

UNDP Kosovo

FINAL EVALUATION REPORT

Final External Evaluation of the “Inter-Community
Dialogue through Inclusive Cultural Heritage
Preservation” Project

**Funded by the European Union through the
Instrument contributing to Stability and Peace
(IcSP)**

**Implemented by UNDP Kosovo
for an amount of EUR 1.999.948,00**

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and not necessarily that of the commissioning agency*

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Acronyms and abbreviations

CH:	Cultural Heritage
DAC :	Development Assistance Committee
DOA:	Description of the Action
EU:	European Union
EUoK:	European Union Office in Kosovo
FGD:	Focus Group Discussion
ICH:	Intangible Cultural Heritage
IcSP:	Instrument contributing to Stability and Peace (EU)
KII:	Key Informant Interview
KP:	Kosovo Police
KS:	Kosovo
MCYS:	Ministry of Culture, Youth and Sports
MSC:	Most Significant Change
M&E:	Monitoring and Evaluation
OECD:	Organisation for Economic Cooperation and Development
RBM:	Results-Based Management
RCH:	Religious and Cultural Heritage
RCHU:	Unit for Protection of Cultural and Religious sites (KP)
ToC:	Theory of Change
ToR :	Terms of Reference
UNDG:	United Nations Development Group
UNDP:	United Nations Development Programme
UNEG :	United Nations Evaluation Group

EXECUTIVE SUMMARY

UNDP has implemented the project “Inter-Community Dialogue through Inclusive Cultural Heritage Preservation” from 4th May 2018 until the extended deadline of 31st January 2020, over a total of 20 months and 28 days. This project is the second phase of an earlier project “Confidence-Building through Cultural Heritage Protection in Kosovo” that was implemented from 17 February 2016 until 17 April 2017 and was evaluated in May 2017 by the same evaluator. The current phase is more complex and contains a higher number of activities while working with different modalities, albeit still using the restoration of Cultural Heritage (CH) sites as entry points for the project activities. The total funding was EUR 1.999.948 entirely funded by the European Union through its Instrument contributing to Stability and Peace (IcSP).

This is the final external evaluation of the project commissioned by the UNDP, as foreseen in the agreement between the donor (EU) and the UNDP.

This project has capitalised and built on the lessons from the first project phase and has expanded its scope in working with the civil society sector (8 NGOs obtained contracts under the second output) on Intangible Cultural Heritage (ICH) through many constructive and creative interventions that achieved the desired results. The project itself was able to achieve its expected results: all the outputs were completed, and the different components contributed to the objective of promoting inter-community dialogue. The level to which each intervention contributed to this larger objective is described in the report and varies depending on the approach and implementation strategy towards ICH for the partnership with civil society organisations. Overall, the project was able to:

- 1) Complete the restoration in 18 CH sites under the first component, to the full satisfaction of the beneficiaries and with very high degree of professionalism and dedication, in some cases with cost-sharing from the municipalities for the interventions (e.g. Gjakovë/Đakovica where the municipality committed € 40,000 for the rehabilitation of the two bridges and UNDP invested an additional € 82,000);
- 2) Undertake ten projects with eight civil society organisations to promote ICH through a range of creative and constructive interventions, spreading across different types of approaches, but all inclusive of participation from various communities (with differences between each intervention) and largely giving the priority to women and youth beneficiaries (e.g. through practical Youth Camps on CH and other innovative approaches);
- 3) Reinforce institutional capacity of the Kosovo Police (KP) Unit for Protection of Cultural and Religious Sites (RCHU) through installation of high resolution and high-quality CCTV systems that ensure the security of the protected sites, and the training of the KP officers on site;
- 4) Develop direct collaboration with participating municipalities to restore specific CH sites, support the civil society projects undertaken in some cases with parallel funding from the municipality (e.g. Prizren covering the costs for the space and communal expenditures for the filigree training and workshop), and develop the knowledge and awareness of municipalities on the issue of CH through workshops and a study tour to Albania.

At the higher level of results, the different components of the project all contributed to the inter-community dialogue in different manners and through diverse means, as explained in the body of the report. Note that a number of the approaches regarding the civil society component were

innovative and creative and very constructive, obtaining a level of results that surprised the NGOs themselves given the public interest created regarding ICH in Kosovo.

The project received a very high rating regarding its effectiveness: an average of 4.59 out of a maximum of 5.0 was given by 17 stakeholders (excluding UNDP), with concrete explanations justifying the rating. This is higher than the first project phase (average of 4.34) and all respondents unanimously commended UNDP for its communication, information, support and coordination in this phase. The site selection process was also in this phase reportedly much better than in the first phase. A special mention to the dedication, support and commitment from the UNDP project staff, is also warranted as they were often cited during interviews as the key resources for support and troubleshooting, and always being very responsive to requests made.

The evaluation used contribution analysis and prospective evaluation techniques to identify the effects from the outputs to the higher-level objective (inter-community dialogue). The interviews with project stakeholders were the main source of evidence to measure the level of inter-community dialogue. Respondents provided several examples of evidence regarding how the project did in fact develop inter-community dialogue, using CH as the common denominator to bring participants together, in a constructive manner. A wide range of approaches were used, and some opened new venues for linking CH to local economic development and employment plans, through tourism or otherwise. There is a mass of unexplored potential from the diverse activities which should be maintained as being highly conducive to creating win/win conditions for all project stakeholders and the various communities, while serving the overall objective, in addition to contributing to creating enabling conditions for socioeconomic development.

In order to fully exploit these venues, it would be highly recommended that a subsequent project be supported to consolidate the building blocks which have been established through this project. A three-year and EUR 3 million final phase would allow UNDP to consolidate the emerging successes and ensure a sustainability plan that could be linked to the wider programming from the international community in Kosovo. CH is a wide field and little known and developed in Kosovo. It holds a promising future if it can be further exploited in line with the higher objective of social cohesion and inter-community dialogue. This project has contributed to one more step in the right direction. Well done.

1. Introduction

The UNPD has hired an independent consultant to undertake the Final Evaluation of the Project: “Inter-Community Dialogue through Inclusive Cultural Heritage Preservation”. The project started on 4th May 2018 for an initial period of 18 months and was subsequently awarded a no-cost extension for two months and 28 days until 31st January 2020. The total project budget is Euros 1,999,948.

This final evaluation has been contractually foreseen in the agreement between the funding agency and the UNDP. The evaluator has worked on different occasions in Kosovo in 2007, 2012, 2017 and has carried out the evaluation of the first project in May 2017. He has extensive work experience in the Balkans and a track record of 103 evaluations completed, many of them in confidence building and post-conflict peacebuilding contexts, and previous experience in evaluation of Cultural Heritage (CH) projects.

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 Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD) and the United Nations Evaluation Group (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 final external evaluation 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 final evaluation is the entire implementation period of the Project execution since its start on 4th May 2018 until its end-date on 31st January 2020.

