CITIZENS BASED SATISFACTION SURVEYS:

Swiss-Kosovo Local Governance and Decentralization Support (LOGOS)

Country: Kosovo

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List of Abbreviations

AKM	Association of Kosovo Municipalities
LOGOS	Swiss-Kosovo Local Governance and Decentralization Support
MLGA	Ministry of Local Government and Administration
SDC	Swiss Agency for Development and Cooperation
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
YPO	Yearly Plan of Operations

1.   Key Features and Learnings

> Organizing citizens based opinion/satisfaction surveys allows understanding how citizens perceive and value changes at the municipal level and integrating end-beneficiaries' perspectives into the assessment of results.

> Citizens based surveys can serve multiple purposes: monitoring and reporting progress, planning future activities and promoting dialogue with and between partners.

> The tool can provide data about particular categories of the population. In a context where integration of minorities remains a key issue, it provides LOGOS with important information on the perceptions and the level of satisfaction of the Kosovo Serb community

> While the use of randomly chosen samples reduces "bias" of the interviewees, a logical pre-condition is that the project contribution is large enough to affect all citizens and for citizens to have an "informed" opinion about it.

> The organization of citizens based surveys requires significant human and time resources.

> It requires expertise for the results to be reliable.

> If one decides to rely on an external source of information or to use pre-existing methodologies, it is important that the latter have already been tested.

> Attribution remains a challenge. The use of citizen based surveys must be considered in the design of the overall monitoring system. Complementary sources of information and mechanisms for analyzing the information extracted through the surveys are needed.

> Overall context matters! As there are many factors that influence citizens' perceptions, the use of opinion surveys is difficult in rapidly changing and unstable environments.

> Harmonization of systems may be difficult for reasons of timing and/or the limited scope of intervention. The potential for increased involvement of donors on OM systems development and for harmonization at programme level should be explored.

2. Fact Sheet

LOGOS – Citizen-based satisfaction surveys	
Developed by	▪ By LOGOS ▪ The methodology for organising the surveys was borrowed and adapted from a tool developed by UNDP – The Kosovo Mosaic Survey.
Applied in	▪ 10 municipalities (9 partner + 1 control municipality) between 2009 and 2012
Purpose	1) Include citizens' perspectives and their level of satisfaction on municipal performance as a way to measure project outcomes. 2) Identify needs for planning purposes. 3) Trigger a dialogue with partners.
Methodology	▪ Opinion/satisfaction survey on municipal performance. ▪ The collection of data is outsourced to a local consulting company. ▪ Data collected through face-to-face interviews with <u>randomly selected sample</u>s of citizens in 9 LOGOS partner municipalities and a control municipality. ▪ Scoring factors on satisfaction (four to five grades from "very satisfied" to "very dissatisfied") ▪ OM system complemented by other sources of information (quantitative indicators)
Products	▪ Half-yearly, Annual Project's reports and end-of the Phase report. ▪ Results presented in a visual manner to the partners. ▪ Publication of the results possible (not decided yet).
Dimensions / aspects addressed	▪ Focus on improvements for citizens resulting from programme intervention and changes in attitudes of partners as perceived by end-beneficiaries. ▪ Focus on "perceived" changes along the good governance criteria. ▪ Allows to compare change over time and between partners. ▪ Allows for data to be disaggregated and to obtain information on specific categories of the population (gender, minorities, etc.). Therefore useful to monitor social dynamics/changes. ▪ Not designed to measure power relations and/or cost-benefit elements.
Indicators	▪ Qualitative information expressed in quantitative terms ($\rightarrow$ percentage of population "satisfied" with municipal performance). ▪ Use of an additional quantitative indicator at the outcome level.
Attribution	▪ Problematic – questionnaire needs to be well-thought and other sources of information necessary to analyse qualitative data extracted through the surveys. ▪ Useful to use a control group / municipality (i.e. conduct the survey in an area not affected by project) ▪ Useful to conduct ex-post focus group discussions with respondents in order to discuss and analyse the results of the survey.
Conditions	▪ Rather applies to "long" projects that spread over several years in order for change to be perceived by citizens. ▪ The use of randomly chosen samples implies that the project activities have an impact large enough to be felt by all categories of the population. ▪ Need for expertise when developing the methodology (formulation of questions, size of the samples, etc.) ▪ Important to rely on a "neutral" third party to collect the data. ▪ Interviewees need to feel confident to speak freely ▪ Opinion/satisfaction surveys need to be combined with other sources of information in order to analyze results and programme/project contribution. ▪ The context matters! Reliability of results will be negatively affected by instabilities and other changes not related to the project.
Remarks	▪ The organization of citizens/beneficiaries' opinion surveys requires important time investment and financial resources. ▪ Harmonization with other projects/initiatives remains difficult for reasons of timing and scopes of interventions
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3. Introduction and Background

