

# **UNDP Kosovo**

## **EVALUATION REPORT**

Final External Evaluation of the “Confidence Building through Cultural Protection in Kosovo” Project

**Funded by the European Union and  
executed by UNDP Kosovo**

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Final evaluation report

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*Disclaimer: this report only reflects the views and interpretation of the evaluator and not necessarily those of the commissioning agency (UNDP) or the funding agency (EU).*

## Content

Acronyms and abbreviations.....	3
Executive Summary.....	4
1. Introduction .....	6
2. Purpose, scope and objective of the assessment .....	6
3. Audience .....	6
4. Project background .....	6
5. Evaluability.....	7
6. Risks and limitations.....	9
7. Main Findings.....	9
8. Conclusions .....	19
9. Recommendations .....	19
10. Lessons learnt and good practices .....	21
Annexes:	
• TOR	
• Bibliography	
• Evaluation agenda and list of meetings	

## Acronyms and abbreviations

CBCPK:	Confidence Building through Cultural Protection in Kosovo
CHP:	Special Unit of the Kosovo Police for the Cultural Heritage Protection
CH:	Cultural Heritage
DAC:	Development Assistance Committee
EU:	European Union
EUOK:	European Union Office in Kosovo
FGD:	Focus Group Discussion
FPI:	Foreign Policy Instruments (EU)
IC:	Islamic Community
IcSP:	Instrument for Stability and Peace (EU)
KII:	Key Informant Interview
KIPM:	Kosovo Institute for the Protection of Monuments (part of MCYS)
KP:	Kosovo Police
KS:	Kosovo
MCYS:	Ministry of Culture, Youth and Sports
MSC:	Most Significant Change
OECD:	Organisation for Economic Cooperation and Development
RCH:	Religious and Cultural Heritage
SOC:	Serbian Orthodox Church
ToR:	Terms of Reference
UNDP:	United Nations Development Programme
UNEG:	United Nations Evaluation Group

# EXECUTIVE SUMMARY

UNDP has implemented the project Confidence Building through Cultural Heritage Protection in Kosovo (CBCPK) from 17 February 2016 to 17 April 2017. The project was designed with a 12 months' implementation period and obtained a no cost extension of two months. The total funding amount was 1.56 million euros.

The context in which UNDP implemented the project was difficult. Although with vast experience in confidence building, UNDP Kosovo did not have previous experience in cultural heritage (CH), so it could not rely on specific subject matter expertise. The project was limited to 12 months, which was an exceedingly short time-frame for implementation. It was not able to hire the project manager before the project formal approval and its start, so the project manager came only two months after the start of the project, as EU rules do not allow for expenditures to be undertaken before the signature of the contract.

The project did not have a baseline from which to measure or appraise results, and the initial project design was not made by subject matter experts. There was no budget line for monitoring and evaluation, so no provision was made to provide credible evidence of results beyond the activities and output level. It was therefore a new and challenging experience for UNDP.

The evaluation found that UNDP was able to satisfactorily achieve the overall project objective of "improved inter-community tolerance and respect for the cultural identity and heritage of "the other", by better understanding that culture and sites are the heritage of all people in Kosovo". Despite the difficulties and constraints, UNDP was able to: a) create a positive environment for cooperation across the communities in the five target municipalities, b) complete the works on the selected sites within the allocated time frame (including the two months no cost extension), c) raise the level of awareness, particularly amongst youth and through the collaboration of the KP CHP, on the common cultural heritage (CH) and d) initiate a group of supporters that can be formally structured as a CHP network, as a result of a workshop in which a Joint Declaration was made in November 2016, and which can be a good basis to further support the positive dynamics created.

The project duration is too short to be able to speak of behavior change, but the evidence collected through the interviews certainly shows a positive change of attitudes and intercommunity relations through the various events held during the project. And most importantly, in many cases, it also offered the possibility for continued interaction as religious leaders and municipalities discussed the possible way forward. Public addresses and images through the joint visits of the religious leaders to the various places of worship sent a strong message to the communities in favour of peaceful cohabitation. All communities did appreciate the realizations of the project, which also counted with the support of the institutions at the central level (KP, MCYS, KIPM).

The project has therefore globally satisfactorily contributed to confidence building in Kosovo, even if the process remains fragile and requires further nurturing. The entry point through CH protection proved to be good, as CH allowed the various communities to discuss, negotiate, cooperate and agree on the site selection. All stakeholders consulted expressed a high level of satisfaction with the project (4.34 average rating out of 5 from 22 stakeholders both a national and municipal level, excluding UNDP). It can therefore be considered as an early success, but should not be limited to what was achieved, as the social dynamics created to date require further support to become stronger and grow.

In terms of management, the project was able to complete the activities within the budget, although some reallocation for the installation of CCTV proved necessary and was done with the approval of the donor, after the results of the Kosovo Police (KP) needs assessment.

The protection of the sites has been an important achievement and several types of sites were selected, both religious sites and public sites. This indicates that communities and municipalities benefitted from the project.

For both the Serb and the Albanian communities, the EU funds provided through UNDP were found to be particularly important. For the Serb community, because it meant they were not forgotten by the international community that would support their stay in Kosovo. For the Albanian community, because it made them feel closer to Europe, as funding for CH was previously received predominantly from Turkey (though TIKa) and it reinforces the feeling that they are a part of Europe. In both cases, communities were very grateful for the funding received. Municipalities also expressed their satisfaction and, because of the project, local spending on maintenance of those public places (cemeteries, park) will be assured (which received no funding before the project.)

Considering the level of need for the protection and preservation of CH, there is still a wealth of potential sites that could be considered. However, if the primary purpose of the project is to create or reinforce confidence amongst the communities, UNDP should establish a clear strategy that links the various elements into a cohesive intervention while also ensuring it can obtain evidence of the project objectives beyond the activity and output level.

In view of the evaluation, there is a need to continue and support the project, particularly through the support to the group of signatories of the Joint Declaration that should be formally structured as a network to support the efforts of cultural protection in Kosovo.

## 1. Introduction

The UNPD has hired an independent consultant to undertake the Final Evaluation of the Project: “Confidence Building through Cultural Protection in Kosovo” (CBCPK). The project started on 17<sup>th</sup> February 2016 for an initial period of 12 months, and was subsequently awarded a no-cost extension for two months, and ended on 17<sup>th</sup> April 2017. The total project budget is Euros 1,560,000.

This final evaluation has been contractually planned in the agreement between the funding agency and the UNDP.

## 2. Purpose, scope and objective of the assessment

The objective of this final evaluation is to provide an assessment of the project performance and outputs. The criteria for the evaluation are standard evaluation criteria defined by the DAC of the OECD and the UNEG : relevance, efficiency, effectiveness, sustainability, impact. The evaluation is also requested to assess the following themes: gender, theory of change, stakeholders and partnership strategy.

The TE has three purposes:

- 1) To provide a summative evaluation of the performance and results to date,
- 2) To identify good practices and lessons to be carried forward into potential future interventions with similar outcomes
- 3) To provide recommendations, where relevant on aspects which could be improved

The scope of the TE is the 14 months of Project execution since its start on 17<sup>th</sup> February 2016.

