



Proposed Methodology, Instruments, and Sample

Abstract

This document is the final deliverable/result from the evaluation of Help project, funded by USAID Empower Private Sector, through Grant Agreement No. FOG-2018-122-WFD.

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Another special note by the ET is dedicated to acknowledging the cooperation of the part of beneficiaries of Help support, who without exceptions, made themselves readily available to be interviewed, even when in peak of their activity.

DISCLAIMER

The views expressed in this evaluation are those of the Evaluation Team, and not of Help, its staff, or the Donor of this activity/project. They represent an impartial assessment of factual results, based on relevant project documentation and contracting requirements.

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1. SUMMARY

The objective of this Activity was to foster youth employability and entrepreneurship for vulnerable and marginalized youth through the Self-Employment (SE) Training Program in the municipalities of Kacanik, Hani i Elezit, Viti, and Gjilan. The SE program consisted of two components: a relevant “business training” course, followed by the provision of self-employment grants to a selected number of high-potential youth participants.

The objective of the external evaluation was to impartially assess the project success alongside five DAC Criteria for Evaluating Development Assistance, promoted by OECD. The evaluation exercise was carried out in October 2019, and included both qualitative and quantitative methods. For the purpose of this evaluation, 48 out of 55 beneficiaries of HELP ’s grants have been interviewed through using the standardized questionnaire/form¹, enabling comparison of results between beneficiaries and municipalities. Only 7 beneficiaries were not included in the evaluation, due to their unavailability in the period of the evaluation. While 20 interviews have been completed through face-to-face site visits, 33 of them have been completed through phone interviews. This was agreed with Help due to difficulties in arranging schedules without interrupting the work / activity of beneficiaries in the period requested, and to maintain travel costs within evaluation budget.

While relatively small in size, in general, the project implemented by Help has produced results well-beyond expectations and pledges made to USAID Empower Private sector—the donor of the project. It has produced almost twice the results in terms of grant beneficiaries than originally anticipated. In terms of the five dimensions assessed, project scores high vis-à-vis all of them. It is **very relevant and needed** for Kosovo, target municipalities, target beneficiaries and the communities in which they operate. It has been **very effective** in achieving results, **almost doubling** on its pledged indicators of achievement. In terms of actual cost of implementation, effectiveness of the project is also evidenced by the cost of training per participant which is 44 EUR/trainee, and the average investment per beneficiary company, which is at 2,482.00/business. **High efficiency** has been one of the key factors/dimensions of implementation that has positively impacted all other dimensions, and particularly leading to high effectiveness and impact. The project has generated **high impact** among target audiences, both in terms of raising their capacities and business acumen, and in terms of income generation and employment. It is noteworthy that the majority of beneficiaries surveyed report that the training provided by Help, was in fact the first ever business training they attended. The only dimension that can only be forecasted and not actually measured at the time of evaluation, is **sustainability**, as a retrospective period is needed to assess this dimension. At the time of the evaluation, it can only be concluded that all businesses funded are operational and are earning income, but it cannot be positively ascertained, whether they will grow into sustainable businesses in the coming years. The respondents however, are firmly convinced (all of them) that their business activities will pertain well-beyond the Help support.

The survey with Help clients reveals that they supported testify to high satisfaction regarding all aspects of support received from Help. It is noteworthy that aside from the grant support, which has been the main instrument for appealing to the target audience of unemployed youth, the

¹ See Annex for copy of Questionnaire

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beneficiaries also report high satisfaction levels with non-financial support received. To this end, very satisfied or satisfied account for most of the responses (over 90%) in all aspects, including, satisfaction with training, with compliance advice, and financial support.

The support package consisting of Training, Financial Support, and Technical Assistance appears to be needed/relevant for beneficiaries, and positively impacts their performance, particularly since the majority of beneficiaries didn't report prior knowledge, experience or business training. As such, the format is highly recommended to be continued. Additionally, the competitive nature of application is highly recommended to be continued, as it is assessed to build confidence and resilience with beneficiaries.

Procurement of inventory for beneficiaries has been found to be more effective in maximizing the investment value for money, as compared to direct granting of money to beneficiaries. It is the most prominent design feature enabling project's high effectiveness and efficiency.

One of the observations made by the ET is that some of the beneficiaries/clients (last round of grant awards), have just received their equipment support. As such, there is no evidenced track record of their performance, and their viability cannot be assessed. One particular recommendation pertains to timing of processes and their implications on monitoring results/impact. It is highly recommended that at least 1 year of monitoring period is planned after the delivery of support in order to fully assess the results and impact of the project. Given the highly seasonal nature of some businesses, the real impact and results achieved by the project are not possible until Fall of 2020 for some of the beneficiaries. Summer season, in particular, needs to be included in the monitoring periods, to ensure that increased business activity and income of beneficiaries is recorded and reported.