The project and its main outcome

The Swiss-Kosovo Local Governance and Decentralization Support project (LOGOS) is implemented by HELVETAS Swiss Intercooperation and is part of the Swiss Agency for Development and Cooperation (SDC) country programme in Kosovo. The project started in 2007 and is now in its second phase of implementation (2010-2012).

LOGOS aims at strengthening local governance and decentralization reforms in 9 municipalities in South Eastern Kosovo[1]. It contributes to the implementation of the constitutional set-up which was designed in the aftermath of the 2008 declaration of independence and which places decentralization as a key priority for building a democratic and multi-ethnic state.

Municipalities are the entry point of LOGOS support, while the project closely coordinates its actions with the village and central level. The intended project objective/outcome is that **selected partner municipalities in South Eastern Kosovo are more accountable, transparent, equitable and effective in local governance and able to deliver key services to satisfy all citizen groups**.

The project outcome is pursued through concentration on the following working areas: Strategic and Spatial Planning, Budget Planning, Financial Management, Waste Management, and Municipal Structure. Gender, good governance and the inclusion of the sub-municipal level (i.e. village level) are transversal themes to be promoted. LOGOS support activities in these areas should allow attaining the following direct results / outputs:

- Partner municipalities apply a systematic, participative and inclusive approach to development planning and monitoring.
- Partner municipalities are able to provide services to all citizens on the whole municipal territory.

LOGOS combines different methods to support the work of municipalities such as advising, mentoring, and specific trainings. It emphasizes on-the-job coaching for municipal officials. In addition, LOGOS has established an Investment Fund for municipal projects.

The Outcome Measurement Methodology

In LOGOS progress is assessed along different dimensions. For monitoring results at the **outcome level**, LOGOS mainly uses **qualitative indicators** (expressed in quantitative terms through satisfaction surveys). The level of satisfaction of citizens on municipal performance in several fields is used as the main criterion for monitoring the results at the outcome level. For this purpose, LOGOS borrowed a methodology developed by the United Nations Development Programme (UNDP) – The Kosovo Mosaic surveys – and organizes regular citizens based perceptions surveys. These surveys are conducted in each partner municipality with randomly chosen and statistically relevant samples (i.e. the survey is done with a representative number of all relevant groups represented in a partner municipality). Information is collected on a yearly basis except for the last year of implementation of the project where two surveys were organized. In order to diversify the sources of information, an additional **quantitative indicator** has been added to the monitoring system and focuses on budget execution.

Progress is assessed over time and against a baseline collected in 2009. Interviews are also conducted in a non-partner municipality in order to compare progress of partners with a municipality that is not covered by the project and thus reduce problems linked with attribution.

Complementary to Outcome monitoring, LOGOS collects data through different methods in order to assess the quality and results of its activities. Information is gathered through several sources and helps analyze the mainly qualitative information gathered for monitoring the Outcome level.

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[1] Hani i Elezit, Kaçanik/Kačanik, Kamenicë/Kamenica, Klokot - Vrbovac/Kllokot –Vërbovc, Novo Brdo/Novobërdë, Parteš/Partesh, Ranilug/Ranillug, Štrpce/Shtërpcë and Viti/Vitina

Monitoring level	Focus	Method / Source of information
Context monitoring	Socio-political and legal environment	Bi-annual analysis conducted by LOGOS
Impact monitoring	Documentation of possible impacts – longer term results	Not planed yet – External evaluations
Outcome monitoring	Results in terms of changes in the behavior and performance of partner municipalities along the good governance principles.	Combination of quantitative and qualitative indicators: - Citizens satisfaction surveys - Municipal reports (on financial management)
Progress monitoring	Direct project achievements, with reference to the targets which are defined in the YPO, project document and Logframe	Combination of quantitative and qualitative indicators ▪ LOGOS activities' reports and experts reports. ▪ Municipal reports. ▪ Citizens' based surveys / "Exit surveys" ▪ Annual Focus group discussions with municipal officials