3. Audience

This final evaluation is meant to provide evidence of results and accountability to the UNDP and the IcSP as well as other stakeholders. It may be published for dissemination and communication purposes. It is undertaken under the oversight of the UNDP Kosovo Office. The UNDP evaluation manager is also the UNDP project manager, supported by the M&E focal point and other Kosovo Office colleagues. His role is to ensure that the final evaluation remains on track with its work plan and submits the required deliverables.

4. Project background

The project was initially established over an eighteen months’ implementation period. It started its activities on 4th May 2018 and received a two months and 28 days no-cost extension with the agreement of the IcSP until its deadline of 31st January 2020.

The overall project budget is 1,999,948 euros, entirely funded by the EU through the Instrument contributing to Stability and Peace (IcSP).

The overall objective is to improve inter-community acceptance and respect for the cultural identity and heritage of all Kosovo communities and develop the capacities of institutional mechanisms to protect and promote shared cultural heritage.

The project outcome (or specific objective) is **“To build trust between the communities in Kosovo, through improved inter-community acceptance and respect for the cultural identity and heritage of all Kosovo communities”**.¹ The log frame included in the Description of the Action (DOA) pages 31 to 34 further indicates two other outcomes: Outcome 2: To increase awareness and engagement of citizens on the importance of Kosovo’s intangible cultural heritage, and Outcome 3: To increase technical capacities of the KP unit and municipal structures to protect and preserve cultural heritage sites. So, in total the project has three specific objectives.

In order to achieve the above-mentioned outcome, the project has identified the following **three Outputs**²:

1. Physical cultural heritage is rehabilitated to promote inter-ethnic dialogue;
2. Community engagement on confidence-building through intangible cultural heritage;
3. Capacities to protect and preserve cultural heritage strengthened at the institutional and community level

The outputs are each supported by the following activities:

Output 1 activities:

- 1.1 Rehabilitation of cultural and religious sites and adjacent areas, with a list of 13 municipalities;
- 1.2 Implementation of “Restoration Camps” under the guidance of the partner NGO “Cultural Heritage without Borders” (CHwB) Kosovo;

Output 2 activities:

- 2.1. Promotion and awareness-raising activities on intangible cultural heritage, including
 - 2.1.1. Inter-community confidence-building measures,
 - 2.1.2. Practical skills development for women and young people;
- 2.2. Challenge prize competition for promoting intangible cultural heritage and developing cultural tourism, including micro-grants;

Output 3 activities:

- 3.1. Operational capacities of RCHU improved;
- 3.2. Capacities of municipal directorates strengthened

5. Evaluability

The evaluator has found that the project is based on the construction of a log frame, specifying the overall objective, the specific objectives (i.e. defined by UNEG as outcomes), and the outputs to contribute to the outcomes. It would be useful to have the results hierarchy more fully aligned with the UNDP Results Based Management (RBM) guidance in the formulation of future

¹ Description of the Action, point 2, Scope of the Action

² As described in the Annex I, DoA, log frame, p. 32 and 33. The narrative under point 2. uses a different terminology and description of the outputs.

projects, to facilitate its evaluation and being able to better show results achieved³. The updated information regarding the results in the log frame is included as annex to this report, showing that the expected results have been achieved.

Given the short timeframe for project implementation and the nature of the project regarding the intangible cultural heritage, there is limited evidence of results at the outcome level that could be leveraged during this final evaluation. The results at the outcome level/specific objective level are mainly based on anecdotal evidence based on the methodology for data collection, and particularly Key Informant Interviews (KII). However, when looking at the higher-level results (outcome level on confidence-building), it is necessary to recognize that these processes are long-term endeavours to which specific projects such as this contribute to through their action. A challenge for the evaluation was to evaluate some of the results because of the intangible nature of some components. So prospective evaluation was undertaken to identify the links between the results and the higher-level project objective.

6. Approach and methodology

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 (2017). 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 evaluation⁴” 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 follows⁵ :

“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

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

³ See UNDG’s “Results-Based Management Handbook”, October 2011

⁴ “Utilization-focused Evaluation”, Michael Quinn Patton, 3rd Edition, Sage publications, 1998

⁵ OECD/DAC, glossary of key terms in evaluation and results-based management, Evaluation and Aid Effectiveness series, 2002

In addition, and to the extent possible, the evaluation also assessed the gender responsiveness of the project, reviewed its theory of change and its stakeholders and partnership strategy.

Note: technically, impact is evaluated, as defined above, over the long-term. In the case of the project, the evaluator focused on direct and indirect effects, e.g. contribution to the outcome (or change process) triggered by the outputs completed under the project, as there can be no rigorous impact assessment at this stage and within the parameters of the project log frame. Prospective evaluation based on appreciative inquiry was applied during interviews to identify linkages between results and higher-level project results (e.g. specific and overall objectives).

Tools and methodology

The evaluation used a combination of methods, but was mainly qualitative, including the following:

- a) Documentary review of project outputs and reports submitted by the project, giving rise to the preparation of the inception report and key questions;
- b) Individual Key Informant Interviews (KII) with all stakeholders: Project Board members, donor, UNDP project team and governance and peacebuilding programme staff, KP, municipalities, religious leaders, NGOs, and grantees, as well as a sample of contractors; a total of 23 interviews were undertaken with key informants as per the table hereunder. The total interview time was 1,200 minutes or 20 hours and a total of 31 people (18 men and 13 women) were interviewed, 16 through KII and 7 through group interviews. Interview time ranged from 30 minutes to 75 minutes, with an average of 52 minutes per interview. All primary stakeholders were interviewed, with the exception of two meetings: one with an NGO representative that was ill, and the other with the EUoK in the EU premises where the security guard at the reception on the EU premises told the evaluator he did not have a confirmed meeting. However, a WhatsApp call and a Skype interview were arranged and took place with other EU officials.

Table I. Interview statistics (Source: evaluators' interview notes)

Nr.	Date	location	type	Name	Individual		Group		total	minutes
					Sex	minutes	Men	Women		
1	3.2.20	Prishtina	UNDP	Sehadin			2	2	4	90
2	3.2.20	Prishtina	UNDP M&E	Anton	M	45				
3	3.2.20	Prishtina	MYCS	Vjollca Aliu	F	55				
			ANIBAR	Vullnet Sanaja	cancelled due to illness					
4	3.2.20	Prishtina	CHwB	Sali			2		2	75
5	3.2.20	Prishtina	OHI	Eremira Krasniqi	F	60				
6	4.2.20	Prishtina	TOG	Boban Petrovic	M	60				
7	4.2.20	Prishtina	IKS	Brikena Hoxha	F	45				
8	4.2.20	Prizren	Mayor	Mytaher Haskuka	M	60				
9	4.2.20	Prizren	Catholic Church	Don Shan Zefi	M	60				
10	4.2.20	Prizren	SOC St Archangels	Father Mihailo	M	60				
11	5.2.20	N. Mitrovica	Municipality	Jelena			1	1	2	45
12	5.2.20	Prishtina	Municipality Lipjan	Shkelzen Hajdini	M	60				
13	5.2.20	Viti/Vitina	Deputy Mayor	Deputy Mayor			2		2	45
14	5.2.20	Prishtina	Challeng Prize winner	Nentore/Fitore				2	2	45
15	5.2.20	Prishtina	Challeng Prize winner	Rina Geci	F	30				
16	6.2.20	Prishtina	UNDP	Valbona/Marta				2	2	75
17	6.2.20	Prishtina	CETTA contractor	Masar Kabashi	M	30				
18	6.2.20	Prishtina	IP Net contractor	Abdurrahim Qerk.	M	30				
19	6.2.20	Prishtina	Kosovo Police	Maj Drazo Bozovic	M	30				
20	6.2.20	WhatsApp	EUoK	Stefano Gnocchi	M	75				
		Prishtina	EUoK	Nurten Demiri	meeting not confirmed by guard at EU reception					
21	7.2.20	Skype	EU IcSP Vienna	Asier Santillan	M	65				
22	7.02.20	Prishtina	Ec me Ndryshe	Flaka Xerxa	F	60				
23	7.02.20	Graçaniça	SOC Graçaniça	Father Ilarion			1	1	2	90

