• <i>Peer Review Committee meeting for selection of institution for follow-up research and preparation of Action Plan.</i></li> <li>• <i>Preparation of the Action Plan.</i></li> <li>• <i>Peer Review Committee meeting for monitoring the implementation of Action Plan.</i></li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of staff from selected institutions participating in preparation of the Action Paper.	Attendance lists.	May 2014 May 2015 May 2016
Number of Action Paper recommendations implemented.	External evaluators and Peer Review Committee	July 2014 July 2015 July 2016
<b>Activity Result 3</b> <b>(Atlas Activity ID)</b>	Activity Result 3: Public Pulse Analysis	Start Date: 1 Sep 2014 End Date: 31 Aug 2016

<b>Purpose</b>	<i>Preparation Public Pulse Analysis</i>	
<b>Description</b>	<p>Activity Result: Public Pulse Analysis</p> <ul style="list-style-type: none"> <li>• <i>Selection of expert group.</i></li> <li>• <i>Follow up research with focus groups and other qualitative methods.</i></li> <li>• <i>Preparation of Public Pulse Analysis.</i></li> <li>• <i>Capacity development activities with Selected institutions for targeted analysis.</i></li> <li>• <i>Presentation of Public Pulse Briefs to Selected institutions.</i></li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of staff from selected institutions participating in preparation of Public Pulse Analysis.	Attendance lists.	September 2014 September 2015 September 2016
Number of participants in presentations of Public Pulse Analysis.	Attendance lists.	November 2014 November 2015 October 2016
<b>Activity Result 4 (Atlas Activity ID)</b>	Activity Result 4: Targeted Surveys	Start Date: 1 Dec 2014 End Date: 31 Aug 2016
<b>Purpose</b>	<i>Preparation Targeted Survey for northern municipalities in Kosovo.</i>	
<b>Description</b>	<p>Activity Result: Targeted Surveys</p> <ul style="list-style-type: none"> <li>• <i>Needs assessments for the research questions.</i></li> <li>• <i>Preparation of questionnaire for special surveys for northern municipalities.</i></li> <li>• <i>Presentation of analysis.</i></li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Percentage of similarity between demographic statistics of the sample and census statistics. Check for the representativeness of the opinion poll sample.	Demographic variable check against OSCE data and other available population data.	September 2014 September 2015 September 2016
Number of participants in presentations of Targeted Survey Analysis	Attendance lists.	October 2014 October 2015 October 2016

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## **VI. Legal Context**

The project document shall be the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

**VII. ANNEXES**

**Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

**3. PROJECT OFFLINE RISK LOG****4.**

<b>Project Title:</b> Public Pulse II Project (PP II )	<b>Award ID:</b>	<b>Date:</b>
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**5.**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Mngt. response	Owner	Submitted, updated by	Last Update	Status
1	Ineffective coordination between institutions, organizations and authorities.	Inception	Organizational	Lack of functioning co-ordination mechanisms between institutions, organizations and authorities may put obstacles to project implementation. P=3; I=3	One of the key activities of the project will be the establishment of a beneficiary group composed of staff working in Kosovo institutions to take part in research activities and coordination system between the actors involved.	Project Manager	Programme Specialist		
2	Lack of capacity of the existing Institutional (Peer Review Committee) experts to clearly identify the worrying issues derived from statistical results	Inception	Organizational	Inability to carry out project activities in an effective manner P=3; I=4	Close co-ordination with other peer review members from USAID, UNDP as well as academic institutions in order to identify the worrying issues and implement the component	Project Manager	Programme Specialist		

3	Lack of readiness from the targeted line-ministry to follow up the Action Paper Recommendations	Inception	Operational Organization 1	Inability to fulfil the tasks foreseen within the project activity P=1; I=4	Close coordination with the selected Ministry (governmental Institution) to ensure proper implementation of the project activities.	Project Manager	Programme Specialist		
4	Implementation of the Public Pulse Project heavily relies operationally and financially from implementation of the survey and Report writing segment of the project	Inception	Operational Financial	Preparation of the questionnaire and selection of local consultants is essential. Delays in this regard may cause delays in overall implementation of the project P = 2; I=3	The implementation of the Project must start immediately with advertising of the RFP for conducting the polling surveys with 1300 respondents.	Project Manager	Programme Specialist		
5	Lack of expertise from contractors who do not submit the product in due time and at the required quality level	Inception	Operational Regulatory	The effects are enormous. Based on previous experience, the professionalism of UNDP contractors has risked the quality of our products. P=2; I=4	Project officer has raised the issue of quality of work with senior management.	Project Manager	Programme Specialist		
6	Possible delays in writing a professional report and	Inception	Environmental Organization	Based on our previous experience, Kosovo lacks	A roster of experts will be created to overcome delays in	Project Manager	Programme Specialist		