4.   Application of the Outcome Measurement methodology

Main purpose and link to the baseline

The design of the monitoring system was developed by the LOGOS project during the inception phase of LOGOS phase II. As many international organizations and projects were already active in Kosovo in 2010, the initial idea was to be pragmatic and to try to gather information from already existing tools that were in use in Kosovo. In this respect, LOGOS identified two tools that were of specific relevance for its field of work. First, the Ministry of Local Government Administration (MLGA) had been supported by USAID to develop a tool to monitor municipal performance. The tool was to collect a combination of factual and perception-based information and LOGOS identified the annual MLGA reports as a potentially useful source of information for monitoring its progress. Unfortunately, this source of information revealed unreliable in the longer run. Second, LOGOS borrowed the methodology of a tool developed by UNDP which used to conduct comprehensive citizens based surveys on municipal performance. The UNDP "Kosovo Mosaic" surveys measured citizens' perceptions, level of satisfaction and awareness on issues relating to local governance. LOGOS used the results of the 2009 survey to construct its baseline and adapted the tool to its specific needs. It contracted the same company that used to conduct the surveys in order to continue conduct it in LOGOS project area.

The "Kosovo Mosaic" survey evolved into the main source of information for monitoring results at the Outcome level. It allows including end-beneficiaries' perspectives into the assessment of the project results. The information collected is primarily used to evaluate project results and report to the donor. The tool should also help identify citizens' priorities and serve as guidance for planning activities. LOGOS also intends to use these surveys as a way to identify best practices and promote learning and dialogue between partners.

The process and actors involved

As mentioned above, LOGOS adapted the UNDP "Kosovo Mosaic" and contracted the same company that used to conduct it. Surveys are organized on an annual basis at the end of each

calendar year[2]. The survey takes place in all 9 LOGOS partner municipalities and in one "control" municipality that is not covered by the project (Lipjan/Lipljan).

In order to be able to compare change over time, the methodology applied is exactly the same as for the previous "Kosovo Mosaic" surveys. In this sense, the size of the samples per municipality and the method of selecting respondents are similar. For the surveys organized by LOGOS a total of about **1250 persons spread in 10 municipalities** (9 partners + 1 "control" municipality) are interviewed. The size of the samples ranges from 90 to 130 respondents depending on the size of the municipality. As well, one ensures that samples of peoples interviewed reflect gender balance, urban and rural population and ethnic composition of the municipalities.

Before the implementation of every survey, LOGOS discusses and finalizes the questionnaire with the contracted company and agrees on a timeline. The latter relies on a team of enumerators that knows the respective municipalities to conduct the interviews in the field. It is also responsible to train the enumerators to the methodology and does random checks once it receives the filled-in questionnaires (on roughly 30% of the questionnaires). The contracted company usually needs two weeks to collect the data and another two weeks to compile them.

LOGOS receives one report per municipality that compiles the answers of the last and previous surveys. All results are expressed in percentages and reflect either the level of satisfaction on municipal performance in a large variety of fields or citizens' priorities. LOGOS also asks more precise questions concerning their participation in public meetings, whether they have received certain documents or on the payment of taxes.

Indicators

The main criterion used for monitoring progress at the outcome level expresses the level of citizens' satisfaction on municipal performance on the following dimensions: overall municipal performance (OC 1a), financial management (OC 1b) and participation in municipal decision-making (OC 1c). This **qualitative information** is expressed in quantitative terms (grading system ranging from "very satisfied" to "very dissatisfied" – and overall results expressed in percentages)

In addition, in the course of 2011 LOGOS decided to add a **quantitative indicator**. This indicator focuses on budget execution and was included in order to diversify the sources of information used for monitoring progress at the outcome level

Resources required

The organization of regular citizens based satisfaction surveys requires important time, human and financial resources. It takes the contracted company about 2 weeks to collect the data. For this purpose it hires about 25 enumerators (one team per municipality – 2 to 3 enumerators per team) which are trained to the methodology and the questionnaire. It then takes the company another two weeks to process and compile the data, which are sent to LOGOS in the form of tables compiling all the surveys organized since 2009. The financial costs of one survey amount to **13'065 Euros**.