2. BACKGROUND

2.1. Project Background

The objective of this Activity was to foster youth employability and entrepreneurship for vulnerable and marginalized youth through the Self-Employment (SE) Training Program in the municipalities of Kacanik, Hani i Elezit, Viti, and Gjilan. The SE program consisted of two components: a relevant "business training" course, followed by the provision of self-employment grants to a selected number of high-potential youth participants. Key partners in collaborating in implementation include local municipalities. Business trainings was provided in each municipality for two groups of 25 participants. This adds to a total of 200 people. A total of 55 participants (instead of 32 foreseen) received self-employment grants of up to EUR 3,650.

Help, in coordination with relevant municipality representatives, reached out, recruited, trained, and provided self-employment grants. In total, 200 young people attended the five (5) day business training course and in each municipality, there two (2) groups of 25 participants attended. The training covered:

- ☐ Generating and refining your business idea, start-up basics, how to register a new business Introduction to business plans, business plan building basics
- ☐ Market research and strategic planning
- ☐ Marketing for small business, small business promotion, and social media platforms

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☐ Small business accounting and taxes.

Upon training completion, individual business ideas and proposals will be solicited and evaluated and selected for self-employment grants through three (3) selection rounds. In the first, the proposals will be assessed based on a social (living conditions, disposable family income, and other facts) and economic criteria (available skills, knowledge of the activity proposed, competition, legal requirements for doing a business, justification of the requested equipment, expected income, costs and profit, and other). Then, the beneficiaries that pass round one will be invited to an interview with the Help Grant Officers and afterwards they will be visited at their homes and/or potential business premises. Finally, the selection committee will decide on the winning proposals taking into consideration suggestions from project stakeholders and applying gender equality and equal opportunity principles. As a result, 32 grantees will receive equipment and or material assistance in the value of up to EUR 3,650. EMPOWER will play a quality-assurance and compliance-check role throughout this process.

2.2. Evaluation Background and Scope

With output indicators being achieved already, this evaluation was focused on qualitative aspects of implementation and intangible results that the support provided by Help has generated among the target audience of beneficiaries. To assess this aspect, IQ Consulting implemented a methodology comprised of structured interviews with all grant beneficiaries, review of relevant literature and project documents, and complementary interviews with Help team in several periods of the evaluation. In order to assess the results achieved across the beneficiaries, IQ Consulting will use a standardized form/questionnaire that allows for comparison of results between and among beneficiaries, as well as, derive results for the entire grant scheme. The sample of the questionnaire is presented in Annex 2.

2.3. Sample and Sample Distribution

In order to accurately assess the results of the grant scheme and training at a broader scale, IQ Consulting proposed to survey all beneficiaries of grants to illustration also at a municipal level, namely, providing for a comparison scale between beneficiaries of different municipalities. To this end, around 36% of all beneficiaries supported with grants (20 respondents) were visited in their business activity location, while the remaining respondents were interviewed via telephone. Given that the distribution of grants per municipality varies very little (1-2 beneficiaries difference), the sample for visits was also linearly distributed to include 5 beneficiaries in each of the municipalities.

The list of businesses visited, is presented in the Annex 2, while pictures from business activities are presented in Annex 3. The selection of beneficiaries/grantees to visit was proposed by IQ Consulting and approved by Help before the field work began. It should be noted that the list of proposed beneficiaries for inclusion in the evaluation aside from geographic distribution, also took into account the nature of businesses supported (their activity), gender, and size of support/grant. To this end, the IQ Consulting team strived to include a diverse group of business supported, in terms of all characteristics listed above.

This evaluation was completed in October 2019.

3. FINDINGS

3.1. General Evaluation Findings

The general conclusion on the grant scheme evaluated is that the team exceeded all anticipated result indicators. The only result which has fallen short in being achieved, and the Evaluation Team holds that it has not impacted other indicators, is the expected number of applications for the training, which was lower than anticipated. Given the size of municipalities (Kacanik, Hani i Elezit and Viti), the number of participants anticipated in these municipalities was not realistic, hence, the achievement of indicator, is satisfactory, and did not lower the quality of other results. The sections below briefly elaborate on the five dimensions of with OECD's DAC Criteria for Evaluating Development Assistance², which include: relevance, effectiveness, efficiency, impact, and sustainability.

In general, Help has selected a broad and diverse group of entrepreneurs of which some had proven market viability and experience, and some were startups. Such mix of beneficiaries is considered appropriate given the size of municipalities and the limited business activities that can take place in them. In addition, such mix of startups, provides for risk mitigation and increased sustainability in terms of results and impact achieved. Investment in existing businesses reduces the possibility of results seizing to exist upon completion of investment. On the other hand, the support provided to startups has directly enabled the beneficiaries to break the cycle of unemployment, and begin earning income for themselves and others through their business activity. Investments in startups contribute to maintaining vibrant private sector, and are very adequate for the Kosovo culture and social structure.

3.2. Relevance / Need

As per the definition of the word relevance—the quality or state of being closely connected or appropriate, this section assesses the extent to which the project was needed and appropriate for the targets sought. To this end, the project subject to this evaluation scores high, both in terms of being needed, and for its design appropriateness.