	action point in due time. Possible delay might appear due to UNDP procurement rules and regulations and sometimes the lack of local capacities to produce professional papers.		1	professional capacities, for some special topics, which can commit themselves and produce the amount of work as required in the TOR. P = 2; I=4	contracting. Simultaneously , more specific TORs will be developed in order to oblige the sub-contractors in committing themselves to work with UNDP at full capacity.				
7	Continuation and sustainability of capacity building activities after project completion.	Inception	Environmental	Once the project funding has come to an end, training activities will not be carried out further.	The project will provide full financial support to training activities in the initial stage and gradually decrease such support by requesting more financial contributions from its counterparts.	Project Manager	Programme Specialist		

**[END OF ATTACHMENT 2 – PROGRAM DESCRIPTION]**

**ATTACHMENT 3**

**STANDARD PROVISIONS FOR COST-TYPE AWARDS TO PUBLIC INTERNATIONAL ORGANIZATIONS (PIOs)**

**I. MANDATORY STANDARD PROVISIONS FOR COST-TYPE AWARDS TO PUBLIC INTERNATIONAL ORGANIZATIONS (PIOs)**

**1. ALLOWABLE COSTS (April 2011)**

a. The Grantee must use funds provided under the award for costs incurred in carrying out the purposes of the award which are reasonable, allocable, and allowable.

(1) “Reasonable” means the costs do not exceed those that would ordinarily be incurred by a prudent person in the conduct of normal business.

(2) “Allocable” means the costs are necessary to the award.

(3) “Allowable” means the costs are reasonable and allocable, and conform to any limitations set forth in the award.

b. The Grantee is encouraged to obtain the Agreement Officer’s written determination in advance whenever the Grantee is uncertain as to whether a cost will be allowable.

[END OF PROVISION]

**2. AMENDMENT (April 2011)**

The parties may amend the award by mutual agreement, by formal modifications to the basic award document, or by means of an exchange of letters between the Agreement Officer and the Grantee.

END OF PROVISION]

**3. NONLIABILITY (April 2011)**

USAID does not assume liability for any third party claims for damages arising out of the award.

[END OF PROVISION]

**4. NOTICES (April 2011)**

Any notice given by USAID or the Grantee will be sufficient only if in writing and delivered in person, mailed, or transmitted electronically by e-mail or fax. Notices to USAID should be sent to the Agreement Officer at the address specified in the award and to any designee specified in the award. Notices to the Grantee should be sent to the Grantee’s address shown in the award or to such other address designated in the award.

Notices will be effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

[END OF PROVISION]



**5. PAYMENT (COST-REIMBURSEMENT) (April 2011)**

The Grantee must submit to the paying office indicated in the award an original and three copies of SF-1034

([http://contacts.gsa.gov/webforms.nsf/0/57675C8BB6CE880B85256A3F004125BD/\\$file/SF%201034.pdf](http://contacts.gsa.gov/webforms.nsf/0/57675C8BB6CE880B85256A3F004125BD/$file/SF%201034.pdf)) and SF-1035

([http://contacts.gsa.gov/webforms.nsf/0/213A354B84AE05B085256A81004632C8/\\$file/SF%201035.pdf](http://contacts.gsa.gov/webforms.nsf/0/213A354B84AE05B085256A81004632C8/$file/SF%201035.pdf)), normally once a month, but in any event no less than quarterly. Each voucher must be identified by the award number and must state the total costs for which reimbursement is being requested.

[END OF PROVISION]

**6. AUDIT AND RECORDS (UN) (April 2011)**

a. The recipient agrees to furnish the U.S. Government (USG) with a final report on activities carried out under the award, including accounting for award funds in sufficient detail to enable USAID to liquidate the award. The report must be submitted to the address specified in the award.

b. It is understood that financial records, including documentation to support entries on accounting records and to substantiate charges against the award, will be maintained in accordance with the recipient's usual accounting procedures, which must follow generally accepted accounting practices. The recipient must maintain such financial records for at least three years after the recipient's final disbursement of funds under the award. The recipient agrees to make available to the USG all records and documents that support expenditures made under its program.

c. The recipient confirms that the award account will be audited applying established procedures under appropriate provisions of the financial regulations and rules of the United Nations. The recipient agrees to make available these audit reports to the USG along with such other related information as may be reasonably requested by the USG with respect to questions arising from the audit report.