For LOGOS the organization of one survey implies altogether about 10 to 12 days of work. Before each survey LOGOS consults with the contracted company in order to adapt the questionnaire. Once data are collected, it needs time to analyze and discuss the results based on the sub-questions asked through the interviews and information gathered through other sources.

Products

The results of the survey first serve preparing progress reports. They are furthermore presented in a visual manner to the partners (steering committees, planning workshop) as a way to stimulate discussion on how to improve identified shortcomings. The results are for the time being not published but LOGOS is considering this possibility.

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[2] Except for the last year of implementation of LOGOS phase II where two surveys are to be organized

Outcome 1c: Improved satisfaction of citizens with participation in the decision making process in all partner municipalities
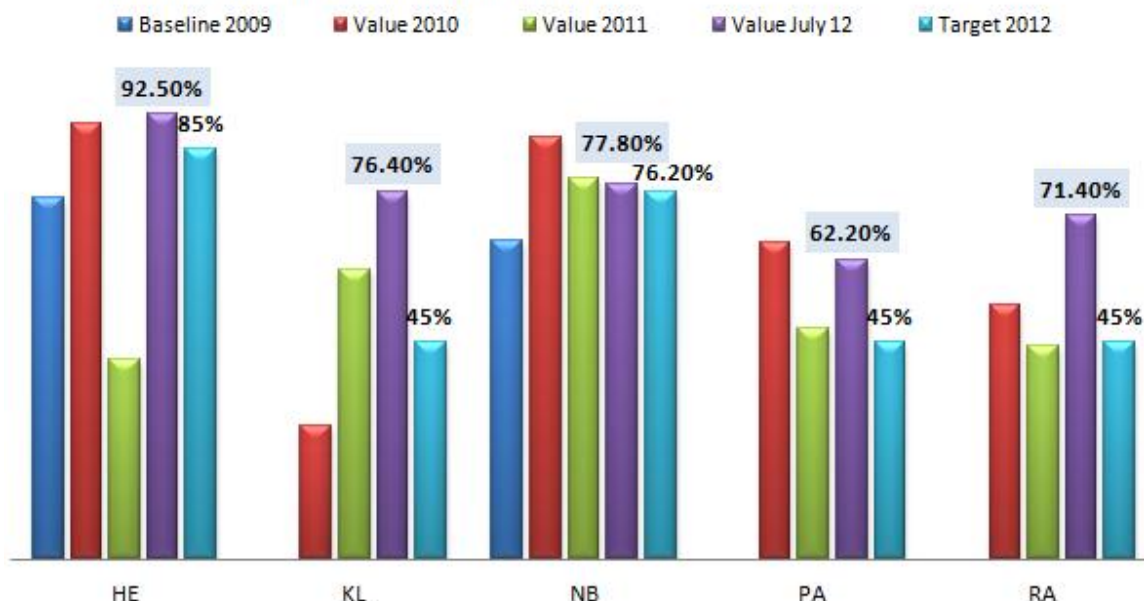
5. Analysis and Main Lessons Learnt

a. The OM methodology

Practice shows that the use of citizens' opinions surveys is useful for LOGOS to understand how citizens perceive and value changes at the municipal level. It offers a complementary perspective for assessing projects results in addition to the mostly factual information collected at the output level. Contracting a third party to conduct the interviews and using statistically relevant samples of randomly chosen citizens is a way to obtain a more "neutral" understanding of how citizens' perceive municipal performance. But while the use of randomly chosen samples reduces "bias" of the interviewees, a logical pre-condition for such a methodology is that the project contribution is large enough to affect all citizens and for citizens to have an opinion about it.

The methodology applied allows measuring change over time based on the results of the baseline of 2009. The results are expressed in terms of percentages of population that is satisfied with municipal performance. This also allows comparing progress among partner municipalities.

However, the organization of satisfaction surveys remains a complex task for the results to be useful for the project. The main challenges of the methodology relate to **1) the reliability of data**, and **2) questions of attribution**.