## 3. Audience

This final evaluation is meant to provide evidence of results and accountability to the UNDP, the European Union Office in Kosovo (EUOK), as well as other stakeholders. It may be published for dissemination and communication purposes. It is undertaken under the oversight of the UNDP Country Office. An evaluation manager was appointed by UNDP (Marta Gazideda, Head of the Governance Unit) to ensure that the final evaluation remains on track with its expected work plan and submits the required deliverables.

## 4. Project background

The project was initially established over a twelve months’ implementation period. It started its activities on 17<sup>th</sup> February 2017 and was extended by two months with the agreement of the EUOK until its deadline of 17<sup>th</sup> April 2017.

The overall project budget is 1,560,000 euros, entirely funded by the EU.

The project’s overall objective is **“To contribute to improved inter-community tolerance and respect for the cultural identity and heritage of “the other”, by better understand that culture and sites are the heritage of all people in Kosovo”**.

To achieve the overall objective, the project has identified the following **three specific objectives**:

1. To improve inter-community trust at municipal level as well as trust between communities and municipal authorities;
2. To increase engagement of the communities in the protection of religious and cultural heritage;
3. To improve the capacity of law-enforcement bodies to protect sites of religious and cultural significance

The specific objectives are each supported by the following outputs:

Specific Objective 1 outputs:

- 1.1 Capacity for promotion and monitoring of religious cultural heritage is improved in four target municipalities;
- 1.2 Municipality-Citizen-KP coordination mechanisms established and consolidated;
- 1.3 Inter-municipality cooperative mechanisms established and consolidated;
- 1.4 Trust increased among the stakeholders at municipal level.

Specific Objective 2 outputs:

- 2.1. At least four urban regeneration projects implemented for at least four selected sites of religious and cultural significance, including the public areas in the immediate vicinity of those sites;
- 2.2. Mobilisation of each Community for the remediation of the sites of the “other” community;

Specific Objective 3 outputs:

- 3.1. Improved operational capacity of KP and of municipal authorities in the protection of religious and cultural heritage (RCH)

## 5. Evaluability

The project is clear and has clearly identified objectives. It is supported by a logical framework that contains both specific objectives and outputs as well as some corresponding indicators.

There is a load of information on the achievements of the specific objective 2, since it is the most visible, namely the regeneration of at least four sites. It also provides some indication of the support provided to the KP. However, the project does not have the means or structure to report beyond the output level given its short timeframe. It was therefore particularly interesting to gather through the evaluation the perspective of the various stakeholders regarding the intangible elements on which the project has been working (trust and confidence-building).

As requested in the TOR, the evaluation follows the “PME Handbook” established by the UNDP in 2009, which are compatible with the United Nations Evaluation Group (UNEG) evaluation norms and standards. The final evaluation also adheres to the UNEG ethical guidelines for evaluation. The approach follows also a “utilization-focused evaluation” approach that is described by M. Q. Patton in his book “utilization-focused evaluation<sup>1</sup>” that continues to be a good practice reference material for the conduct of evaluations.

The five criteria for undertaking the assessment are mentioned in the ToR and are the standard criteria used for project evaluations: relevance, efficiency, effectiveness, impact, and sustainability.

The definition of each of the evaluation criteria has been given by the OECD/DAC glossary of key terms in evaluation and results based management in 2002 as follows<sup>2</sup> :

“Relevance: The extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies.

Efficiency: A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results

Effectiveness: The extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance.

Impact: Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended

<sup>1</sup> “Utilization-focused Evaluation”, Michael Quinn Patton, 3rd Edition, Sage publications, 1997

<sup>2</sup> OECD/DAC, glossary of key terms in evaluation and results based management, Evaluation and Aid Effectiveness series, 2002

Sustainability: The continuation of benefits from a development intervention after major development assistance has been completed.”

At the request of UNDP Senior management, the evaluation focused on one cross-cutting issue: stakeholders and partnership strategy.

### Tools and methodology

The evaluation used a combination of methods that included:

- a) Documentary review of project outputs and reports submitted by the project;
- b) Individual Key Informant Interviews (KII) with all stakeholders: Project Board members, donor, UNDP project team, KP, municipalities, religious leaders; in total 26 KII have been undertaken in Pristina and in the five municipalities described hereunder;
- c) On-site observation in target municipalities of project sites: Ferizaj/Urosevac, Lipjan/Lipljane, Gjilan/Gnjilane, Kamenice/a, Rahovec/Orahovac.

Key Informants table

	KS instit.	Donor	UNDP	Municipality	Islamic Community (IC)	Serbian Orthodox Church (SOC)	Catholic Church	Total
# of KII	3	2	5	5	5	5	1	26

KS Institutions: Kosovo Police CHP Unit, Kosovo Institute for Monument Protection (under MCYS), Department of CH, MCYS

Donor: EU

Municipalities: Ferizaj/Urosevac, Lipjan/Lipljane, Gjilan/Gnjilane, Kamenice/a, Rahovec/Orahovac. The delegated representative of the SOC in Pristina was also interviewed, while the meeting with the representative of the IC in Pristina could not take place.

In total 1210 minutes of KII were undertaken, equivalent to over 20 hours of consecutive interview time. The average interview time was 47 minutes. Interpretation was necessary for the majority of interviews held in the municipalities. Confidentiality was assured as the responses were coded to protect KIs.

The evaluation was essentially qualitative and worked from the perspective of the Most Significant Change (MSC) approach, in order to obtain feedback from all the stakeholder groups, using appreciative inquiry. Given time constraint, it was not possible to hold focus group discussions with the direct beneficiaries of the project activities.

Contribution analysis was used to infer the causality between the observed and analyzed impact and the factors that led to such an impact to the extent possible, taking into consideration that confidence building is a long-term process and the project was implemented over a short time-frame of 14 months.

An inception report was prepared and shared with UNDP prior to the field work, in which key evaluation questions were detailed/refined. These were discussed with the evaluation manager at the start of the assignment.



After discussion with the UNDP M&E focal point, it was also requested that the evaluation uses the Global Environmental Facility (GEF) rating table for all evaluation reports, which is based on the following 6-point scale<sup>3</sup> for the main evaluation criteria:

HS = Highly Satisfactory

S = Satisfactory

MS = Moderately Satisfactory

MU = Moderately Unsatisfactory

U = Unsatisfactory

HU = Highly Unsatisfactory

## 6. Risks and limitations

Limited time was given for preparation and for field work. The project manager was no longer in the country at the time that the evaluation was taking place, so interviewing had to be done by virtual means. The evaluator has worked in Kosovo on previous occasions (including on confidence-building and conflict-prevention measures funded by the UE through an INGO in 2007 and 2012) but is not fluent in the local languages, so interpretation had to be provided by UNDP. Four days of field work in the country meant that Focus Group Discussions could not be held and no feedback from direct beneficiaries could be obtained (civil society or communities themselves – youth/women/elderly/men).

## 7. Main Findings

The main findings are structured along the evaluation criteria and the main questions that were presented in the evaluation framework in the inception report, to ensure the key questions are covered and to facilitate reading.