c) Field work in five municipalities to carry out:

- Interviews with municipalities, NGOs and religious leaders about the project results;
- Interviews with the present Kosovo Police officers from the Unit for protection of cultural and religious heritage sites
- Interviews local population and direct beneficiaries/grantees of the outputs
- On-site observation

The evaluation worked from the perspective of the Most Significant Change (MSC) approach, in order to obtain feedback from all the stakeholder groups, using appreciative inquiry.

KII was done through a semi-structured individual interview process.

Contribution analysis was used to infer the causality between the observed and analysed effects and the factors that led to such outcomes 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 20 months and 28 days.

7. Risks and limitations

Although the time allocated for this evaluation is the same as that of the first project, which was evaluated in 2017 by the same person, this phase has different components and is more complex than the first project. It would have been useful to fully capture the results at the different levels and under each component to allocate a total of ten days in the field to cover all intervention areas and activities undertaken by the current project. In the current context, given the limited time available, a purposive selection of municipalities and partners was undertaken, as

described in the agenda, which is included as annex to this report, and not all intervention sites could be visited, nor all stakeholders involved interviewed.

Another risk is that the evaluator does not speak local languages (Albanian or Serbian), so that data collection through interviews was in a limited number of cases obtained through interpretation services. This was to a large extent mitigated by triangulation of the findings with English speaking sources.

8. Key evaluation findings

The findings section is structured according to the terms of reference to ensure ease of reading and coherence in the presentation. For the ratings, a five-point scale was used to appraise the level of satisfaction from the different project stakeholders (from 1,0 – minimum to 5,0 – maximum, mathematical average = 3,0). Each rating was also supported by a qualitative explanation.

8.1. Relevance

The project is fully relevant with the needs of the primary donor, the EU, through the IcSP which funds the project. Inter-community dialogue was and remains a key objective of the presence of the international community and of the EU in particular. Likewise, UNDP has both the expertise and mandate to work in reconstruction social cohesion in conflict-affected societies. From the perspective of the different communities in Kosovo, the need to continue connecting the communities over the divide which was caused by the conflict and the political recognition regarding the status of Kosovo remains high. While there is anecdotal evidence of some degree of openness compared to the situation in 2007 and 2012 when the evaluator first undertook confidence-building project evaluations in Kosovo, the issue of fomenting constructive dialogue is still work in progress. It is a long and arduous road which requires the political commitment of all actors involved and that of the international community, which has been investing millions of euros into the country with the hope of restoring the inter-community dialogue and ensuring support to a governance system in Kosovo that is respectful of the needs of all the communities.

In this sense, this project is an important contribution to the wider and higher-level dialogue process, because it is using cultural heritage (CH) as an entry point to bring communities together across issues of common interest and as part of the historical inheritance process which makes Kosovo what it is today. The value-added of this project is the way in which it combined the different elements (restoration of CH sites, working with civil society organisations to create linkages and groups across various communities interested in CH and willing to support efforts to promote their CH, including intangible CH), and the collaboration with municipalities in order to show how support to the CH is not only conducive to inter-community dialogue (e.g. social cohesion), but is also a potential pole of growth if it is linked to economic development opportunities, in particular tourism and the production of handicrafts. In a country with a high youth migration and limited work opportunities, the development of creative industries linked to CH in municipalities which have such a potential (such as Prizren to mention only one example), can significantly contribute to the process of social cohesion through economic development and result in a win-win situation for the people of Kosovo, especially women and youth who have difficulties to access formal employment opportunities, while creating new relationships amongst communities that have kept a certain degree of isolation in the recent past.

A single project cannot change the overall social dynamics overnight, but this project is providing interesting paths that offer a range of benefits across the different components: even the restoration component is inclusive of both religious sites and public spaces, so that all the population of Kosovo is able to benefit from the specific site interventions. In addition, the soft skills through the work of the civil society and in partnership with municipal support to develop income-generation and employment through tourism-related CH crafts can be further established as pilot entry points for wider programmes. The project has the potential to be a unique reference in Kosovo, providing immediate gains for the communities through the visible restoration as well as longer-term dialogue and economic development through CH. When a project is able to bring together the different communities on issues of common interest, it has a good chance of becoming sustainable. This is a very interesting approach that would need to be supported over a longer period to consolidate the mechanisms and demonstrate its potential in future phases. It is clearly covering needs on the different levels explained above: visible physical restoration of sites (religious and public) that are used by the various communities, dialogue across the communities through cultural events and CH related trainings and activities, such as youth camps, and supporting the municipal priorities not only in the area of CH but looking at the linkages with tourism, employment and local economic development.

8.2. Efficiency

The project is small in terms of funding, with a budget of EUR 2 million over 21 months (initially 18 months plus a 3 months no-cost extension). The project team is very small for the level of complexity and the required attention they have to give daily to be able to complete the project outputs as reported to the Project Board meetings, both for the physical restoration component as well as for the activities undertaken with a relatively large number of NGOs/CSOs, and with the municipalities themselves. The complexity of the project in terms of the first component, physical restoration of CH sites, was very high given the requirements of the task: specific technical guidance for protected CH objects, coordination and communication in order to obtain the necessary permits to undertake the restoration/works, ensuring all the authorities at municipal and central levels facilitate the process and have the relevant information, compliance with the legislative requirements including for the tendering processes for contractors, the implementation of the works and the adequate completion of those, etc.

While the project has been able to achieve its stated outputs within the 21 months' timeframe, it is nonetheless strongly suggested that, at least, a period of two years (24 months) should be guaranteed for the implementation of the physical works, notwithstanding the need for a longer project of 36 months to implement and consolidate the entire set of components and outputs to achieve the higher-level objective.