It is **very relevant** for Kosovo, target municipalities, target beneficiaries and the communities in which they operate. All national and local strategic and policy documents in Kosovo present employment and self-employment at the top of priority lists. National Development Strategy, SAA and its protocols, Economic Reform Program, as well as, a lengthy list of sectoral strategies, identify promotion of entrepreneurship as the tool to reducing unemployment in Kosovo, particularly among youth. The last government cabinet had an entire Ministry dedicated to entrepreneurship and innovation, further testifying to the relevance of entrepreneurship support at all levels.

Moreover, municipalities selected, particularly Viti, Kacanik, and Hani i Elezit, represent some of the least developed municipalities in Kosovo. Being small in size, and relatively far from the capital, all three municipalities offer little prospects for its citizens to engage in income generation. The MoUs signed with municipalities, as well as, their co-financing dues, represent additional evidence of the high relevance of the project.

²The DAC Criteria for Evaluating Development Assistance. OECD. Available at: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>. Last accessed: 25.10.2019.

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The survey with beneficiaries also testifies to the relevance of the project for its intended target groups. To this end, when asked 29% of beneficiaries' state that they had business ideas before their Help application, but lacked the equipment/tools to establish it. An additional 4% report not to have had the financial means to start a business. This is a particularly important aspect to consider in the light of project relevance, as outside the immediate grant support/assistance, it has also triggered entrepreneurial behavior among a broad spectrum of target audience. When asked what were the most relevant factors convincing them to invest in their businesses, most of them report the non-material support from Help as on the key reasons.

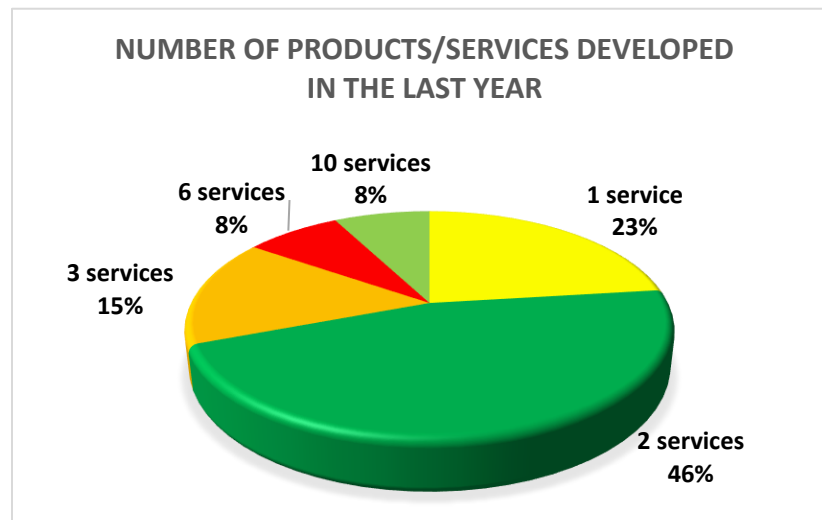
Figure 1. Plans to start a business before Help application



Figure 1 presents a visual overview of responses obtained by beneficiaries when asked, whether they had plans to implement their business ideas and what were some of the key obstacles to them taking such steps. In addition, when rating the satisfaction with Help support, almost universally. It should be noted that all beneficiaries interviewed have selected all three support mechanisms of Help as relevant to their needs.

Another impact made by the project, comes in terms of service diversification. Aside from startups who commenced delivering products/services and registered their business activity through the support of HELP, even existing businesses increased the quality of their services and diversified them significantly through the support from the HELP grant.

Figure 2. Number of products/services developed in the last year



13 beneficiaries (27%) report an increase in the number of services/products in the last year, and reported this increase as a direct result of the support from Help. Service/Product diversification increases business resilience, chance of sustainability and market viability, thus contributing to their continued/perpetual impact in the society, as it turns beneficiaries into active earners instead of being dependent from others.

3.3. Effectiveness

Effectiveness is the second lens through which the evaluation exercise scrutinized/assessed the project implemented by Help. The ET has come to conclude that the project team has been very effective in achieving results, almost doubling on most of the result indicators pledged to the donor. To this end, the table below provides a brief overview of project achievements as compared to the results pledged to the donor.

#	Description of Result	Target	Actual
1	Cooperation Agreements signed with four municipalities (Kaçanik, Hani i Elezit, Viti and Gjilan)	4 Municipalities	✓
2	Eight Information campaign in four targeted municipalities conducted	8 Information Sessions	✓
3	At least 400 applications received from youth in targeted municipalities. 200 youth selected to attend training.	400 applications received, 200 selected	293 applications received, 200 selected ↓
4	In total 200 young persons will attend the business training course.	Two groups of 25 in each: Kaçanik, Hani i Elezit, Viti and Gjilan	✓
5	At least 80 business proposals submitted from four municipalities (20 from each municipality).	20 proposals from each: Kaçanik, Hani i Elezit, Viti and Gjilan	200 received ↑
6	At least 32 selected clients to be awarded for grant to start the business	32 clients	55 clients ↑
7	At least 32 grant contracts signed with the final selected clients	32 grants	55 grants ↑
8	Purchase and distribution of equipment for 32 final clients conducted.	32 clients	55 clients ↑
9	At least 32 businesses are fully operational and financially sustainable.	32 businesses	55 businesses ↑
10	32 final clients visited three times during 12 months	32 clients visited	✓

Figure 3. Effectiveness in Achieving Results

3.4. Efficiency

Efficiency of spending is another aspect that this evaluation has considered. The Evaluation Team considers **high efficiency** as the main implementation characteristic that has positively affected other evaluation dimensions, and particularly leading to high effectiveness and impact. The prudent management and procurement practices in place, have enabled significant savings, which Help turned into more grants and higher number of beneficiaries.