### 7.1. Relevance

Based on the documentary analysis and the various interviews undertaken, the project is certainly responding to the needs of the population and is in line with the priorities of the Kosovo institutions. The project deals with two components: a) confidence building and b) protection of cultural heritage (CH). It was clear from interviews that efforts that support confidence building between communities are welcome and fruitful, as well as needed in many cases. In the various municipalities covered by the project, social dynamics differ from place to place in line with the different history and social fabrics amongst the population, but there is an overarching agreement by all stakeholders, that measures that contribute to building confidence are welcome and create a positive enabling environment for cohabitation. From the donor perspective, involvement in funding confidence building projects is done through the recent Instrument for Stability and Peace (IcSP) under the Foreign Policy Instrument (FPI) for peacebuilding activities (article 4).

The relevance of the project as regards cultural heritage is also clearly established. On the one hand, the Ministry of Culture, Youth and Sports (MCYS) has developed a national strategy for cultural heritage 2017-2027. The budget of the Department of CH has increased two-fold since 2016, standing currently at EUR 3.125 mil for capital investments and EUR 842,000 for subsidies, bringing the total to slightly over EUR 4 mil. Considering the richness and diversity of the existing CH in Kosovo, it remains an effort that is not able to respond to all the needs for CH protection.

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<sup>3</sup> UNDP, GEF, guidance for conducting terminal evaluations of UNDP-supported, GEF-financed projects, p. 25

On both accounts of confidence building and CH protection, the CBCPK project is therefore relevant to the needs of the people of Kosovo, of the MCYS priorities, and aligned to donor funding.

**Overall rating: HS (Highly Satisfactory)**

**7.2. Efficiency**

The total budget of the project is 1.56 million euros. Financial reports indicate that the budget has been entirely spent. Some accepted reallocation of funds had to be made with donor approval to fund the CCTV of the KP (e.g. increase by EUR 69,748.762), which was not originally foreseen and stemmed from the needs assessment carried out under the project. As a result, other activities were cancelled with the stakeholders' agreement (for example, second exchange visit to the UK) or the budget was decreased (e.g. budget line 6.2.2.1 Contracts/cleaning, repair, public safety, improvement, and beautification decrease by EUR 52,158.71).

The project had to work on a very tight time-frame of 12 months for implementation. Although the EU granted a two-months cost extension, and the UNDP was able to complete its undertaking on time, challenges were underestimated and particularly weather conditions. In addition, UNDP was not able to have the project manager hired before the project's formal approval and its start, and initially the delivery rate proved slow. Difficulties in agreeing on site identification and the actual works to be done, obtaining the clearance from the different stakeholders, and having the proper contractors to undertake the works were major endeavors which required a longer time than initially planned. As a result, some of the works were done during the winter, which caused unforeseen delays and affected the quality of some of the works (such as in Lipjan, where both religious leaders complained about the quality of the works and showed the evaluator some of the construction problems they encountered).

The budget itself was accepted by the EU as presented, although some comments were made about the importance of the staffing component. This is due in part to the fact that the project was a pilot for UNDP, who had no previous experience in this type of project, and therefore did not have the technical staff in the office (hence the need to contract a technical expert in addition to the project manager). This proved extremely valuable, as different issues that required the resolve of people with different competencies (communication, advocacy, technical building skills, etc.) were required to make this project achieve its objectives.

While not all the initially planned activities in the logical framework were carried out as planned, mainly due to the above-mentioned reallocation of resources, also some of the initial partnership strategies (including EULEX involvement in the project to support the KP) did not unfold as planned. At present, it appears that EULEX is on its way out so that the level of engagement and collaboration decreased in comparison to the project design stage. Nonetheless, this did not affect the relationship between the KP and the UNDP nor did it influence on their level of satisfaction regarding the project achievements.

Some 70% of the project budget (EUR 1.08 million out of EUR 1.56 million total budget) was allocated to direct works and activities under budget line 6. This is not a high percentage but it is understandable when working on a new type of project for which in-house expertise is missing and external resources have to be procured. It is therefore neither a high nor a low percentage considering other innovative projects that have been started in other countries by the UNDP. It should be noted that the project did not foresee a proper budget allocation for monitoring and evaluation, something which was not requested by the EU, and consequently it is difficult to obtain information regarding specific objective or overall objective completion, as the monitoring was activity and output focused.

In terms of management, the broader Project Board did not meet every two months as originally foreseen in the proposal, although UNDP and the EU met regularly, and more could have been done

to communicate and share the project progress, difficulties and results, with the main project stakeholders.

### Overall rating: MS (Moderately Satisfactory)

UNDP had to work in a difficult context. It was able to meet its targets despite many difficulties while remaining within the allocated project budget. However, the timing for implementation was too tight and negatively influenced the project works. Furthermore, project design did not benefit from enough expertise from technical inputs for conflict sensitivity and cultural heritage when formulating the project. The project followed the EU prescribed practices and required templates under the IcSP funding, which substituted the standard UNDP templates. It should be noted however that UNDP tools and templates as presented in their PME Handbook are much more elaborate to design a strong intervention. As a result, the project lacked a fully-fledged theory of change or diagram to show how the various elements converged towards the project objectives.

### 7.3. Effectiveness

The project effectiveness should be seen again through different lenses: confidence building and protection of cultural heritage. While the first is the overall objective of the project, the second (CHP) is the entry point and the means to create collaboration between the different project stakeholders by providing a common ground on which to cooperate and interact.

The great majority of project stakeholders agreed that the project did contribute to confidence building, because they were working together on issues of common interest. The project also provided a platform from which to start a common cooperation on issues that were not so politically sensitive. The approach to use CH as a common entry point proved to be correct, as it provided favourable grounds on which to build greater interaction within municipalities.

Hereunder is the list of comments and observations collected from the 21 KII (26 minus 5 UNDP):

Table 1. To what extent did the project contribute to confidence building

Yes, the cooperation within municipalities has increased through the project (father in law Serb and surprised at how positive he is about the project)
Yes, UNDP should maintain the collaboration with the responsible institutions in KS and the community dynamics where they have built confidence
Confidence-building is very sensitive – it means there is no trust – the term disturbs me and makes me nervous ( <i>negative perception</i> )
<i>I question the effectiveness of the confidence building component of the project (questioning)</i>
You can't just achieve it with this project, but the project gave more space to create joint possibilities, and the process by which different religious leaders were together was a good one, sending a positive signal.
We had a workshop in November last year in .... (site) I couldn't believe that an Imam and an Orthodox Priest could make jokes and have such a good relationship
Yes, we had a meeting two weeks ago with the head of the other religious community and discussed how to have a joint project in the future
The project didn't just have an impact on the CH sites, but a greater impact on the confidence building amongst the groups, so there is generally a great improvement
See our public message through the media in this city during the various workshops and ceremonies, it is important for us to have been able to do this message
Yes, very important issue, the Muslim community is getting EU money through UNDP and funds are from the West, important signal that we are in Europe
Yes, both were involved and cooperated in the project site selection process
<i>We feel neglected and abused from the project, somewhat pushed into accepting something that was not what we originally requested, although the project is more than welcome (Negative)</i>

Yes, it brought us to sit at the same table around a concrete agenda
Yes, the (public) message that we gave that religious diversity is a wealth and should be maintained as we all benefit from it. Religious leaders have good communication amongst themselves.
Yes, the SOC is located in the Albanian majority area, but everyone was happy to see the building rehabilitated, it helps create a good cohabitation for the entire community.
Yes, by increased mixed contacts – just before the project inauguration we (mixed ethnicities) all went together to the .... (site) and walked around as pedestrians each wearing our national costumes.
Yes, because I am a SOC Priest and my words carry some weight
Yes, the two projects done by UNDP here definitely and visibly showed in public a closer relationship between the communities

As seen from the above, the majority of stakeholders recognize that confidence has been built through the project, with the exception of two negative answers (in italic font) and one neutral (questioning). One of the negative perceptions is from a community, that indicates that better relationship and understanding should be forged with the municipality as there needs to be a better communication between the two (community and municipality).