This project was approved and started in May 2018, which is not the most favourable timing for a project with half of the budget dedicated to restoration and physical refurbishing of CH sites. The weather and climate in Kosovo are factors that affect all construction and restoration work, and it is much better to approve and start the project in autumn (Sept/Oct), thereby giving time to define the specific technical requirements of the object, carry out the tender procedures, select the contractor, ensure the obtention of the necessary permits and administrative documentation to start the works, so construction can actually start six months later (e.g. April/May) after the project's starting date.

The project was under pressure to deliver in a very compressed timeframe and had to exert huge efforts to respect the delivery dates, considering the best time for construction (summer) was lost in 2018 and the works had to be done in 2019. In fact, some minor works remain to be

done on one site, i.e. Monastery of St. Archangels, but this is linked to final touches that need to have a warmer weather in order not to jeopardize the work already undertaken.

Interviews indicate that compared to the first phase, the technical work from the contractors under this phase was of better quality, and although there were some minor difficulties during the actual restoration works, these were quickly addressed, discussed and solved. All beneficiaries (religious sites and public sites) interviewed indicated a very fluid and strong coordination and communication with UNDP, and a high staff commitment and responsiveness, which was a key element of success in achieving the results. The contractors were also generally highly respected and various examples of very good collaboration (notably between Albanian contractors and Serbian sites) between the different communities were given. This is important because it means that the UNDP was able to transmit the very high level of quality and commitment to work on CH sites in a manner that made the contractors responsive. In one case the contractor indicated that they had to work “harder and better” than on their other contracts, but the nature of the works (CH objects) justified such as high level of expectation.

The project invested half of the budget into the restoration component with some eighteen sites selected for interventions.

It should be noted that the volume of the funding is not proportionate to the level of effort required to complete each intervention. In other words, a EUR 10,000 intervention requires the same management oversight, paperwork and administrative and financial attention as an intervention of EUR 300,000. To lessen the administrative burden on project management, it is recommended that in future projects the UNDP focuses on larger but fewer sites (18 targeted in this project).

A number of interviewees, both from religious backgrounds and from municipalities, indicated that the selection process of the sites in this second phase was done in a much more participatory manner and they felt it as a strong improvement as compared to the first phase. It is interesting that a mix of religious and public CH sites were identified in this phase, something that should be maintained in the future as both contribute to a perception of serving the general interest of the population. It is worthwhile noting that in the first phase of the project a Mosque was also restored as one of the interventions, and the feedback from the Islamic community was that they were impressed in receiving funds from the EU for their place of worship, something that they did not expect and made them feel more closely related to the EU despite the religious difference, as if, for them, the Western Balkans were actually a part of Europe.

Another aspect which needs mentioning is that some religious sites do not only serve one purpose. Although of course a restored catholic church has an incidence in the number of people attending the mass, the benefits are not only for its brethren. It is also seen as CH by tourists (at the time of the visit to the Catholic Church in Prizren, a group of Muslim tourists asked for permission – and received it- to come into the church for a visit). But there is a Jesuit-funded Loyola school next to the church, with an attendance reported by the Vicar to be 90% non-Catholic. It is important to contribute to the public perception that even religious CH is a common public good that needs to be respected and preserved for the benefit of all communities.

Under the second component, the project also undertook to develop a number of strategic relationships with the NGOs. A relatively wide range of initiatives were undertaken regarding the preservation of CH, particularly intangible CH, with very concrete and tangible results in the majority of cases. While all planned results were achieved, again through very close

collaboration and communication and support from the UNDP staff, some of the initiatives were innovative in the sense that they used an approach to motivate creative initiatives, and to some extent these were going into uncharted waters – not knowing beforehand the results it would achieve.

One of the positive surprises for the NGOs (and maybe other stakeholders as well) regarding this collaboration was the number of people (from the different communities) that proved to be interested in issues of intangible CH. Of course, some of the NGOs were not able to secure a meaningful representation from all the communities, but two or three had a good balance of participants from various communities. At the end of their individual projects, it created a different relationship and, in some cases, anecdotal evidence of friendship across the communities. This was also mentioned as one of the benefits of the mixed youth camp undertaken by the project, something that should be supported and promoted further.

The Challenge Prize competition undertaken under this project also came up with very interesting, useful and innovative ideas aiming to support individual initiatives. It could also be envisaged in the future to have an openly cross-community CH development component, in which the joint participation of the community youth is required for obtaining a prize (e.g. which could be a visit to a third country as further motivation to support CH preservation).

One positive aspect of the UNDP project team is the language skills (Albanian, English, Serbian) of its staff which contributed to a much more fluid communication process.

According to the financial report from the UNDP, the project has a delivery rate of 94.5% as at 31st January 2020. The 5.5% difference relates mostly to three lines: savings on physical works contracts (€ 50,000), saving on costs of CCTV (€ 30,000) and unused contingency funds (€ 18,500). This means that the activities and outputs have been fully implemented, as mentioned in the enclosed updated log frame which contains the latest results indicators at the time of the project closure.

8.3. Effectiveness

The project was successful in completing all the activities and outputs on time, which is no small feat considering the compressed timeframe for the project implementation, weather conditions, and the administrative delays that surrounded the obtention of all the administrative requirements to undertake the specific works. The first component of physical restoration was both time-consuming and management intensive. All sites had to have the proper administrative authorisations, permits and follow the proper technical specifications, regardless of the actual value of the restoration works. This means that a high number of sites (18 were targeted under the project, and the relationships with the municipalities, the Ministry of Culture, Youth and Sports, the beneficiaries, the contractors, and the regional institutions, had to be ensured for each and every intervention. This represented a substantial amount of coordination and communication, not least given the fact that the project started in May 2018, thereby largely being unable to take advantage of the construction summer period in 2018 and therefore postponing interventions to more adequate climate conditions in 2019.⁶ The beneficiaries of this first component (output 1) expressed a high level of satisfaction with the results of the

⁶ Considering the lead time required to identify the sites, obtain the technical requirements and the relevant permits, launch the tender, identify and select the contractors, and ensure availability of supplies and materials, it is strongly suggested that a project dealing with construction/restoration of CH sites be approved in September/October, so that the winter season can be used to prepare the interventions and these can actually start when the weather conditions allow during the late spring.

interventions. This applies not only to the actual quality of the restoration works but also to the level of coordination, communication and information across the range of actors involved. Practically half of the project budget was allocated to this component.

The second component (output 2) was achieved through the collaboration from a wide range on NGOs, working on different aspects of the rich intangible cultural heritage that is found in Kosovo. No less than ten contracts with eight NGOs were awarded and executed. These NGOs represented a wide and varied range of actions related to intangible cultural heritage. The different final reports show that all achieved their goals, although the degree to which the activities were able to contribute to the higher-level objective of contributing to inter-community dialogue and confidence-building through CH also varied according to the approach and nature of the intervention undertaken. Some of the most potentially promising interventions were those that include a wide representation of participants from different communities, such as the NGO (TGO) that brought together 30 participants in tourism training or the projects which contributed to raising awareness about the intangible cultural heritage through different entry points.