In terms of actual cost of implementation, cost effectiveness of the project is also evidenced by the cost of training per participant which is 44 EUR/trainee, for 240 hrs. training on entrepreneurship, and the average investment per startup, which is 2,123.63 EUR. In addition to themselves, seven beneficiaries report to have full-time, and 21 part-time employees. This can be considered a high

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average by any standard, particularly given the average investment of only 2,123.63 EUR or a grant ceiling for single beneficiary of 3,650.

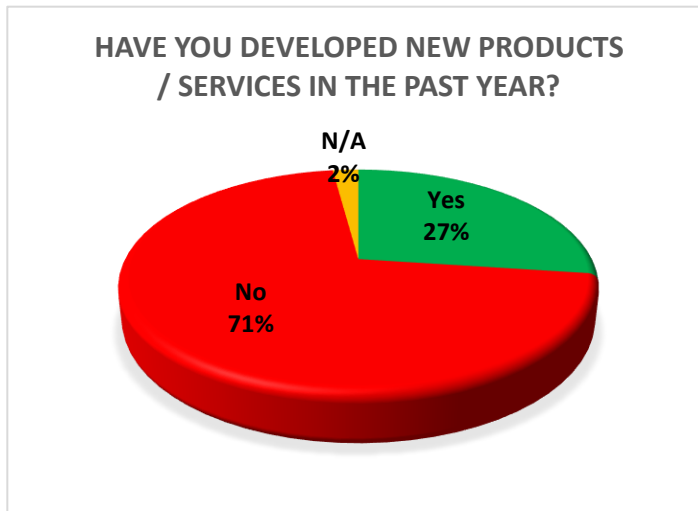
Another efficiency characteristic demonstrated by Help during implementation, is its ability to co-fund the grant scheme with the support from four municipalities, which has provided 25.66% of financing for the entire program. Co-financing achieved has increased efficiency of donor investment as it has diversified risk across multiple sources of financing.

A third efficiency trait that the project to this evaluation is particularly noteworthy for, is the efficiency of processes and ability to overcome timing constraints. Cooperation and coordination with local stakeholders (particularly municipalities), outreach and promotion to target audiences, the selection of beneficiaries, and the actual support delivered to those selected, have all been completed at very high efficiency, and with no major deviations from the initially planned schedule of events and activities.

4.5. Impact

In terms of impact made, the project subject to this evaluation also scores high. The project has generated **high impact** among target audiences, both in terms of raising their capacities and business acumen, and in terms of income generation and employment. It should be noted that 65% of beneficiaries' state that they have never had any business training before the one provided by Help.

Figure 4. Product/Service diversification in the past year

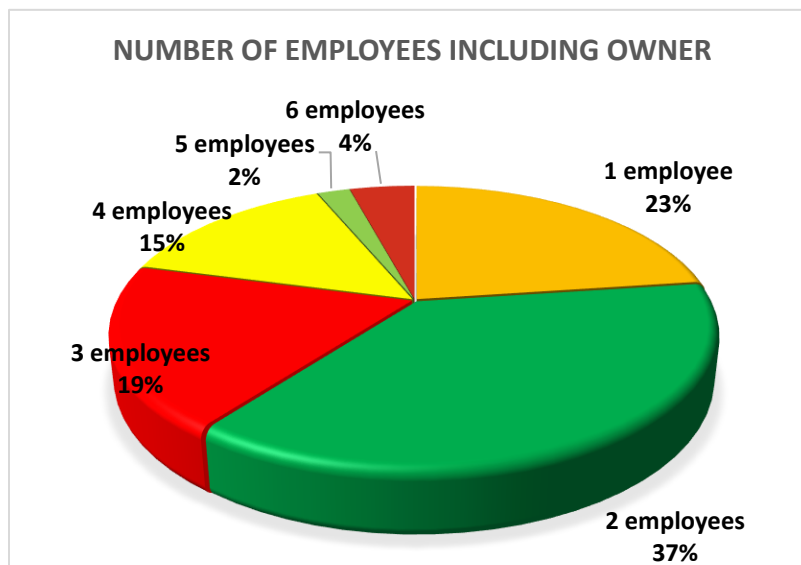


Regarding the first aspect, that of raising the capacities of target youth and their business acumen, the project has achieved the intended results and indicators. A total of 200 youth, 50 from each of the four municipalities, have been selected in a competitive process and underwent a 5-day training that included topics of: a) Generating and refining your business idea, start-up basics, how to register a new business; b) Introduction to business plans, business plan building basics; c) Market research and strategic planning; d) Marketing for small business, small

business promotion, and social media platforms; e) Small business accounting and taxes. Regardless of whether they were further supported by grant funding, they have gained business competence and the experience of application (which for a significant part of applicants was the first time), the knowledge and competency increase has also boosted their confidence and their entrepreneurial orientation, which can materialize in the future venture, independent of this application.