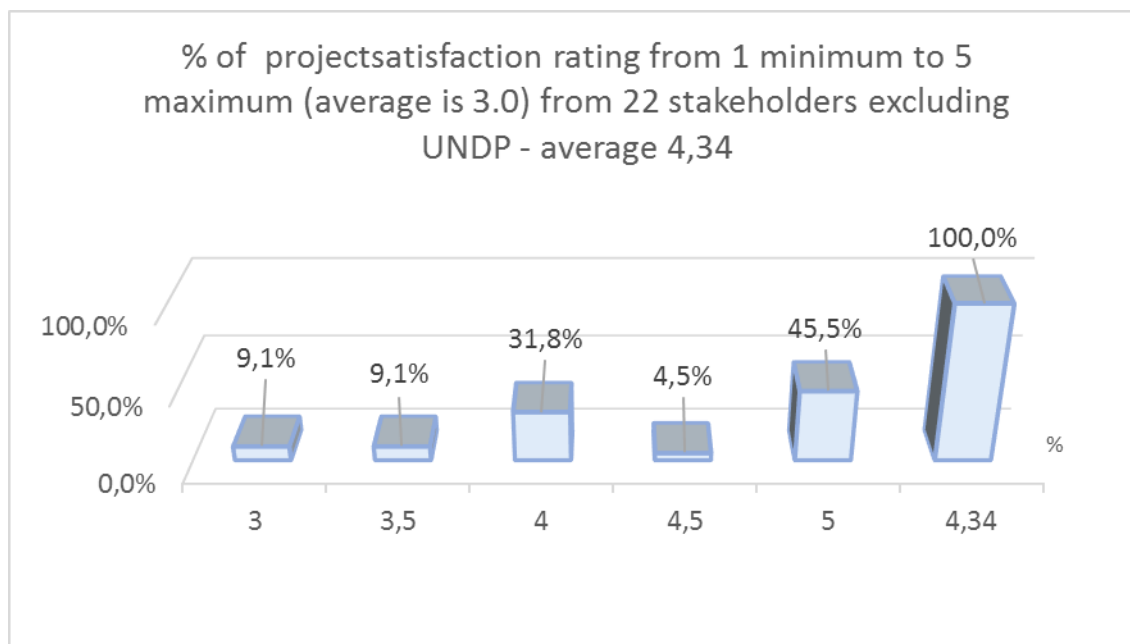
KII have also provided examples of visible results of the confidence building, such as the joint visits with municipality, religious leaders and communities to the various places of worship covered by the project as well as in public spaces that were selected in the project (graveyards, parks), thereby sending a strong message to the communities. However, it is clearly a message that needs to be constantly reminded and pursued and should not be a one-time event only. Evidence collected suggests that a change of attitude in the majority of the stakeholders interviewed has taken place as the project contributed to changing mindsets. However, some municipalities have been more successful than others given the existing different community dynamics.

When looking at the works done on CH and the actual rehabilitation/beautification of the selected sites, it appears clearly that all stakeholders, but particularly the municipalities and the religious communities' leaders, are overall very satisfied with the project. Hereunder is the table that captures the perceptions of the various stakeholders interviewed (except UNDP), using a five-point scale for which the mathematical average is a 3.0. Results indicate that overall, there is a high degree of satisfaction (4.34 average out of 5 maximum) and not a single response under the average rating of 3.0 (2 responses). This indicates that from the perspective of the various stakeholders the project has largely succeeded in reaching its objectives.

Table 2: Overall project satisfaction stakeholder rating

%	Rating	# of answers	
9,1%	3	2	
9,1%	3,5	2	
31,8%	4	7	
4,5%	4,5	1	
45,5%	5	10	
100,0%	<b>4,34 AVG</b>	22	<i>Total</i>

(source: evaluation interview notes)



It is particularly interesting to note that while the overall level of satisfaction is quite high, stakeholders did have several remarks to make regarding two categories: 1) the process to work on the sites 2) the work done by the contractors

In the first case, several comments, both positive and negative, were received regarding the process used in the project to identify the sites and the consultation and communication that was used throughout the process. Based on KII, three-fourths of the comments reported a clear and transparent and positive process, while one fourth reported negative comments regarding lack of information, knowledge or understanding of the process. This indicates that even greater efforts are warranted to ensure that all stakeholders have the proper understanding. It needs to be explained that the main contact point for each municipality was the municipality, so that the religious communities' leaders and civil society were informed through the municipality. Evidence suggests that in some cases increased information would have been needed by the communities themselves.

The works done by the contractors obtained mixed reviews, not so much because of the quality of the work itself, but because the very tight timing obliged construction work to be done during winter, which negatively affected the quality of the construction. Therefore, in a few sites, there is some additional work that is required to repair or fix some of the damages (fallen tiles, poor cement quality, levelling the floor, etc.). UNDP has foreseen a 10% guarantee from each contractor over a one year period for the works done. Interviews indicate that community religious leaders were largely unaware about the one-year guarantee. There were also other issues related to the finishes and aesthetics of the work done, with cases where the higher religious authorities disapproved of the final product (e.g. cables for lightning in Ferizaj/Urosevac)<sup>4</sup>, and sites where additional repairs and fixtures are needed from the winterization works. This did not however impede the high overall rating. Another aspect was the unanimous expression of thanks to the UNDP and their cooperative and flexible attitude. While feedback indicated that in some cases communities did not get their wish as requested, nevertheless, the attitude of the UNDP was generally seen as excellent and they proved to inform and show genuine interest in finding solutions to the emerging problems, something that UNDP should be congratulated for.

<sup>4</sup> The Works were carried out as per the original plan, but request for changes was made at the end of the Project. UNDP indicates that they and the EU have had extensive discussions with the highest representatives of the SOC on this issue.

Specific individuals from UNDP were named as contributing to the project success: Nilgun Arif (project PM), the project engineer, Vehbi Selmani and Nasser Gjuka (the first for assisting in operationalizing the projects and solving the problems, the second as engineer in charge of monitoring the works).

The most obvious shortfall in the CH was the period when the works were undertaken. Generally speaking, the construction companies used were appreciated, with some reservations regarding two sites, in one of which the priest criticised the attitude of the construction workers as inappropriate and disrespectful (because of their smoking in the place of worship).

### **Site selection**

Sites selection was a difficult and protracted process, probably one of the most sensitive aspects of the project. There was no clear vision driving the outcome of the process in the initial stages, but UNDP rightly identified some selection criteria which contributed to avoiding manipulation and reduce the risk of politicization. In the end, the different sites that were chosen in the project represent a combination of wishes from the various religious communities, the municipalities, and the communities. It was also difficult to address structural rehabilitation of CH sites, which is an expensive and slow process that requires specialized skills that normal construction companies may not have, so the decision that the works undertaken *de facto* were not structural was rightly motivated from an efficiency, budget and time-line perspective.