A number of these initiatives obtained results that went beyond simply the completion of the activities. The most visible case was the presidential decoration to Master Hoti for his contribution to the Okarina (wind clay instrument, under one of the NGO's implemented projects) but each intervention is able to obtain anecdotal evidence of success both in terms of raising awareness and developing interest regarding the protection and promotion of intangible CH. Not all were however equally successful in engaging with different participants from the various communities.

Given the nature of the various interventions developed by the NGOs, it must also be said that UNDP took a certain risk regarding the expected results, as much of the intangible CH interventions were both innovative and new for UNDP, as the first phase focused more on merely raising awareness on protection and respect for CH. This second output actually produced significant results at the individual intervention level, with certain interventions also contributing directly to the higher-level goal. Given this approach has just been tested, it needs to be pursued and consolidated as it may yield very important results in the longer-term.

Another innovative approach was the small grants given under the Challenge Prize Competition, as the creativity in the proposals were matched by ingenious use and approaches regarding CH, for example through the production of special books (made with embossed plates in *braille* for blind people), or the creation of a local museum for filigree (in Prizren) where the craft is still being practised (jewellery of silver and gold).

The level of costs for this second component represented some 14.3% of the project operational budget. The individual intervention results show there is still a large potential for NGOs to work with municipalities and communities on the promotion, awareness-raising and preservation of intangible cultural heritage. But, equally importantly, there are venues for linking these activities to income-generation, economic development and employment, especially when the connections are made in the tourism sector and through the incorporation of handicrafts and intangible CH as a valuable national resource that needs to be promoted, prepared, marketed and made visible for the potential beneficiaries. Noteworthy that some of the potential markets for the products of intangible CH, such as the craft of filigree, is not only linked to international tourism but also serves the needs of the communities living in Kosovo.

The third component of the project (output 3) was working with municipalities and institutions to preserve and protect CH at community and local levels. A specific component dealt with the reinforcement of the capacity of the KP RCHU in the setting-up of CCTV in protected areas. The evaluator was able to witness three sites equipped with such material and the use made by the KP officials on the site. The quality of the material provided has been judged as excellent by the KP, and the sites equipped (two under the first phase and six under the current phase bringing the total to 8 of 24 protected sites according to the KP) have not seen any act of vandalism and have not recorded any security problems in the past 32 months from the time of their first installation in phase one (KP sources). This means that the material provided is highly effective in deterring criminal or illicit behaviour on these sites. Additionally, the neighbours indicate that such a system also contributes to increasing the security of the inhabitants living in the area.

Another aspect was the work done with the municipalities. Evidently under the first component there was already a close collaboration with selected municipalities in order to support the refurbishment/restoration of the selected sites, and in order to obtain the necessary permits to start the works. In addition to this existing collaboration, a series of regional workshops with fifteen municipalities was held on the issue of CH and a review of municipal documents/policies on CH. This component included a study tour to Albania which was organised for 23 participants and included inter-institutional experience exchanges and officials visits to CH sites in Tirana and Berat. According to the final workshop report, 81% of participants indicated that these workshops have helped them improve their understanding of inter-community acceptance and respect for the cultural identify and heritage of all Kosovo communities, as well as to develop the capacities of institutional mechanisms to protect and promote shared cultural heritage⁷. Anecdotal evidence from interviews with municipality officials indicates that the study visit is a highly valued manner to learn how to develop concrete measure for CH and for handicrafts.

For each project component, respondents were asked to appraise the level of effectiveness of the UNDP project. The table hereafter reflects the ratings from the different types of respondents and covers all the of the project components. The scale is a five-point scale, where 1= minimum, 2= low, 3= average, 4= high, 5= excellent. The mathematical average is 3.0 and each rating was further supported by qualitative explanations to justify the rating. From the range of respondents interviewed, the lowest rating received was a 3 and the highest was a five, with the following distribution:

Table 2 – Ratings distribution from 1 (minimum) to 5 (maximum) (Source: evaluator's notes)

No of responses	rating given
1	3
1	3,5
2	4
3	4,5
10	5

Overall the level of effectiveness from the UNDP project is perceived to be quite high, with an overall average of 4,59 out of a maximum of 5,0. This is significantly higher than the average

⁷ Enes Toska, Final Report, Capacity Development workshop for the municipal Directors in selected municipalities, p. 2

rating received during the evaluation of the first phase which was a 4,34. (e.g. 6% improvement of the average rating).

Table 3 – Ratings received from 17 respondents representing the different project stakeholders (Source: interview notes)

<i>No of response</i>	<i>respondent's category</i>	<i>average</i>
6	NGOs	4,58
6	municipality	4,5
2	institutions	4
3	religious representatives	5
17	overall average	4,59

From the interviews it is apparent that this phase of the project has enhanced its communication and coordination capacity. Project management is able to speak the two local languages (Albanian and Serbian), which facilitates interaction with the different communities. In addition, the efforts deployed to ensure all stakeholders are kept informed of the project at all times was mentioned as an important strength. Beneficiaries indicated that the UNDP staff was fully committed to obtaining the results. This included the persuasiveness and tenacity of the UNDP staff in solving a number of administrative issues and receiving the permits for the first component, or the constant support that was provided to the NGO implementing the second project component of intangible CH. Three NGOs indicated they were not used to such a close scrutiny at the beginning, but it had the advantage of having UNDP always very near to discuss, inform, coordinate and support, and in the end it was felt that this closeness had proved to be an added-value in ensuring the success of the different projects and initiatives under output 2.

All stakeholders interviewed without exception mentioned the good communication, information, coordination and availability that UNDP provided to facilitate the achievement of the results. A mention regarding the dedication and commitment of the UNDP project staff is warranted.

The most critical perception was surprisingly stemming from the central level, perhaps reflecting a feeling from this stakeholder that the project could have involved more of the central level in the project, and the regional centres to ensure the oversight of the physical works. But while this perception was not found amongst other stakeholders, **all respondents agreed that in this phase they had been fully involved in the selection of the sites and that the process used in this phase was much better and inclusive than in the first phase.**

8.4. Perceived effects and likely impact

As mentioned in the inception report, considering the evaluation framework, the duration of the project, and the intangible nature of the higher-level objectives, it is not possible to carry out a rigorous impact evaluation of the project's contribution to the overall project objective. Therefore, the evaluator has sought to mend this using a range of different methods that can inform about the contribution of the various project components to the wider objectives of the project.

The project is not only about promotion and protection of CH, it is first and foremost designed to contribute to the dialogue amongst the different communities in Kosovo. CH provides a good

entry point, in part because the efforts have been inclusive and participatory with the various communities and the site selection process was done to a high level of satisfaction from the main beneficiaries (religious institutions and municipalities).