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Figure 5. Number of Employees including the owner



The measurable impact that beneficiaries report, on the other hand, includes, the increase in employment and increased number of products / services offered. In terms of staffing levels, most businesses in the sample report same staffing levels or modest increases during the past year. Outside of the direct grant beneficiaries, seven full-time jobs have been reported to be the net increase as compared to previous year. An additional 21 part-time employees have been reported,

aside from the new ventures (26 persons or 55%).

Another important impact that should be noted that could be observed during evaluation, is the number of women entrepreneurs supported. A total of 17 beneficiaries (30.9%) are women, which makes the project particularly effective in appealing to women entrepreneurs. This claim holds true particularly the male-dominated entrepreneurship scene in the four municipalities covered.

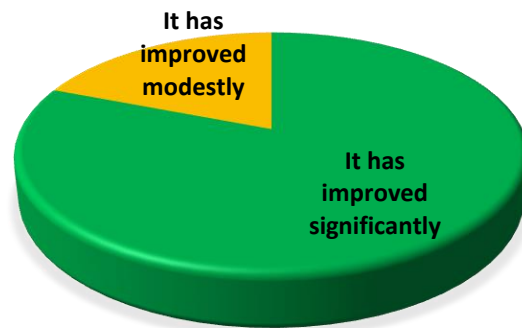
The other direct measurable impact reported by beneficiaries comes in terms of diversification of services / products. To this end, of the beneficiary businesses reporting new services in the past year, the majority of respondents (69%) report 1 - 2 additional products / services offered due to Help support and investment. Some of the existing businesses at the time of application also report improved quality / efficiency in delivering their services.

3.6. Sustainability

The only dimension that can only be forecasted and not actually measured is **sustainability**, as a retrospective period is needed to assess this dimension. However, some of the sustainability aspects can be assessed even at the present, including a potential for expansion of the businesses supported. At the time of the evaluation, it can only be concluded that all businesses funded are operational and are earning income, but it cannot be positively ascertained, whether they will grow into sustainable businesses in the coming years. Moreover, some of the beneficiaries have just recently received their equipment so there are no assessment grounds to determine their potential for market viability.

Figure 6. Performance of company in the last year as compared to previous one

**HOW WOULD YOU RATE YOUR COMPANY'S
PERFORMANCE IN THE PAST YEAR IN COMPARISON
TO PREVIOUS ONE**



However, in the absence of such firm indicator of sustainability of investment, the ET asked the beneficiaries on their expectations regarding whether their businesses will remain active. Given the high percentage of startups in the beneficiary list (55%), which were registered formally only during the application process with Help, the optimism of respondents regarding their future

business prospects is very positive.

In order to accurately assess the sustainability of the project evaluated, the ET broke down sustainability in five different aspects/dimensions: financial sustainability, institutional sustainability, systemic/policy sustainability, and environmental sustainability, which are the generally recognized criteria to assess sustainability. Below these aspects are briefly elaborated upon.

Financial Sustainability

The first aspect of sustainability assessed; rates significantly high. Unlike the management cost endured by Help, which is low, the direct investment on beneficiaries is high. The contribution of municipalities each with around 25.66% of investment made in their respective territories, also testifies to the high financial sustainability of the project. Given that all businesses interviewed are optimistic of future prospects is another financial sustainability characteristic that should be duly noted.

The exclusive purchase of new equipment and materials, has also ensured that the sustainability of investment is long and that benefits in terms of impact, employment and improved quality of products / services perpetuates much longer than the project duration.

Institutional Sustainability

Institutional sustainability is also significant for the project subject to the evaluation. As for institutional sustainability of beneficiaries, the fact that 54% of beneficiaries registered their businesses as part of the application to Help is a clear indication of these businesses' institutional sustainability, and it was inexistent before. The support to business registration and advice for compliance is another level of sustainability that the project ranks particularly high.

Another dimension that the ET would particularly note, is the institutional sustainability of Help as the implementing organization. Given its recent plans for increasing the role of country offices through diversified portfolio, the implementation of proposed project, compliance to donor standards, and the experience of staff working under different sets of rules and procedures, adds to organizational capacity and its institutional sustainability.

Systemic / Policy Sustainability

The systemic sustainability is one of the aspects that Help is particularly keen on. Since its projects target the most vulnerable and low-income beneficiaries, and they do not make co-financing mandatory requirements, it has always ensured that local stakeholders partake in the investment. In past projects these have included Ministries and other municipalities, while in this project the municipalities of Gjilan, Viti, Hani i Elezit and Kacanik, participated with 10000 EUR each or 25.66% of total budget.