The list of the sites selected by the project eventually was reduced from an initial number of 47 potential sites through a careful selection and analysis. However, at municipal level stakeholders do not know on what grounds the project committee admitted the interventions on the selected sites, but they are happy they were selected into the project.

The list of contractors used in the project implementation, the start and end date of the works, and the total amount can be found on the following table (provided by UNDP Kosovo):

Table 3. List of contractors used in project implementation (provided by UNDP Kosovo)

Name of Contractor	Type of Works/Supplies/Services	Contract Start and End date	Amount (Euro)
Arian CO	Town Park reconstruction in Kamenice/a Municipality	30 Aug 2016 – 01 Nov 2016	151,524.16
NNP “Arhiko.ing	Mulla Sherif Ahmeti Mosque yard upgrading in Lipjan/Lipljan Municipality	28 Sep 2016 – 25 Nov 2016	46,639.15
NNT “EING COM”	Town Muslim Cemetery Upgrading in Lipjan/Lipljan Municipality	28 Sep 2016 – 25 Nov 2016	94,626.00
ARCH-NDERTIMI SH.P.K	Town Mosque Haxhi Gani Sermaxhaj Renovation in Kamenice/a Municipality	28 Sep 2016 – 25 Nov 2016	37,777.75
ARCH-NDERTIMI SH.P.K	Serbian Orthodox Church St. Nicholas Yard Rearrangement and Upgrading Kamenice/a Municipality	05 Oct 2016 – 25 Nov 2016	30,576.12
NNP “Arhiko.ing	Serbian Orthodox Cemetery Chapel Renovation in Lipjan/Lipljan Municipality	14 October 2016 – 30 Nov 2016	36,517.65
NNP “Arhiko.ing	Catholic Church Former Seat of the Diocese Renovation and Adaptation in Ferizaj/ Urosevac Municipality (Listed Cultural Heritage	28 October 2016 – 09 Dec 2016	91,211.64
NNP “Arhiko.ing	Complex of buildings: Mulla Vesel Guta (Xhamia e madhe) Mosque and SOC St. Uros Lightening and Yard Upgrading in Ferizaj/ Urosevac Municipality (Listed Cultural Heritage)	25 Oct 2016 – 05 Dec 2016	19,251.00
ALBI Company shpk Rahovec	Serbian Orthodox Church of St. Flora and Laura Renovation and Fence Reconstruction (Listed Cultural Heritage & Special Protective zone) in Lipjan/ Lipljan Municipality	07 Nov 2016 – 26 Dec 2016	57,300.50
NNP ALPING	Multi- community City Cemetery Rehabilitation and Preservation in Gjilan/ Gnjilane Municipality	04 Nov 2016 – 28 Dec 2017	135,374.24
ARCH-NDERTIMI SH.P.K	Reconstruction of Bell Tower in the Serbian Orthodox Church in Ferizaj/Urosevac Municipality	11 Oct 2016 – 14 Dec 2016	27,056.50
IZOL PROMET MF	Renovation and Rehabilitation of Serbian Orthodox Church of St. Nicholas in Gjilan/Gnjilane Municipality	17 Nov 2016 – 11 Jan 2017	97,476.94
NNP EUROING	Sokoli Mosque – renovation and yard upgrading (Listed Cultural Heritage) and Serbian Orthodox Church – Assumption of Holy Virgin Mary – renovation and yard upgrading Clock Tower – lighting – LCH & Town Museum – lighting -LCH	17 Nov 2016 – 07 Jan 2017	64,691.00
ARCH-NDERTIMI SH.P.K	Roma Cemetery upgrading of wall	15 Dec 2016 – 24 Dec 2016	9,191.60
N.T.P. BURIMI DEKOR	Furniture – Former Seat Catholic Museum	02 Feb 2017 – 15 March 2017	13,315.00
N P INET	CCTV – Ferizaj and Peja	Purchase Order deadline for completion 31 March 2017	71,446.00
PI Communication	Media Campaign	02 Feb 2017 – 31 March 2017	25,200.00
ARCH NDERTIMI	Painting the exterior walls of the Bell Tower in Serbian Orthodox Church Ferizaj/ Urosevac	07 April 2017 – 14 April 2017	4,755.00
		<b>Total</b>	<b>1,013,930.25</b>

## Public expenditures

Another important aspect of the project has been to make municipalities more aware and responsible for the maintenance of public spaces. Some of the sites covered by the projects, municipal graveyards that include in some cases various communities and parks, require a minimum of maintenance. The municipalities did not contribute funds to maintaining the cemeteries before the project, and now those municipalities where graveyards were covered by the project interventions have taken the commitment to upkeep the graveyard and have allocated a budget to that effect.

## Kosovo Police

The Kosovo Police has a special unit (KP CHP) that was created for the protection of CH. One of the key questions was to determine the kind of relationship between the KP and communities, and how important is the issue of protection of CH sites today.

The KP CHP has been one of the direct project beneficiaries. Originally EULEX was supposed to have a closer relationship in capacity building, but the project did use the resources of the KP CHP for community awareness and education campaigns in the municipalities, and it also benefitted from the CCTV installation in two sites thanks to the funding reallocation agreed upon by the EU.

While everyone agrees about the need for community policing, various stakeholders consider that there is no further need for this special unit. However not all communities or religious leaders share this view. As gathered from interviews, it was commonly agreed that the KP played an important facilitation role for the communities and the opportunity to have a direct contact with the KP was seen as a value-added for some stakeholders interviewed.

Hereunder is the variety of views expressed regarding the KP CHP:

Table 4. Stakeholder perception on KP CHP

Not sure the special Unit (for CH) of the KP is necessary, can't have policing forever, for me people and communities are the ones that have to protect CH, it is not a police function
Very good capacity building component of the KP, actually one of the best partnerships
KP opened the doors to the religious leaders for the project, so they were important facilitators for the project
We don't necessarily need KP in CH as CH should be community responsibility, but we do need community policing. They (KP) have high level of public confidence and I think they are well trained and well equipped and have good communication skills
I do have contact with the head of the KP CH protection unit
I think there should be another activity for the Islamic community to educate the youth together with the police, if possible in schools, to talk about tolerance and harmony including inter-religious issues.
We have direct contact with the KP Special Unit Captain ..... (name) and we're still in the process of confidence building. Some sites are protected and we're grateful for that, there is a difference in the approach now..... but still we feel the need for international protection.
The did lectures in schools to the students, I don't think the unit is very necessary in this municipality
When we received some threats in April they came, but I don't think there is a need for a special protection from police for cultural heritage – we don't have inter-religious problems, there is no need for special protection. But it is special here.
We have a KP guard here and have some problems with a mentally ill person who is around the site, so feel a bit like being fenced in.
Here we have municipal police, no special protection unit is needed
We don't directly need them for operational reasons but they are needed as linkages and focal point (more as facilitator) but it is good to have a unit that has these specific links as the head of the KP special unit knows the communities and the needs



We organized more than 20 workshops with students and leaders to explain the CH concept and how it is important to protect it – and that was very good
--

**Overall rating of the confidence building aspect: S (Satisfactory)**

**Overall rating of the cultural heritage protection: S (Satisfactory)**

While they were several challenges and difficulties that affected the project implementation, stakeholders' perceptions are positive and the overall level of project satisfaction has been rated as high.