In order to ensure the **reliability/quality of results**, practice underlines the need for expertise in designing and organizing the surveys. Questions relating to the size of the samples, the selection of the sample (randomized or not / using the same sample for different surveys, etc.) are key issues that cannot be changed at a later stage, if one wants to be rigorous and able to compare progress over time. It is crucial to devote time and thinking when defining the methodology. In this specific case, LOGOS decided to borrow a methodology that had already been tested. It is also important to conduct several surveys in order to consolidate the results first and to be able to observe change. The repetition of the survey contributes to reduce the risks of statistical mistakes and allows the identification of "patterns". These observations underline that the use of large citizens' based surveys may rather apply to long-term projects that spread over several years, provided that the project affects citizens early enough.

A second key issue relates to **"attribution"** and to the identification of the project contribution to positive or negative changes in citizens' satisfaction. Discussing attribution first reminds that outcomes and their related indicators need to be formulated in a realistic manner and be well connected to the scope of work of the project. But changes in perceptions may result from developments that have nothing to do with the scope of a project. It is first important to consider the context in which the surveys are organized. Citizens' perceptions are quite sensitive to "exogenous shocks" that might have nothing to do with the scope of the survey but that will have a positive or negative influence on answers. For instance in the case of Kosovo, the 2008 declaration of independence constituted a positive "exogenous shock" which translated into a widespread optimism that is visible in the results of the surveys organized in 2009.

A first mechanism to deal with attribution for LOGOS consists in using a "control" municipality. In this respect, LOGOS also conducts the survey in a non-partner municipality in order to compare progress and changes with its partner municipalities[3]. Second, attribution should also be considered at the time of preparing the questionnaire. It should ask subsidiary questions that will help understand what role the project played in changed perceptions. One needs to be able to "trace back" changes in citizens' perceptions (or to observe that the project is in the end not involved in these changes).

Finally, understanding the project contribution to changes implies that citizens' surveys cannot be used as the sole source of information for monitoring. The overall monitoring system needs to rely on a mix of qualitative and quantitative indicators. Qualitative information extracted through the surveys needs to be analyzed against factual information extracted through other sources. For this purpose, LOGOS has included an additional quantitative indicator focusing on budget execution. Also, regular monitoring of progress at the activity/output level as well as the organization of annual focus group discussion with municipal officials to discuss municipal progress and activities provide additional information against which citizens' satisfaction is analyzed.

Despite these mechanisms, the interpretation of the results of the surveys has sometimes been difficult. First, LOGOS' outcome is formulated on a rather "macro-level" which makes it difficult to circumscribe the project's contribution. Second, the level of optimism observed through the surveys since 2008 is now slowly being replaced by a widespread pessimism of the population, which translated into decreasing levels of satisfaction. In this context, and for the end of the phase report, LOGOS has decided to organize ex-post focus group discussions with a number of citizens interviewed on the occasion of the survey. This has allowed to further discussing the results with respondents and to better identifying the key factors that influence citizens' opinions. The discussions have shown what activities and municipal competences are central in citizens' perspectives and how they react to certain developments. In this respect, this follow-up exercise provides with a better understanding of high/low levels of satisfaction and of LOGOS contribution to changes in perceptions and LOGOS is considering organizing it on a more regular basis.

It logically follows from the above remarks that the organization of these types of surveys reveals quite costly in financial terms and in terms of time investment.

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[3] More specifically, Lipjan/Lipljan serves as control municipality for partner municipalities with a Kosovo Albanian majority as it shares some important characteristics with LOGOS partner municipalities (rural municipality, similar size, etc.) No control municipality could be identified to compare results obtained in Kosovo Serbs majority municipalities as LOGOS works with most of them.

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"Attribution" in standardized opinion surveys with random samples	
Pre-conditions: ➢ The project has a field of intervention that affects all citizens and citizens have an "informed" opinion about it. ➢ Outcomes are defined in a realistic manner and directly correspond to the scope of the project intervention. **_Mechanisms available for analyzing survey results_**: ➢ Use of a control municipality that shows comparable characteristics to partners. ➢ Design of a questionnaire that asks subsidiary questions that help identify the "causes" of changing levels of satisfaction. ➢ Organization of ex-post focus group discussions with samples of respondents in order to identify the reasons for positive/negative opinions. + Regular context analyses. + Combination of qualitative and quantitative indicators and diversification of sources of information.	_Difficulties of analysis increase with unstable context and number of projects/programmes present in the area._

b. Purpose(s) of the methodology

The organization of the surveys can serve multiple purposes. For LOGOS, the primary purpose of implementing these surveys is to be able to analyze progress through a different dimension and to include citizens' perceptions in the assessment of its results. In this respect, the results of the survey are first used for monitoring and reporting to the donor.