During the cooperation with municipalities, Help has made efforts to institutionalize the practices of grant support to entrepreneurs, which are merit-based, transparent and fair. The transfer of know-how to beneficiary municipalities during (field visits, monitoring, training organization, distribution of equipment) further evidences the institutional sustainability of the project. Help reports that the four municipalities that benefited from and contributed to the project have also stated readiness to co-fund similar initiatives in the future.

Environmental Sustainability

Environmental sustainability, is one of the most neutral aspects of the project evaluated. The ET considers the project did not cause particular harm to the environment, has purchased equipment and materials that satisfy national environmental legislation, and has not entailed any major construction actions, which could potentially harm the environment in a major way. Furthermore, most of the businesses supported are in the service industries, or minor processing of natural materials, thus even further reducing the chance of negative impact on the environment.

Furthermore, purchase of energy-efficient equipment and machines is another contribution to reduced pollution, and waste caused by human activity. Help reports that these aspects were particularly taken into account when selecting vendors for equipment for beneficiaries/clients. Each equipment had to pass prior environment check from USAID before it was purchased, hence ensuring that highest environmental standards are in place.

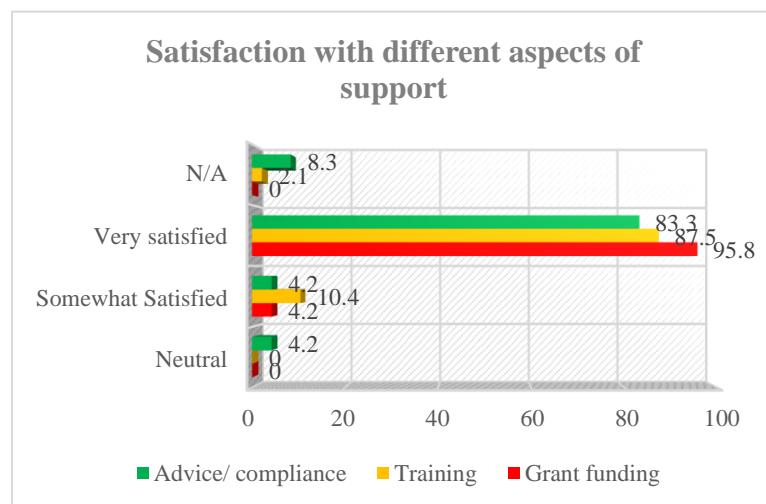
4. CONCLUSIONS AND RECOMMENDATIONS

4.1. Summary conclusions

Based on the discussion and argumentation presented above, as well as the evidence collected during this exercise, IQ Consulting team has come to conclude the following:

The project impact is evidenced through this research in terms of both the reported performance of businesses, as well as, the capacity building of entrepreneurs. The first type of impact can be identified through comparing products developed and number of employees. The high satisfaction of beneficiaries with the support received by Help is an indicator of well-designed and well-placed project in the implementing environment. It also testifies to the beneficiary centered and need-based design that has produced significant results within the target audience. When asked to rate the support received from Help, in terms of funding/grant amount, training, and the compliance advice, all beneficiaries report significant satisfaction levels in all questions (over 83% very satisfied).

Figure 7. Beneficiary satisfaction with Help Support and services



The second type of impact cannot be currently assessed and can only be measured in the long-run. Another factor limiting the ability of recording hard evidence of project impacts, is the relatively short period from investment made by Help to the period of assessment. Some businesses interviewed have benefited very recently (few weeks), making the current situation only a snap-shot of immediate-term results and far less so a review of mid-to-long term assessment.

The project was successful in achieving the targets set forth in the contracting documents. It exceeded most of the measurable indicators set forth for the project. The only shortfall to this end has been the target set forth for the number of applications for trainings, which taken into consideration the size of municipalities, it is reasonable shortfall. It is the understanding of the IQ team that the reason behind this shortfall relate mainly to the optimist planning rather than shortfall in outreach by the project.

Overall design and project components are considered by respondents as essential for the success of the project. The procedures for its administration, rules and criteria for beneficiary selection and other implementation details have been essential for ensuring high quality of implementation, and high effectiveness and efficiency. The vast majority of beneficiaries testify to high satisfaction with the support received.

Staff and stakeholders/partners interviewed for the purpose of this study indicate that the implementation procedures pertaining to grant-making are those applied by Help in all of its

activities. Its procurement practices have enabled almost doubling the number of beneficiaries, while maintaining quality of goods received also high.

4.2. Lessons Learnt and Recommendations for future activities

Following the discussion and argumentation above, as well as, conclusions reached on the basis of evidence collected, IQ Consulting team would like to suggest that the following recommendations are taken into account when designing future projects of similar nature:

In order to make a more meaningful impact in terms of sectoral development, and focus on most promising market segments (3-5 years' businesses) future similar projects should also allow for larger investment ranges to be supported through the grant scheme. The IQ team strongly recommends this suggestion as turnover figures and answers obtained regarding the importance of financial support, testify to the ability to absorb larger investments, as well as, the need of businesses for such investments.