The first component regarding the physical rehabilitation/restoration of CH sites has included two types of CH: religious CH as well as public monuments. All beneficiaries were unanimously satisfied with the support, coordination and management provided by UNDP. An unforeseen positive effect was that some of the Albanian contractors working on Orthodox Church's sites forged a very good relationship across the two communities (triangulated evidence, not anecdotal, confirmed by each side). Some of the religious CH sites are being used by the various communities, some for tourism, some as a meeting place, in addition to the positive and pull-factor for the brethren of each religion. However, it is important to understand that some of the religious CH sites have a public use and are benefitting not only the faithful of that given religion, but the wider community. In that sense, and while the restoration of religious CH sites is both an end and a means to contribute to social cohesion and inter-community dialogue, this can take place when the RCH sites selected are also those where other interventions are undertaken by the project (e.g. intangible CH with the NGOs, support to the municipalities, installation of the CCTV for the KP RCH, etc.), in order to maximise the effect of the restoration and develop a multiplier effect across the different interventions. A good example of this is the municipality of Prizren, where all three different project components were carried out to maximise the positive effect of the intervention in the municipality.

Some of the NGO components under the second output have a great potential to create local poles of growth, if several sectors can be brought in to support the initial efforts undertaken by the project. The work of the NGO TOG, based in Gračanica/Graçanicë, should be mentioned as one of the examples of good practice with a very balanced mixed of participants, who came to know each other and in some cases established lively exchanges based on issues of common interest (in this case the national CH of Kosovo), while also providing the potential for employment and income generation through the promotion of CH in the tourism sector. An interesting component is that the 27 participants (11 Albanians, 16 Serbians and 1 Turk) that were certified at the end of the project will also be joining the GUIDEKS, the Association for Tour Guides in Kosovo, thereby increasing their employment opportunities. Five micro-grants were given to selected applicants from a total of nine applications, and the interesting inter-cultural dimension is that while the training was going on it was the end of the Ramadan and the Serbian participants joined the Albanian participants who used the Iftar feast (breaking of the fast at sundown) as part of a practical test. As mentioned in the descriptive report of the "Skills development for tour guides in Kosovo", one of the results of this activity was improved cultural exchange between Albanian and Serbians, and by that improved inter-community dialogue through inclusive preservation of CH.

All of the results achieved by the individual projects implemented through the partner NGOs contributed directly to raising awareness about CH and intangible CH in particular, and also contributed to the promotion and preservation of Kosovo's rich CH. Considering the potential contribution of the projects to specific entry points that could be exploited in the future, the evaluator has summarized the NGO project results as follows, from the list of eight project partners, according to its potential to reach the objectives. The eight partners NGOs were:

CHwB (Cultural Heritage without Borders Kosovo), Emancipimi Civil Ma Ndryshe - ECMN, ANIBAR, Artpolis, Kosovar Stability Initiative – IKS, Oral History Initiative – OHI, Tourism Organisation of Gračanica/Graçanicë– TOG, MDA Foundation. Four of the NGOs (CHwB, TOG,

OHI, IKS) were interviewed by the evaluation and their final project reports reviewed, while for the other four, data is taken from the final reports submitted to UNDP.

The synthesis is based on the following areas of contribution: promotion and preservation of intangible cultural heritage (PICH), inter-community dialogue (ICD), women and youth empowerment (WYE), local economic development/tourism (LED), employment (E)

Table 4 – NGO contributions to specific areas

NGO's identified effect on:	PICH	ICD	WYE	LED	E	Comments
CHwB	X	X	X	X		Two components: technical sheets and supervision of physical works and 5 youth camps for 12 days
ECMN	X	X	X	X	X	Filigree training workshops to 30 (25 women 5 men) and 5 paid internships (4 W 1 M)
ANIBAR	X	X	X			Varied workshops and panels with mostly youths from various municipalities
Artpolis	X	X	X			Workshops and exhibitions with 12 craftspeople and 12 young people from 4 municipalities
IKS	X	X	X	X		50 participants from minorities. Okarina champion Master Hoti decorated by President
OHI	X	X				Storytelling and archives publicly available, through two separate projects, developing Apps and materials on-line in various languages
TOG	X	X	X	X	X	27 participants (11 A, 16 S, 1 T) certified, 5 micro-grants, manuals in three languages (13 F and 14 M)
MDA	X	X	X			materials produced in Albanian and Serbian language. Target 6 women and 44 youth students

This table may be useful for UNDP in case a continuation of the project is possible, to identify which partners are able to collaborate and coordinate the works in each area, particularly regarding collaboration with municipalities on issues related to local economic development and employment.

The minutes of the different Project Board meetings show that all information regarding the effects and the results of the project were shared and communicated to all stakeholders.

8.5. Sustainability

The sustainability of the projects' results depends on the nature of the component. For the first component, the physical restoration of the sites, all the RCH sites are maintained by their respective religious communities. As such, the physical restoration of RCH is sustainable, because it is inscribed in the wider desire of the different religions to maintain and upkeep their CH objects. When dealing with public moments or other forms of CH that must be maintained by the respective municipality where it is located, the issue is somewhat different. Anecdotal evidence suggests that some municipalities do not necessarily have the funds to ensure protection and maintenance of public spaces. As a result, the clear degradation of one of the public sites was witnessed during the evaluation (e.g. Miner's monument, North Mitrovica, where four lamp posts had been stolen/removed). This raises the issue of discussing and obtaining commitment from the municipality regarding the CH sites which will be restored in the future, to avoid the kind of problem just presented. It is also a lesson learned for future

projects, to ensure that the municipality has a maintenance and security plan for public CH sites so that the investments can continue to leverage results in the future.

For the second component of raising awareness of intangible CH, the interventions are all new and quite innovative, but all have contributed to raise awareness about the knowledge, promotion and protection of CH in Kosovo, with some having further potential to develop other critical aspects of the intervention (such as tourism, local economic development, employment) further. This however requires further funding and could become a major concrete example of linking the promotion of CH, inter-community dialogue, women and youth empowerment, and local economic development and employment opportunities. As mentioned above, a number of the interventions also included paid internships or micro-grants to selected individuals. To develop this component further, it would be useful for the NGOs to get to know each other, as there are some unexploited synergies between the work that has been done, and some NGOs are not aware of the other NGOs' interventions. In fact it would be logical to consider using the ICH as a driver for local economic development and employment in future phases, and a specific budget could be allocated to this particular component (e.g. one million EUR allocation for implementation through NGOs/selected municipalities using ICH with an inclusive approach that includes mixed participation in the trainings/grants and study visits). The other aspect which is important is the number of restoration camps that contributed directly to increase interaction and dialogue across the participants from various communities, around the issue of CH. Restoration camps, or other denomination which is based on the participation of youth from different communities and municipalities that come together on a practical agenda centred on CH and ICH as the feedback from the different camps indicate this is a good practice in order to increase inter-community dialogue and exchange. To further contribute to long-term sustainability, it would be useful to support one more phase in which the two aspects of women and youth empowerment (through youth camps and vocational handicrafts/tourism training projects) can become a flagship for the project. This requires greater resources in order to generate a sustainable dynamic hence the recommendation to expand the budget to 3 million EUR over thirty-six months in order to achieve quality results at the higher level. This will enable to respect the necessary time required to build relationships and develop confidence within a constructive process centred around CH which may bring a series of benefits to the municipalities, communities and show the capacity of the NGOs working in the country to bridge the divide and work together across municipalities.