Furthermore, LOGOS considers the tool and its observations as a useful way to promote dialogue with partners on results achieved and next steps to be undertaken. The results of each survey are presented in a graphical manner to the partners. Practice has however shown that initiating discussions on the results is not automatic. Additional preparation and moderation from the project side is necessary to initiate constructive discussions on how to analyze the results, on ways to address the identified shortcomings and on the possible support of LOGOS.

LOGOS also uses the surveys as a way to check the results of more punctual issues and for planning purposes. In this respect, the flexibility and the possibility to add questions are other advantages of this tool. While the core of the questionnaire – the key indicators used for monitoring – remains the same, LOGOS modifies the questionnaire before every survey in order to see how particular activities were perceived by the population. Finally, by asking citizens about their priorities the tool has a great potential to support the planning of coming activities. This aspect has remained limited for the time being but LOGOS plans to use the results of the last survey for the selection of activities to be conducted in the field of gender.

c. Which aspects can be measured with the methodology?

The key contribution of the LOGOS surveys is first to observe how changes are felt and assessed by citizens/end-beneficiaries. The surveys allow understanding citizens' opinions about general issues (such as overall municipal performance or relating to their inclusion in municipal policy-making) or on more precise issues (whether they participated in a public debate or were invited to attend).

LOGOS surveys provide information for LOGOS outcome indicators which focus on perceived improvement of municipal performance along the governance criteria. The surveys allow analyzing changes in "perceived" transparency, accountability, efficiency and effectiveness of municipal policy-making and the provision of municipal services.

In addition, the tool is elaborated enough to obtain data about specific categories of the population. LOGOS for instance requires the final data to be "gender-disaggregated". It is therefore able to analyze how municipal developments are perceived by both genders and to understand how both

groups feel included in municipal policy-making and how the latter answer their specific needs. It is in this context worth mentioning that practice has shown that it is more difficult for enumerators to reach the quotas of women interviews. The provision of ethnic/minority-disaggregated data is also of particular relevance in Kosovo which remains a divided society. In the context of Kosovo decentralization process, one key issue is to understand how minorities and especially the Kosovo Serb community perceive the new state and its institutions and whether they growlingly recognize them as legitimate. The LOGOS surveys allow to understand how Kosovo Serbs perceive the "'new" municipalities and whether confidence to participate in policy-making is slowly emerging. This tool thus reveals as particularly useful to monitor social changes that could not be observed otherwise.

Citizens satisafction with overall municipal perforamance - Kosovo Albanian vs Kosovo Serbs Municipalities
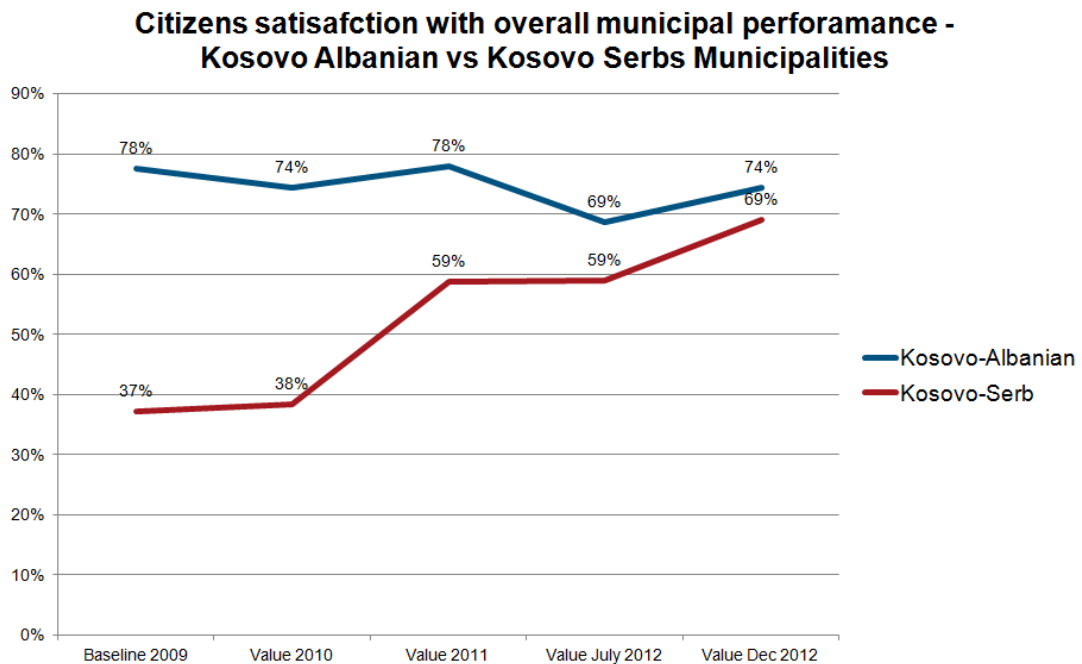
The surveys do however not target power relations. The methodology does neither address specific cost-benefit elements. This needs to be done by complementary tools.