#### 7.4. Impact

It is extremely early to talk of impact after a 14 months' project execution, but in line with the TOR, the evaluation attempted to identify the effect of the project on the various stakeholders. To do so, an adaptation of the Most Significant Change method was used, as stakeholders were asked with an open question: what is the most significant change made by the project.

The responses show a variety of understanding and different perspectives, which can be grouped around two themes: *confidence building (in italic)* and CH restoration/beautification. Interestingly, most the stakeholders (which included UNDP respondents) identified the confidence building as the main change triggered by the project, as show hereunder:

Table 5. Most Significant Change according to stakeholders' perceptions

<i>Facilitated dialogue with head of SOC and KP, so very positive outcome</i>
<i>Lower barriers amongst communities, from the normal people's point of view</i>
<i>Confidence building and cooperation with local communities</i>
<i>Recognized good cooperation with the different partners</i>
Bringing together all major stakeholders with horizontal cooperation and actual construction and beautification
Maintaining our values through the preservation of the CH
Renovation of the selected site and different meetings organized in addition to the workshops where ideas and experience were exchanged
<i>Message of great tolerance when we move from one place of worship to the next together</i>
<i>Project didn't just have an impact on CH sites, but larger impact on confidence building amongst the various religious communities</i>
<i>Serbs seeing that the international community, UNDP, the Islamic community and the municipality were all together and many entered the Church for the first time</i>
<i>Because of this project, we visited the SOC and the priest visited the Mosq, it would not have been possible without this project. The message to the communities was a positive one and I had some good Facebook comments</i>
<i>The preservation of good relations between the communities, bringing the communities closer, and serving the CH</i>
<i>We feel neglected because of KS politics we have to give up some of our own and it comes back as a boomerang because our project remains pending</i>
<i>To see the Serb side supported by the international community, so if we can maintain our CH it means we're not leaving</i>
Preservation of CH is also preservation of the human dimension – somehow, we have learned the lessons
<i>Understanding each other, good cooperation between citizens, municipalities, and religious leaders – now we created a common understanding and we have more trust</i>
The .... (refurbished site) is most important, because it brings all nationalities together
To have construction something that will be for the benefit of all – beneficiaries and communities that live here
The ... (refurbished site) because without UNDP we wouldn't have had this project

Initial skepticism about the project but communities have only words of thanks. Most important was to save the structures of these objects and have a life-long cooperation between communities
<i>Contributing to peaceful and respectful cohabitation</i>
<i>As head of the community it was to get funds from non-Islamic countries</i>

Another significant achievement of the project was to come up with a Joint Declaration at the workshop held at the end of 2016 where 30 participants from the five project municipalities, together with religious leaders and civil society organisations, established a road map for further cooperation in the area of Cultural and Religious Heritage. While this is only a start, it is definitely a step in the right direction. Furthermore, the various workshops, including the KP workshops in schools, also all contributed to raising awareness which led, in some cases, to a change in attitude. Obviously, the impact should be appraised over the long term, and it is too early to gauge realistically the impact from this project on behaviour change.

The project is politically sensitive given its confidence building dimension, and it is particularly telling that both the Serb community and the Albanian community see that European funding is being channeled through UNDP to support their communities. This is sending an important signal that European funding is not sectarian but inclusive and can be obtained when dealing with interventions based on commonly identified needs and opportunities for collaboration. For both communities, the EU funding was felt to be particularly important. For the Serb community, because it means they are not forgotten by the international community. For the Albanian community, because it means that their cultural heritage is receiving funds from Europe. EU funding triggers a closer relationship between Europe and the two communities. During the interviews with religious leaders, it was clearly the first time that an evaluation was undertaken and some of the religious leaders, particularly from the IC, saw the funding as a welcome new opportunity, which should be further used to combat any potential extremism.

**Overall rating: N/A (Not Applicable)**

### **7.5. Sustainability**

Confidence building is a long-term process. It cannot be achieved over a 12 or 14 months-time frame. It requires a comprehensive and sustained effort in which the social dynamics of the various communities are understood and addressed, by identifying entry points that can foment collaboration and cooperation and contribute to harmonious cohabitation.

The project has created an enabling environment and given an impulse to intra and inter community relationships. It needs to be consolidated as it remains a fragile process that has not yet created a critical mass that can continue on its own.

**Overall rating: Unlikely**

### **7.6. Cross cutting issues**

#### **Partnership strategy**

The project maintained excellent relations with the institutions in KS at central level. Many meetings and exchanges were undertaken up to the point where the sites were selected. After this, most of the relations were maintained at the municipal level where the works were being undertaken.

The project used the municipality as the contact and entry point with the various communities. In fact, the first meeting was systematically called for by the municipality who invited the religious leaders and other community representatives. The inclusion of the religious hierarchy at the higher level proved to be necessary as the project developed and differences in criteria arose between the local religious leader at municipality level and his superiors.

The project rightly understood the need to establish a good partnership with Kosovo institutions, and with the KP CHP, which proved entirely satisfied of its relationship with UNDP, as well as the need to extent collaboration within the municipalities to all the communities concerned by the project. It is important, to ensure impartiality and fairness, to maintain some meaningful criteria for project selection. This was rightly done by UNDP and the five criteria for project selection are already embedded in the project proposal. But it is also important for UNDP to be able to communicate to the communities at municipal level the reasons for the successful acceptance of their intervention requests, as more transparency is warranted when accepting or rejecting proposals.

The evaluator did not meet with any NGO or CBO and cannot appraise to what extent other civil society organisations have been included in the process, although documentation indicates that civil society was present in the various events, workshops and in the Joint Declaration that was made as a result of the November 2016 workshop.

Overall rating: MU (Moderately Satisfactory) (It would have been satisfactory if civil society organisations and communities could have been consulted)

## 8. Conclusions

UNDP had to implement a challenging project. It had no previous experience in CH protection in Kosovo. It had to draw resources from its corporate learning from other sites and used a model from Cyprus to inform the design of its intervention. It needs to be more strategic and better informed about how confidence building must be supported, which is, in the end, the overall objective of the project, with CH protection as an important means to an end. The project implementation period was much too short. UNDP was however able to complete the works as originally planned and approved by the EU. The agreed two months' no-cost extension did allow to complete the works, which were negatively influenced by the winter season and affected execution. Despite its difficulties, shortfalls and challenges, the project has been able to achieve with a certain level of success its contribution to "improved inter-community tolerance and respect for the cultural identity and heritage of "the other", by better understanding that culture and sites are the heritage of all people in Kosovo", which is the overall project objective. The specific objectives have also largely been met, and the works of the various sites selected by the project were undertaken as planned. The change of attitude and the positive dynamics created amongst and across the communities and the municipalities remain in the initial stages and need to be further consolidated to build a critical mass of peaceful cohabitation champions. CH provides a good basis for common projects in Kosovo. Stakeholders expressed a high level of overall satisfaction with the project, with an average rating of 4.34 out of 5, and commended UNDP for their attitude, flexibility and responsiveness.