The third component of strengthening institutional capacity to promote and protect cultural heritage at community level has been completed within the allocated budget. The KP RCHU has now eight protected sites equipped with high-quality and high-resolution CCTV systems which are operating very well and are being well maintained through the support of the contractor that installed the materials. Whenever there is a need or a technical problem, the contractor has been responding rapidly and efficiently to solve the problems encountered. It is unclear if at the end of the warranty the KP will establish a longer-term maintenance contract with the contractor, something the evaluator would recommend. The installation of CCTV means that needs for human resources at the protected sites are lessened and the KP officers have been trained in the use of the equipment. At the same time, it directly contributes to the security of the sites and their immediate neighbourhood. According to the KP 8 of 24 protected sites now have this material installed, and it would be extremely valuable and useful if some of the 16 additional sites could also benefit from the installation of the CCTV in the future.

The development of institutional capacity has been taking place with the project municipalities through a series of workshops. One of the difficulties and constraints when working in CH in Kosovo is the lack of harmonization between the Ministries and municipalities, not to mention the regional centres/units that also have some degree of responsibility in the preservation of CH. To undertake a review of the current policies and legal system regarding CH at national and municipal level may be a feat too large for UNDP to get involved in, but the need to streamline the processes related to land-use, delivery of permits, local policies regarding CH, and the different levels of authority involved, is certainly there. Some municipalities already have a strong commitment to work at community level and allocate specific resources for working on CH with NGOs, but anecdotal evidence indicates that, although UNDP facilitated the communication and information exchange between the Ministry of Youth, Culture and Sports, the municipalities, the NGOs, the contractors, the KP, the religious representatives, there are still some bottlenecks in the administrative process which may affect implementation of physical works. However, the interview with the MYCS did not reveal a specific interest in such a support.

The issue of sustainability through the creation of youth camps bringing together youths from different communities and municipalities has a strong potential if it is also supported by the institutional level. In fact, using the school holidays for such a purpose could also allow a wider participation and may be of interest to the Ministry of Education as well.

9. Good practices and lessons learnt

The evaluator was able to identify the following good practices in this phase of the project:

- Communication, information and coordination from the UNDP staff to the project stakeholders. Stakeholders unanimously commended UNDP for its capacity to be available, responsive, open and communicate clearly all the relevant information regarding the implementation of the project.
- Commitment and dedication from the UNDP staff. Without the tenacity, perseverance and persuasion of the UNDP project staff, some of the administrative bottlenecks could have impeded the restoration work on some of the sites.
- Risk taking in support of innovative and creative manners to engage women and youth in intangible cultural heritage, through a mix of different NGOs, each with a specific approach and different expected results. Good support and management from UNDP to the NGOs means that the results were all achieved at the output level, and that each partner submitted a final report containing the description of the action, the results achieved and the description of the long-term benefits of the intervention and the sustainability of the project. In this sense the format provided by UNDP for reporting also ensures a coherent and consistent reporting across the different NGOs involved.
- Language and communication skills of the UNDP project management (English, Albanian, and Serbian languages fluent)
- Ability to convene and cooperate with different actors in a very sensitive political environment
- Excellent administrative and financial procedures. Not one of the respondents interviewed (not even the two contractors) had anything negative to say about the handling of the contract. Technical specifications were followed, the process was conducted smoothly, payments arrived on time, technical oversight from CHwB helped solve some difficulties, sometimes the religious representatives had some issues about

specific technical questions, these were eventually addressed and solved to the full satisfaction of the beneficiaries (as shown from the ratings provided).

10. Conclusions

The “Inter-Community Dialogue through Inclusive Cultural Heritage Preservation” Project was the second phase of a project initiated in 2016 under the funding of the IcSP. The overall objective of the project is to defined in the Description of the Action (DoA) as to “improve inter-community acceptance and respect for the cultural identity and heritage of all Kosovo communities and develop the capacities of institutional mechanisms to protect and promote shared cultural heritage”, but the essence of the project and the real overall objective is to contribute to the title of the project: improving inter-community dialogue through inclusive cultural heritage protection, which is basically saying the same as the overall objective.

The project was undertaken at a difficult time and with a short time life. As the project started in May 2018 the good season for construction work (summer 2018) could not be taken advantage of given the planning process required: procurements, tenders, technical specification and permits are required before the works can be started, under the first component. As a result, the restoration had to be done in a compressed timeline. Given the nature of CH sites, special techniques and materials have to be used, so it is important to guarantee the quality of the works before rushing to finish the implementation in the allocated time. Somehow the project managed to achieve the works on time without sacrificing its technical quality (finding triangulated with beneficiaries). It is important to give UNDP the adequate planning time and implementation time for this kind of project, which operates in a highly sensitive political environment and requires time to build trust and develop partnerships with the involved actors.

The mix of the different project’s components actually have proven to contribute to the confidence building and inter-community dialogue through CH in the activities undertaken and the outputs achieved. It is obviously not realistic to expect such a project, with a small 2 million EUR budget, to solve the issue of inter-community dialogue on its own, and it should be part of a wider effort to promote dialogue and social cohesion in Kosovo.

Despite numerous constraints, the project has achieved all the stated outputs and has leveraged a high level of satisfaction from the different stakeholders, with an average of 4,59 out of 5 regarding the effectiveness of the project (e.g. in achieving the expected results) from 17 stakeholders from institutions, NGOs, municipalities, religious representatives – and equally high ratings from the contractors who carried out the works under component 1 of the project.

The major achievement was to use the CH as an entry point into an inclusive process to bring together communities, in particular women and youth, to engage in a dialogue to deepen their awareness, knowledge, promotion and protection of the national CH in Kosovo. While not all of the individual projects were able to include a balance of the different communities in its activities, all had as a common requirement a participatory approach, and a majority of interventions was able to obtain participants from the different communities. Given the difficulties surrounding the implementation of the project and the fact that one of the components was entirely a new approach toward ICH, the project has largely achieved its outputs and objectives. A better formulation of the results framework, logical framework and theory of change would enable to capture the different levels of results and better demonstrate the links between the different interventions.

The project also contributed to the overall objective of inter-community dialogue through CH preservation in different ways and to different levels according to each intervention and output. While these intangible results cannot yet be measured, they form the building blocks of an incipient process toward inclusive inter-community dialogue. This wider objective, however, needs to be supported through a programmatic approach not only of the UNDP, but also through the different efforts of the international community. This project nonetheless is groundbreaking in using CH as a bridge between the communities, and it can be further reinforced if some of its potential can be rolled-out in a subsequent phase. The project is bringing a win/win situation for all of the project stakeholders, as the approach allows each actor to leverage some benefit from the project implementation, either in terms of awareness raising, capacity development, funding, physical restoration, supply of equipment, technical skills development, and the benefits are broader than CH itself as they extend to different aspects of uncovered needs in Kosovo.