d. Harmonization and integration

The question of the possible harmonization of the LOGOS surveys with other tools is of specific relevance in the Kosovo context given the number of initiatives developed to support decentralization.

As mentioned above, LOGOS integrated an already developed tool for designing its monitoring system. Borrowing the exact same methodology developed by UNDP for the "Kosovo Mosaic" surveys allows LOGOS to compare its results with previous surveys organized in LOGOS partner municipalities. At the time of developing LOGOS monitoring system the intentions of UNDP as concerns continuation of the survey were however not clear and no coordination was undertaken.

LOGOS also tried to use the tool developed by USAID and MLGA as a source of information for monitoring its results. Consultations with MLGA and with the officials in charge of the reports have been unsuccessful. LOGOS was only informed ex-post of the choices made by the Ministry. This source of information revealing unreliable, LOGOS has in the end decided not to use it as a source of information for monitoring**.** On LOGOS side contacts were perhaps established too late with MLGA and earlier discussions could have allowed LOGOS to be better involved. This experience also underlined the risks of relying on an "external source of information" and to use pre-existing tools. In this respect, it is important that the tool has already been tested and is seen as credible. If a tool is in a "pilot phase", there are high chances that its design will evolve over time. Furthermore,

the question of "who collects the information?" is also of specific relevance as some of the results can be politicized, depending on who controls and publishes them.

Despite the presence of other projects working on similar issues, no other coordination attempts were undertaken and LOGOS was not contacted by other project for such purposes. These observations may reveal that a key difficulty for coordinating or sharing a monitoring tool with other organizations may rely in the question of "timing". The fact that projects start at different times and have different time lengths (with maybe evolving objectives) make it difficult to have a strict cooperation when it comes to a monitoring tool. What shall the tool exactly look at? What are the financial costs involved? What happens when one of the projects ends? Etc. These types of questions make it more difficult to design a monitoring tool with another organization. Furthermore, if it is necessary to inform one-self about other projects' monitoring system before starting to develop one's own monitoring tool, practice nevertheless shows that projects tend to be reluctant to share information. The fact that organizations implementing projects are also potential competitors does not facilitate the exchange of information. The above observations may underline the need for coordination at the programme/donor level rather than at the project level.

Finally, LOGOS monitoring system is harmonized with SDC reporting tools. The SDC has selected a number of indicators that it also uses for its country monitoring system. Information/results for these indicators are thus provided by LOGOS and directly integrated into SDC monitoring report. The only challenges met in harmonizing both reporting systems referred to differences in geographical scopes and timeframe covered. The fact that the two reporting periods do not coincide creates additional work, both for LOGOS and SDC.

e. Conditions required and relevance of context

The organisation of satisfaction surveys with randomly chosen samples of citizens allows the integration of end-beneficiaries into the assessment of the results of a project. This case study shows that implementing such surveys implies important time and financial investment for the collection of data and for their analysis. In particular, the following elements need to be kept in mind when designing and implementing it:

- The organisation of citizens based surveys rather applies to "long" projects that spread over several years in order for change to be perceived by citizens.
- The use of randomly chosen samples implies that the project activities have an impact large enough to be felt by all categories of the population.
- Expertise is necessary when designing and implementing the methodology in order to ensure the quality of the results and their comparability over time.
- If one decides to rely on a pre-existing tool, it is important that its methodology has already been tested.
- The use of a third party to conduct the interviews is preferable for the quality of the collected data.
- The repetition of the survey allows consolidating the results and prevent from statistical mistakes.
- The qualitative information extracted through the surveys needs to be combined with other indicators and sources of information.
- Issues relating to attribution needs to be analysed at the very start and lead to the definition of mechanisms that will help analyse the project contribution to changing levels of satisfaction.
- Harmonization with other projects/initiatives remains difficult for reasons of timing and scopes of interventions.