UNDP has therefore satisfactorily completed its project through an approach that was largely inclusive and transparent, even though there is still room for improvement.

## 9. Recommendations

The evaluator is making two sets of recommendations: one related to the current project, based on the evaluation findings, and one based on the concept note that was shared to understand the purpose of UNDP's continued engagement in CH in Kosovo.

### 9.1. Recommendations stemming from this project

- 1) The time frame for project implementation should not be 12 months especially considering climate conditions – it should be extended to 18 months to ensure quality implementation of the works
- 2) A clearer strategy for achieving the project overall objective is needed. It is not clear at times whether the objective is confidence building or CH protection. A stronger theory of change based on a more developed project design is needed.

- 3) A monitoring plan and a proper M&E system is required for any project, in line with good PCM practice. There was no budget for anything except a final evaluation
- 4) UNDP should maintain in-house expertise of confidence building if they are to continue working in that field, as it is a long-term process
- 5) Use more strategically the Project Board to pass messages and obtain support to address difficulties and shortcoming
- 6) UNDP should be able to communicate more clearly to stakeholders what is understood by “confidence building” to ensure all stakeholders use the same language with the same understanding and avoid creating expectations
- 7) Support to the extent possible the continuation of awareness raising on CH

## 9.2. Recommendations for the next phase

The concept note for the second phase was only received on 8<sup>th</sup> May 2017 and read after having drafted this evaluation report, in order not to be influenced by its contents.

The evaluator generally agrees with the approach and the contents of the concept note, which is going in the right direction. It does seem somewhat like an ambitious project given the multiple components it contains and its level of complexity, especially regarding the intangible elements. The following specific recommendations could apply to this next project phase if the donor chooses to fund a continuation:

- 1) The signatories of the Joint Declaration under the CBCPK project should be structured in a formal group, and made responsible for the small grants component of the next project, so ownership, commitment and responsibility should be vested with them.
- 2) To create a formal network of Joint Declaration signatories, some resources must be placed and they would have a corresponding website in three languages (English/Albanian/Serb)
- 3) There is a need to develop a full results framework based on some baseline data or informed research to be able to provide credible evidence of results
- 4) SCORE is a tool, and as such a tool is only as useful as the skills of those who use the tool. SCORE is also a perception-based randomly undertaken survey on social cohesion and reconciliation. This means that using SCORE will allow to know what the Kosovar citizens think about these two issues, but it will not provide a measure of the extent to which the project is contributing to these objectives.
- 5) It is important to understand that UNDP will not be able to measure attribution, but will be one of the contributors to the SCORE index. However, it may be that due to a rise in nationalistic politics, the situation worsens while the project still is able to achieve its targets. So I would be cautious to link the success of the project to SCORE, as it also takes time for public opinion to change its view and an 18-months project is a short time-horizon when looking at social cohesion and reconciliation, which are slow moving processes. UNDP still needs to find proper indicators to provide evidence of the project success.
- 6) The time-frame for the next phase remains short. While it is understood that the IcSP is limited to 18 months by definition, UNDP should not repeat the past project experience and, to provide high quality implementation, should request a timely no cost extension if needed to secure the project gains and not feeling constrained by the project deadline. Obtaining high quality results should be a common priority.

## 10. Lessons learnt and good practices

There are a number of good practices and lessons that can be drawn from the project implementation. The evaluator has identified the following:

### Lessons learnt

- The design phase should be done in line with corporate practice using the recommended PME and UNDG handbook tools and with people with previous subject matter experience
- The project manager (PM) needs to be recruited before the start of the project and participate in the selection of the project team (project officers)
- It is important to incorporate a proper budget line for the M&E function to be able to present credible evidence of results beyond the actual activities completed
- The Project Board is a mechanism to help project management and should be used strategically as such
- It is necessary, when dealing with concepts, to share the same vocabulary and terminology with all project stakeholders to avoid unfulfilled expectations.

### Good practice

The project also carried out several good practices that should be replicated:

- Good and inclusive consultation process for the site selection
- Establishing clear and transparent criteria (5) for the selection of sites
- Extensive efforts to disseminate knowledge and raise awareness on CH through various means (workshops, media, schools, etc.)
- Transparent process vis-à-vis the municipalities in terms of project information
- Using the KP and the municipality as facilitators with religious communities
- School awareness raising on CH amongst youth
- Municipalities have now allocated budget lines for maintenance of public spaces such as cemeteries and parks
- Attitudinal change evident amongst the key stakeholders in municipalities, with variations depending on the municipality
- Impact of the religious leaders exchanging visits to their places of worship in public is sending a constructive message for cooperation and cohabitation
- High visibility of the donor (EU) and each site has a plate linked to the project and the donor, as well as all materials produced under the project
- Obtaining a commitment through a Joint Declaration is an initial step towards developing a formal network of project supporters throughout the municipalities



Amended\_ToR\_  
annex 1.pdf

## Evaluation Annex 2: bibliography and documents reviewed

- UNDP application form e3b\_applicform\_en\_revised\_draft\_27\_08\_2015 for CBCPK project
- EU letter to the UNDP dated 16 February 2017 granting the two months no-cost extension
- Addendum NO 1 to Delegation Agreement NO 2016/372-856 signed on 5/04/2017
- UNDP Kosovo Annual work plan 2016
- UNDP, agenda of capacity building workshop for KP in Prizren, 12-14.12.2016
- UNDP, Annex 1 containing approved site selection for CBCPK, undated
- UNDP, Annex 2 containing additionally recommended potential sites, undated
- UNDP, Re-imagining cultural workshop summaries in Ferizaj/Urosevac, Gjilan/Gnjilane, Lipjan/Lipljane, Prishtina/Pristine, Prizren, Rahovec/Orahovac
- EU, Annex III, budget for the Action
- EU, Annex VI, Community and Visibility Plan
- UNDP, Capacity Building for Kosovo Police on Protection and Promotion of Cultural Heritage in Kosovo, Training Summary
- UNDP, table of CBCPK contracts, undated
- UNDP, CBCPK communication and visibility plan, final, undated
- UNDP, Concept note for facilitated study visits to Western Europe policing formations, including hands-on exposure to event management and protection of sensitive sites, Kosovo Police Unit for the Security of Buildings and Cultural Heritage description
- UNDP, Agenda and Minutes of the Regional Conference: Community Engagement and Peace Building in Cultural Heritage protection, 20–21 March, 2017
- UNDP, First Project Board Meeting minutes 12 April 2016
- UNDP, Community Workshop Summaries of the five project target municipalities
- UNDP, Educational Workshop Summaries of the five project target municipalities
- UNDP, power point presentation of the CBCPK project to religious leaders, undated
- UNDP, Joint Declaration as a result of the workshop in Prizren 16 to 18 November 2016
- Linda Abazi-Morina, UNDP Consultant, KP Needs Assessment, August 2016
- UNDP, concept note for new ICSP action in Kosovo
- UNDP, Cultural Heritage booklets, Ferizaj, Kamenica
- UNDP, Annex VI, Narrative final report CBCPK, 18 April 2017
- UNDP web and video articles as follows:

<https://undpeurasia.exposure.co/fixing-landmarks-mending-relationships>

<http://www.ks.undp.org/content/kosovo/en/home/presscenter/articles/2017/03/21/regional-conference-on-community-engagement-and-peace-building-in-cultural-heritage/>

<http://www.ks.undp.org/content/kosovo/en/home/presscenter/articles/2017/02/14/town-of-lipjan-lipljan-a-model-for-cultural-diversity-/>

[http://www.ks.undp.org/content/kosovo/en/home/operations/projects/democratic\\_governance/confidence-building-through-cultural-protection-in-kosovo.html](http://www.ks.undp.org/content/kosovo/en/home/operations/projects/democratic_governance/confidence-building-through-cultural-protection-in-kosovo.html)

<http://www.ks.undp.org/content/kosovo/en/home/presscenter/pressreleases/2016/12/13/eu-and-undp-restore-cultural-heritage-sites-in-kamenica.html>

<http://www.ks.undp.org/content/kosovo/en/home/presscenter/articles/2017/02/08/united-in-protecting-and-promoting-shared-cultural-heritage.html>

<http://www.ks.undp.org/content/kosovo/en/home/presscenter/articles/2016/12/16/kosovo-police-ready-to-protect-and-promote-cultural-heritage.html>

<http://www.ks.undp.org/content/kosovo/en/home/presscenter/articles/2017/01/26/pristina-s-young-people-re-imagine-cultural-heritage-in-the-inspiring-national-library-building.html>

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Other reference materials:

- UNDP, handbook on planning, monitoring and evaluating for development results, 2009
- UNDP, project-level evaluation guidance for conducting terminal evaluations of UNDP-supported, GEF-financed projects, Evaluation Office, 2012
- DAC/OECD Glossary of Key Terms in Evaluation and Results Based Management, Aid Effectiveness series, 2002
- M. Q. Patton, Utilization-Focused Evaluation, 3rd Edition, Sage Publications, 1999
- Most Significant Change Technique, A guide to its use, Rick Davies and Jesse Dart, version 1.00, 2005
- UNDG, RBM Handbook, 2012

Mr. Christian Bugnion de Moreta  
02-06 May 2017, Pristina, Kosovo



*Empowered lives.  
Resilient nations.*

## AGENDA

### **Tuesday, 02 May 2017**

- 17:35           Arrival at Pristina airport
- 19:00           Skype Meeting with Nilgun Arif – Project Manager

### **Wednesday, 03 May 2017**

*Meeting with UNDP and EU Management, Ministry for Culture Youth and Sports and Institute for Monument Preservations in Kosovo*

- 09:00 – 09:45 Meeting with Mr. Rashit Qalaj – Head of Operations, Kosovo Police  
Mr. Drazo Bozovic–Head of Unit for Protection of Cultural and Religious sites
- 10:00 - 10:45 Ms. Marta K. Gazideda, Governance and Peacebuilding Portfolio  
Manager/Deputy Programme Coordinator, UNDP  
Mr. Mustafa Murturi, Resource Monitoring Associate, UNDP
- 11:00 – 11:45 Meeting with Alexandra Meierhans – Programme Officer, Governance and Peacebuilding
- 12:15 – 12:45 Meeting with Andrew Russell, UNDP Resident Representative
- 14:45 – 15:15 Meeting with Mr. Avni Manaj – Institute for Monument Protection in Kosovo
- 15:15 – 16:00 Vjollca Aliu – Director of Department of Cultural Heritage – Ministry for Culture, Youth and Sports
- 16:30 – 17:15 Meeting with EU Representative  
Mr. Rick Spryt, Political Advisor, Religious and Cultural Heritage, EU Office in Kosovo
- 17:15 – 18:45 Meeting with Alessandra Roccasalvo–Deputy Resident Representative UNDP  
Valbona Bogujevci – Programme Coordinator, UNDP Kosovo



## **Thursday, 04 May 2017 – Ferizaj/ Urosevac and Lipjan/ Lipljane Municipalities**

*Meeting with Municipality of Ferizaj/ Urosevac and Lipjan/ Lipljane Representatives*

- 09:30 – 10:15 Meeting with Mr. Markos Sofroniou – Task Manager, EU - CBCPK Project
- 11:30 – 12:15 Meeting Alfred Pjetri – CARITAS/Catholic Community, Ferizaj/ Urosevac
- 13:30 - 14:15 Mr. Gafurr Ilazi, Director of Urbanism Department in Ferizaj/ Urosevac
- 14:30 – 15:15 Mr. Bujar Hasani - Head of Islamic Community Ferizaj/ Urosevac
- 16:00 – 16:45 Mr. Shkelzen Hajdini – Director of Budget and Finances – Lipjan/ Lipljane Municipality
- 17:00 – 17:45 Srdjan Stankovic – Priest – Serbian Orthodox Church Lipjan
- 18:00 – 18:45 Mr. Xhevdet Bytyqi – Head of Islamic Community Lipjan/ Lipljane  
Mr. Skender Mehmeti – Imam of Mulla Sherif Ahmeti Mosque
- 19:00 – 20:00 Mr. Vehbi Selmani - UNDP

*(Transport and Interpretation was provided for all the meetings)*

## **Friday, 05 May 2017 – Gjilan/ Gnjilane and Kamenice/a Municipalities**

*Meeting with Municipality of Gjilan/ Gnjilane and Kamenice/a Municipalities Representatives*

- 09:00 – 09:45 Mr. Rexhep Kadriu – Deputy Mayor
- 10:00 – 10:45 Mr. Naim Aliu – Head of Islamic Community Gjilan/ Gnjilane
- 11:00 – 11:45 Mr. Radivoje Djikovic – Priest - Serbian Orthodox Church Gjilan/ / Gnjilane  
Meeting Fr. Ilarion – Serbian Orthodox Church – deputy Bishop
- 13:00 - 13:45 Mr. Fatmir Matoshi – Deputy Mayor Kamenice/a Municipality
- 14:00 – 14:45 Mr. Zekeria Sermahaj – Head of Islamic Council in Kamenice/a
- 15:00 – 15:45 Mr. Dragisa Jerinic – Priest Serbian Orthodox Church in Kamenice/a
- 17:40 – 18:25 Mr. Trajko Vlajkovic - Priest – Serbian Orthodox Church – Ferizaj/ Urosevac

*(Transport and Interpretation was provided for all the meetings)*

## **Saturday, 06 May 2017 – Rahovec/ Orahovac Municipality**

- 11:00 – 12:00 Mr. Xhemali Haxhimustafa – Deputy Mayor Rahovec/ Orahovac

Municipality  
Mr. Gardalin Shtavica - director of Culture, Youth, Sports Department  
in Rahovec/ Orahovac Municipality

12:00 – 12:45 Mr. Velja Stojkovic – priest – Serbian Orthodox Church Rahovec/ Orahovac

13:15 – 14:00 Mr. Shani Sylka – Head of Islamic Community in Rahovec/ Orahovac  
Amir Sylka, Mosque Imam

*(Transport and Interpretation was provided for all the meetings)*

NB: A meeting was also requested with the head of the Islamic Community in Pristina, Mr. Vedat Sahiti, but could not be held due to the unavailability of the person.