[END OF PROVISION]

**7. REFUNDS (April 2011)**

a. If the Grantee earns interest on Federal advances before expending the funds for program purposes, the Grantee must remit the interest annually to USAID. Interest amounts up to \$250 per year may be retained by the Grantee for administrative expenses.

b. Funds obligated by USAID, but not disbursed to the Grantee before the award expires or is terminated will revert to USAID, except for funds committed by the Grantee to a legally binding transaction applicable to the award. Any funds advanced to, but not disbursed by, the Grantee before the award's expiration or termination must be refunded to USAID, except for funds committed by the Grantee to a legally binding transaction applicable to the award.

c. If, at any time during the life of the award, or as a result of an audit, the Agreement Officer determines that USAID funds provided under the award have been expended for purposes not in accordance with the terms of the award, then the Grantee must refund the amount to USAID.

[END OF PROVISION]

**8. AWARD BUDGET LIMITATIONS AND REVISIONS (April 2011)**

a. The approved award budget is the financial expression of the Grantee's program as approved during the award process. USAID is not obligated to reimburse the Grantee for any costs incurred in excess of the total amount obligated under the award.

b. The Grantee must immediately request approval from the Agreement Officer when there is reason to believe that, within the next 30 calendar days, a revision of the approved award budget will be necessary for any of the following reasons:

(1) To change the scope or the objectives of the program or to add any new activity.

(2) To revise the funding allocated among program objectives by more than ten percent (10%) of the total budget amount unless the award states otherwise.

(3) Additional funding is needed.

(4) The Grantee expects the amount of USAID authorized funds to exceed its needs by more than \$20,000 or ten percent (10%) of the USAID award, whichever is greater.

c. The Grantee will not be obligated to continue performance under the award (including actions under the "Termination Procedures" provision) or otherwise to incur costs in excess of the amount obligated under the award, unless and until the Agreement Officer notifies the Grantee in writing that the obligated amount has been increased and specifies the new award total amount.

[END OF PROVISION]

**9. TERMINATION PROCEDURES (April 2011)**

The award may be terminated by either party, in whole or in part, at any time with 30 days written notice of termination. After receiving a termination notice from the Agreement Officer, the Grantee must take immediate action to cease all expenditures financed by the award and to cancel all unliquidated obligations if possible. The Grantee may not enter into any additional obligations under the award after receiving the notice of termination, other than those reasonably necessary to effect the close out of the award. Except as provided below, no further reimbursement will be made after the effective date of termination. As soon as possible, but in any event no later than 120 days after the effective date of termination, the Grantee must repay to USAID all unexpended USAID funds that are not otherwise obligated by a legally binding transaction applicable to the award. If the funds paid by USAID to the Grantee before the effective date of termination are not sufficient to cover the Grantee's obligations under a legally binding transaction, then the Grantee may submit a written claim for such amount to USAID within 120 days after the effective date of termination. The Agreement Officer will determine the amount(s) to be paid by USAID to the Grantee under the claim in accordance with the "Allowable Costs" provision of the award.

[END OF PROVISION]

**10. FINANCIAL MANAGEMENT, PROCUREMENT, AND EVALUATION (April 2011)**

To the extent not inconsistent with other provisions of the award, USAID and the Grantee understand that funds made available to the Grantee must be administered in accordance with the

Grantee's own financial rules and regulations, and that the Grantee will follow its own procurement and evaluation policies and procedures.

[END OF PROVISION]

**11. DISPUTE RESOLUTION (April 2011)**

Any differences or dispute arising between the parties concerning the interpretation or implementation of these arrangements shall be settled amicably between them either by negotiation or by any other non-judicial means including alternative dispute resolution, as agreed upon by both parties hereto.

[END OF PROVISION]

**12. TITLE TO AND DISPOSITION OF PROPERTY (April 2011)**

Ownership of equipment, supplies, and other property purchased with funds under the award will vest in the Grantee during the life of the award. Disposition of excess property financed under the award will be made in consultation with USAID and, where applicable, the host government of the country in which the activities financed under the award take place or other recipient organizations.