In addition, the following contextual elements are important:

- Citizens need to feel confident that they can speak freely to enumerators and that their remarks will not have negative consequences. It is furthermore important to control whether conditions are gathered for the participation of all categories of the population including the most vulnerable.
- The difficulties of analysing the results increase with political instabilities and other "exogenous shocks".
- Problems relating to attribution increase with the number of projects also active in the intervention area.

6.   Concluding Remarks

The organisation of citizens based satisfaction surveys allows the integration of end-beneficiaries' perspectives into the assessment of the results of a project and usefully complements factual information gathered through other sources of information. Interviewing randomly chosen samples of citizens is furthermore a way to prevent "bias" in the collection of data.

In the case of LOGOS, the implementation of such a methodology revealed useful for monitoring changes at the municipal level and increased performance of municipal administration as perceived by citizens. The tool can furthermore provide data about particular categories of the population. In a context where integration of minorities remains a key issue, it provides LOGOS with important information on the perceptions and the level of satisfaction of the Kosovo Serb community. The tool is furthermore flexible and serves multiple purposes. In addition to collecting information for the outcome level, LOGOS used these surveys to gather information on more punctual issues may that be concerning particular activities it undertook or for planning purposes.

This case study has however shown that the use of satisfaction surveys with randomized samples requires important financial and human resources in order to ensure the quality of the data collected. It requires expertise for designing and implementing the methodology and important time for the analysis of the results. In this respect, "attribution" remains a key issue. The monitoring system therefore requires additional mechanisms and sources of information for analysing the results of the satisfaction surveys (control municipality, ex-post focus group discussions, diversified sources of information, etc.). Furthermore citizens' perceptions may importantly be affected by changes and instabilities that are not directly linked to the project. The use of satisfaction surveys with random samples may thus not be suitable for all sorts of context and for rapidly changing environments.

The LOGOS case study has also shown that harmonization with other partners for the organization of broad surveys would be useful in order to increase the size of the samples and compare what is achieved in other non-partner municipalities. Still coordination and harmonization revealed to be difficult. The different timing and scopes of projects reduce the possibilities to develop common monitoring tools for projects and organisations are often reluctant to share all information. An increased role and direct involvement of the donors with regard to monitoring (including coordination with others) might foster harmonization.

7.   References/Additional Information

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Swiss Agency for Development and Cooperation – Kosovo: http://www.swiss-cooperation.admin.ch/kosovo/
HELVETAS Swiss Intercooperation Kosovo: http://helvetas-ks.org/wp/

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8.   Annex: LOGOS Phase II – Logical frame – Outcome level

Hierarchy of objectives	Key indicators	Sources of verification	Assumptions
Development goal Local Governance and Decentralization reforms in municipalities in South Eastern Kosovo are strengthened, thus contributing to democratization and citizen participation in a multiethnic state and society			International community and national government will consistently pursue the decentralization and local government reforms agendas
Project outcome Selected partner municipalities in South Eastern Kosovo are more accountable, transparent, equitable and effective in local governance and able to deliver key services to satisfy all citizen groups	a. Increased satisfaction of citizens (gender specific) with performance of municipal administration in all partner municipalities b. Improvement satisfaction of citizens with municipal financial management in all partner municipalities c. Improved satisfaction of citizens with participation in the decision making process in all partner municipalities d. Increasing implementation rate of expenditures of projects from the municipal mid-term budget framework	a. Kosovo Mosaic - Local Authorities and Public Services Survey. Q18c b. Kosovo Mosaic - Local Authorities and Public Services Survey. Q24b c. Kosovo Mosaic - Local Authorities and Public Services Survey. Q25a d. LOGOS - Annual monitoring and review of MDPs and municipal budgets	Additional funds, apart from those from LOGOS, are invested into service improvement in targeted municipalities (revenues and donors)