Future similar projects to be implemented in Kosovo in the near-to-mid-term future should most definitely foresee support for businesses with investment value of up to 10,000 EUR. This is also evidenced in the open-ended answers received by beneficiaries in terms of the type of future support needed. While businesses existing before applying for Help project were able to more concretely, list specific types of support needed in terms of training and equipment, the startup beneficiaries are less clear on their vision for the future, largely due to shorter experience in the market. Nevertheless, all respondents interviewed were easily able to provide needs spanning beyond 5,000 EUR. However, if grant ceiling is increased, cost-sharing with beneficiaries needs to be made mandatory, ensuring seriousness and commitment on the part of beneficiaries and increasing investment sustainability. It is a safety net ensuring that only serious candidates that are ready to commit their own resources are filtered in the process.

The mix of Training, Financial Support, Technical Assistance appears to produce very positive results in terms of performance of beneficiaries, and as such, it should be continued. Additionally, the competitive nature of the process should be maintained as it has positive impact on the self-confidence of beneficiaries as well as strengthening their entrepreneurial spirit.

Procurement of inventory for beneficiaries has been found to be more effective in maximizing the investment value for money, as compared to direct granting of money to beneficiaries. It is the single most prominent factor to project's high effectiveness and efficiency.

One particular recommendation pertains to timing of processes and their implications on monitoring activities. It is highly recommended that at least 1 year of monitoring is planned after the delivery of support in order to accurately assess the results and impact of the project. Given the highly seasonal nature of some businesses, the real impact and results achieved by the project will be able to be derived only by Fall of 2020. Summer period, particularly due to increased spending capacity coming from larger Diaspora presence, has not been exploited to the fullest by more than half of beneficiaries, thus not providing for an accurate and full scale of results.

ANNEX 2: EVALUATION QUESTIONNAIRE

- M.1. Interview Date:** _____ **and Time (24h):** __|__: __|__|
- M.2. Name and position of Respondent:** _____
- M.3. Company name:** _____
- M.4. Owner's name:** _____
- M.5. Company website, if any:** <http://> _____
- M.6. Company or respondent e-mail:** _____
- M.7. Gender of respondent:** M _____ F _____
- M.8. GPS Coordinates of Business:** _____

Introduction:

“Good Morning (Afternoon). Thank you for meeting with me. My name is _____ and I work for IQ Consulting. We are evaluating the success of Help project staffs in supporting its clients and we would very much appreciate learning about your views, advice and experience. Please feel comfortable about being entirely frank in our discussion as the opinions you provide will be kept most confidential.

1. Did you have any plans to set up your company before you applied for the Help support?

- a. No (go to Question #2)
- b. Yes

1.b. If “Yes”, what prevented you from pursuing your idea? (Multiple answers possible)

- a. Didn't have the management knowledge necessary
- b. My business idea was not well structured/developed
- c. I didn't have the necessary technical knowledge
- d. I didn't have the necessary inspiration/motivation
- e. Didn't have financial means
- f. Circumstances outside my power were not right
- g. Other, please specify _____

2. What factors were most important in convincing you to invest in your company (check all that apply)

- a. Non-financial support from Help such as training and advice (please explain)

- b. Financial co-investment from Help _____

- c. Other (please explain) _____ -

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3. Before you participated in Help, did you or your company receive any business management training, business plan assistance, business management expertise, technical training, sales/marketing support or grant funds?

a. Yes

b. No

4. How satisfied are you with the following aspect of support from Help?

Service	Very satisfied	Somewhat Satisfied	Neutral	Dissatisfied	Very dissatisfied	N/A
a. Entrepreneurship Training	5	4	3	2	1	99
b. Grant funding (application and award/contracting)	5	4	3	2	1	99
c. Advice on compliance	5	4	3	2	1	99

5. How has Help Project service helped your business? (circle all that apply)

a. Helped you develop a strong business plan

b. Helped you establish your business

c. Helped you improve your business

1. Helped you increase sales

2. Helped you respond faster to customers

3. Helped you give your customers better service

4. Helped you offer customers new services

5. Helped attract new customers (better marketing, advertising, promotion).

6. Helped improve your or your employees' skills and expertise

7. Helped you manufacture faster

8. Helped you offer better quality services/products

9. Helped you reduce costs

10. Helped you obtain new software or equipment

11. Other (specify) _____

6. Number of employees in this company (including owner):

a. Insert number |__|__|

7. Of these, how many are: *Note to Interviewer: "in the last column for each category write +/- and the number of employees as appropriate". If not applicable write N/A*

#	Employee type	Number	Change in comparison to previous year
1	Full-time		
2	Part-time		
3	Seasonal		
4	Internship		
5	Male		
6	Female		

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8. Has your company developed new products/services in the past year?

- a. Yes b. No c. I don't know/Refuse

9. If 'Yes', how many new products/services has your company developed in the past year? *Note to Interviewer: "in the designated field write down in two-digit format the number of products developed".*

__|__| products/services

10. Has your Company acquired new clients in the past year? Please state number. *Note to interviewer: If Retail business skip question, if none write down '0'. Do not leave blank".*

|_|_|_|

11. How would you rate your company's performance in the past year in comparison to previous one (if applicable)?

- a. It has improved significantly
b. It has improved modestly
c. It has been the same
d. It has deteriorated a little
e. It has deteriorated significantly
f. Don't know/Refuse
g. N/A (if not registered in the previous year)

12. Will your company keep operating after the end of the Help grant?

13. In your opinion, what are the most important next steps for ensuring your company's success (profitability, sustainability)?