[END OF PROVISION]

**13. USAID DISABILITY POLICY AND UN CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES ASSISTANCE (April 2011)**

a. The principles of the present UN Convention on the Rights of Persons with Disabilities include promoting: (1) respect for inherent dignity, individual autonomy including the freedom to make one's own choices, and independence of persons; (2) nondiscrimination; (3) full and effective participation and inclusion in society; (4) respect for difference and acceptance of persons with disabilities as part of human diversity and humanity; (5) equality of opportunity; (6) accessibility; (7) equality between men and women; and (8) respect for the evolving capacities of children with disabilities. The full text of the Convention can be found at the following Web site: <http://www.un.org/disabilities/documents/convention/convoptprot-e.pdf>.

b. USAID requires that the Grantee not discriminate against persons with disabilities in the implementation of USAID-funded programs and make every effort to respect the principles of the Convention on the Rights of Persons with Disabilities in performing the program under the award. One of the objectives of the USAID's Disability Policy is to engage other U.S. Government agencies, host country counterparts, governments, implementing organizations, and other donors in fostering a climate of nondiscrimination against people with disabilities. To that end, and to the extent it can accomplish this goal within the scope of the program objectives, the Grantee should demonstrate a comprehensive and consistent approach for including men, women, and children with disabilities.

[END OF PROVISION]

**14. TERRORIST FINANCING CLAUSE (UN, April 2011)**

Consistent with numerous United Nations Security Council resolutions, including **S/RES/1269 (1999)** ([http://www.undemocracy.com/S-RES-1269\(1999\).pdf](http://www.undemocracy.com/S-RES-1269(1999).pdf)), **S/RES/1368 (2001)** ([http://www.undemocracy.com/S-RES-1368\(2001\).pdf](http://www.undemocracy.com/S-RES-1368(2001).pdf)), and **S/RES/1373 (2001)** ([http://www.undemocracy.com/S-RES-1373\(2001\).pdf](http://www.undemocracy.com/S-RES-1373(2001).pdf)), both USAID and the recipient are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. It is the policy of USAID to seek to ensure that none of its funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism. In accordance with this policy, the recipient undertakes to use reasonable efforts to ensure that none of the USAID funds provided under the award are used to provide support to individuals or entities associated with terrorism.

[END OF PROVISION]

[END OF MANDATORY PROVISIONS]

**II. REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR COST-TYPE AWARDS TO PUBLIC INTERNATIONAL ORGANIZATIONS****1. PROHIBITION ON ASSISTANCE TO DRUG TRAFFICKERS (April 2011)**

- a. The recipient must make such reasonable efforts, as are necessary, to ensure that no funds or other support under the award are diverted in support of drug trafficking.
- b. USAID reserves the right to terminate assistance to, or take other appropriate measures with respect to, any participant specifically designated by USAID who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking.

As defined in 22 CFR Part 140

[http://edocket.access.gpo.gov/cfr\\_2002/aprqtr/pdf/22cfr140.3.pdf](http://edocket.access.gpo.gov/cfr_2002/aprqtr/pdf/22cfr140.3.pdf), drug trafficking means “any activity undertaken illicitly to cultivate, produce, manufacture, distribute, sell, finance or transport, or to assist, abet, conspire, or collude with others in illicit activities, including money laundering, relating to narcotic or psychotropic drugs, precursor chemicals, or other controlled substances.”

**2. PUBLICATIONS AND MEDIA RELEASES (April 2011)**

- a. If the Grantee intends to identify USAID’s contribution to any publication, video or other information/media product resulting from the award, the product must state that the views expressed by the author(s) do not necessarily reflect those of USAID. Acknowledgements must identify the sponsoring USAID Bureau/Independent Office or Mission and the U.S. Agency for International Development substantially as follows.

“This [publication, video, or other information/media product (specify)] was made possible through support provided by the Office of \_\_\_\_\_, Bureau for \_\_\_\_\_, U.S. Agency for International Development, under the terms of Award No. \_\_\_\_\_. The opinions expressed in this [publication, video, or other information/media product] are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development.”

b. The Grantee must provide USAID with one copy of all published works developed under the award and with lists of other written works produced under the award.

c. Except as otherwise provided in the terms and conditions of the award, the author or the Grantee is free to copyright any books, publications, or other copyrightable materials developed in the course of or under the award, but USAID reserves a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use, the work for U.S. Government purposes.

[END OF PROVISION]

**3. REPORTING OF FOREIGN TAXES (UN) (April 2011)**

The Grantee is not subject to taxation of activities implemented under the award based on its privileges and immunities as a public international organization (PIO). However, should it be obligated to pay value-added taxes or customs duties related to the award, the Grantee must notify the USAID Agreement Officer's Representative (AOR).

[END OF PROVISION]

[END OF REQUIRED AS APPLICABLE STANDARD PROVISIONS]

[END OF ATTACHMENT 3]

[END OF GRANT NO.: AID-167-IO-14-00002]