14. What changes would you recommend for future projects like Help?

Hard copy documentation provided:

Products/services catalogue

a. YES

b. NO

Photos of activity

a. YES

b. NO

Thank you for your Help!

ANNEX 3: EVALUATION SAMPLE

#	Name of Business	Type of activity	Beneficiary name	Gender	GPS Coordinates of Business
Gjilan Municipality					
1	Malik Group SHPK	Packaging activity	Lindita Duraki	F	42°28'33.8"N 21°27'56.0"E
2	Reactive Physio	Body maintenance	Erlind Muja	M	No available
3	Arra Interior Design	Design activities	Leonit Shaqiri	M	42°22'09.0" N 21°28'55.2" E
4	Gjurme	Design activities	Bajram Shkodra	M	42°27'38.9"N 21°27'41.2"E
5	Finnina Consulting	Bookkeeping, bookkeeping and auditing activities; tax counselling	Valentina Osmani	F	No available
Viti Municipality					
6	Mirlind Hyseni B.I.	Hydraulic works, heating installations and air conditioning	Mirlind Hyseni	M	42°20'39.2"N 21°16'57.7"E
7	Xhevshet Ademi B.I.	Repair of electrical equipment	Xhevshet Ademi	M	42°21'36.9" N 21°20'22.8" E
8	Auto Servis Ardi Nexhipi	Maintenance and repair of vehicles	Ardian Nexhipi	M	42°32'38.48" N 21°29'69.0" E
9	Kushtrim Zuka Kusha BI	Production of office paper	Sevdije Hasani	M	42°19'18.3" N 21°21'21.8" E
10	Blini Dekor SH.P.K.	Maintenance and site maintenance activities (environment)	Ideal Halabaku	M	No available
Kacanik Municipality					
11	Qëndrim Çallaki B.I.	Finishing of Textiles	Qëndrim Çallaki	M	42°14'06.3" N 21°15'00.7" E
12	NEHA METAL	Sawing of wood and woodwork	Nehat Bajrami	M	42°23'99.67" N 21°24'31.63" E

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13	RROBAQEPËSE DIZI	Final processing of textiles	Jalldyze Topalli	F	42°17'26.2" N 21°12'40.7" E
14	D.P.Z. "VISI - R"	Aluminum products	Astrit Shora	M	42°16'30.8" N 21°11'38.1" E
15	Jeton Bruti B.I.	Hairdressing salon and other beauty treatments	Jeton Bruti	M	42°13'48.6"N 21°15'26.0"E
Hani i Elezit Municipality					
16	Amir Dernjani B.I	Other cleaning activities	Amir Dernjani	M	42°09'29.5" N 21°17'19.9" E
17	Suad Kryeziu B.I	Construction of residential or non- residential facilities	Suad Kryeziu	M	No available
18	F.S.C. DERNJANI	Photography activities	Blerim Dernjani	M	42°09'00.2" N 21°17'49.4" E
19	Besnik Z. Kalisi B.I.	Veterinary activities	Besnik Kalisi	M	42°09'00.3" N 21°17'55.1" E
20	Lulzimi LV	Repair of electrical equipment	Lulzim Vila	M	42°09'04.0" N 21°17'47.3" E

R = Reserve.

ANNEX 3: BENEFICIARY PHOTOS: BEFORE AND AFTER

Figure 8. KACANIK – D.P.Z. "VISI - R"





Figure 9. RROBAQEPËSE DIZI



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Figure 10. Qëndrim Çallaki B.I.



Figure 11. HANI I ELEZIT - Amir Dernjani B.I

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Figure 13. Jeton Bruti B.I.



Figure 14. Lulzimi LV



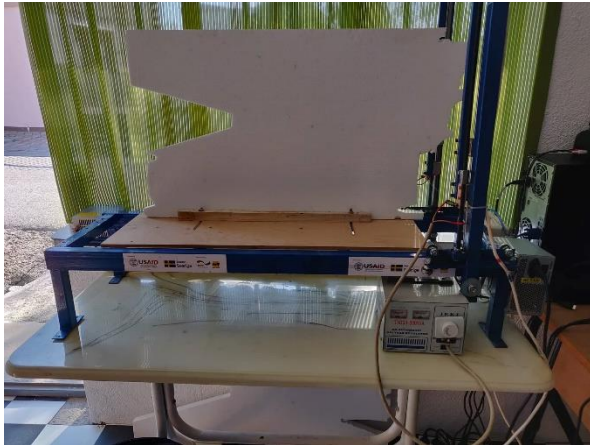


Figure 16. Blini Dekor SH.P.K.

Figure 15. VITI- Kushtrim Zuka - Kusha BI





Figure 17. GJILAN - Arra Enterier Design



Figure 18. Gjurme





Figure 19. Malik Group SHPK