The project is therefore successful in reaching its results and objectives, it has performed to a high degree of professionalism in the implementation of all its components and contains a number of good practices that can be used in the future in Kosovo or elsewhere.

11. Recommendations

This section envisages certain options which may be pursued for future projects. It also contains some constructive recommendations on aspects of the current project which should be improved in a future phase.

a) Design and implementation – UNDP and EUoK

1. The proposal for this project was based on the Description of the Action (DoA) that was reviewed, approved and signed by the EU. The DoA also incorporates a logical framework and the skeleton of a theory of change. While the templates and format are those of the EU, UNDP also has specific corporate guidance on the development of logical frameworks, hierarchy of results and SMART indicators to improve the evaluability and logic of an intervention. It is suggested that the DoA and the logical framework for a potential next phase be revised by a technical M&E RBM (Result-Based Management) expert to better streamline the levels of results from the activities to the output, outcome (special objective) and goal (overall objective). This is important in order to facilitate the evaluation of projects for which certain components yield intangible benefits so process indicators may be required. The theory of change linking the different project interventions could also be strengthened through a technically sounder formulation, using both the narrative of the theory of change but also a diagram presentation which is more visible and easier to understand.
2. Time frame and start of the project
A project that has half its budget dedicated to physical works is necessarily tributary of weather conditions in a place like Kosovo. It is essential that the timing for the project implementation is mindful of the construction period and that the approval be given after the summer in order to use the cold months for preparation, planning, procurement and contracting of the necessary services. It is particularly important not to rush the construction component given the delicate nature and technical requirements linked to restoration of CH sites, which are not the same as in new construction work. The level of complexity and

technical savvy requires some flexibility to ensure the best quality is achieved – something that was accomplished in this project through great efforts given the limited time available for the actual construction works. Furthermore, it is not realistic to expect a project of this level of complexity, which builds on the development of partnerships and requires the building of trust between the different players, to reach its objective in 18 months. The minimum for the project should be 24 months (two years), but as the processes evolve and additional components can be developed in a future phase, it would be preferable to consider a 36 months implementation period.

3. Project budget

While the budget was EUR 2 million and half of this amount was devoted to the physical works, the extension of the ICH interventions would require a higher funding, particularly in order to strengthen/intensify the youth camps, and to develop more substantially those interventions with potential linkages with local economic development, tourism and employment. A potential new phase of EUR 3 million over 36 months could provide an excellent opportunity for consolidation of the processes that have developed, allow to complete some of the uncovered needs in physical works, in the installation of additional equipment for the protected sites (KP RCHU), and establish strong NGO platforms that are able to work with the communities and the municipalities in ICH and its spinoff in connected areas of tourism, employment and local economic development. Special attention should be given to municipalities that have both a CH policy and a local development plan in the areas of tourism, employment and job creation through craftsmanship and creative CH industries.

4. Investing in the physical works of CH sites

It is recommended that considering the high amount of administrative work required for any physical intervention regarding CH sites, a lower number of sites be selected but with a higher investment (approximately EUR 300,000 per site), again with a strategy of selecting sites which represent priorities for the different religious communities and municipalities.

**b) Networking and creating a platform of NGOs on CH promotion and preservation
UNDP and NGOS (possibly lead from CHwB)**

1. Consider closer ties and using synergies between the different NGOs that implemented the specific project interventions and create a network or platform of NGOS on CH promotion and preservation to foment inter-community dialogue. Not all of the NGOs knew the contribution of the other NGOs in this project and there are some synergies between the interventions that could reinforce the results. The creation of a visible network/platform would further bring attention and raise the awareness about Kosovo CH while contributing to the social cohesion efforts, since the approach would require a mix of participants from the different communities and municipalities. There is at present prospects for some of the NGOs to further collaborate, and if UNDP could help structure this aspect, it could create an important gain for CH in Kosovo. This was already recommended in the evaluation of the first phase.
2. Develop further the youth camps that work on practical cases on CH and include study tours. This is a good way to engage youths who have a different mindset regarding the process of engaging with other communities, possibly supporting some of the cultural heritage lab approach used by CHwB.

3. Link the activities related to ICH to the municipal development plans where existing, particularly in those places where CH is embedded in a policy and supports tourism, local economic development and employment schemes.
4. Maintain to the highest possible degree an inclusive participation from all the communities in Kosovo to participate in project activities, and maintain the priority given to include women and youth
5. Establish “house rules” in youth camps and joint events to facilitate dialogue and constructive inputs from participants (e.g. ethical considerations regarding comments and views from participants)

c) UNDP and municipalities

1. Ensure written commitment to maintain and ensure the protection and preservation of public CH sites restored by the project after it is finished
2. Pursue awareness-raising and consider additional technical study tours, not only to Albania but also other countries in the Balkans or in the region
3. Leverage support for the activities of the NGOs for their involvement in ICH and connected activities which benefit the communities and the municipalities (e.g. in-kind support such as given workshop premises for producing crafts, training facilities or grants) through a common strategy on the development of ICH with the municipality

d) UNDP M&E and RBM

1. The design of a potential new phase should take into account stronger M&E and RBM when developing the logical framework, the hierarchy of results, and the writing of a theory of change, that can reflect better how the different activities are linked in contributing to the higher-level objective and how to report and monitor the successes and progress through evidence-based data collection.
2. Invest more resources in ensuring mid-term and final evaluation have enough time to cover the entire range of project components and ensure a review of all the activities undertaken and outputs achieved.



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I. Position Information

Title: *International Consultant – Final Evaluation of the Inter-community Dialogue through inclusive Cultural Heritage Preservation project*

Department/Unit: Democratic Governance and Peacebuilding

Reports to: Project Manager

Duty Station: Kosovo

Expected Places of Travel (if applicable): Prizren, Prishtinë/Priština, Gjakovë/Đakovica, Viti/Vitina, Dragash/Dragaš, Pejë/Peć, Mitrovicë/Mitrovica

Duration of Assignment: 06th January – 28th February 2020 (18 days), home based and in Kosovo

Need for presence of IC consultant in office:

☒ partial

☐ intermittent (explain)

☐ full time/office based (needs justification from the Requesting Unit)

Provision of Support Services:

Office space: Yes - partial

Equipment (laptop etc): No

Secretarial/Logistical Services: Yes – Relevant Inter-community Dialogue through inclusive Cultural Heritage Preservation Team members

Signature of the Budget Owner: *Marta K. Gazideda Deputy Programme Coordinator/Governance Portfolio Manager, UNDP*

II. Background Information

Kosovo has a rich and diverse cultural and religious heritage, which requires preservation, protection and promotion. The damaging of sites, insufficient urban development and limited awareness of cultural and religious heritage protection puts this heritage at risk.

Despite the lapse of time since the developments in the 1990's and encouraging recent progress in the normalization of relations between the governing authorities in Kosovo and Serbia, inter-community trusts needs strengthening further. In addition, insufficient trust between communities and local institutions persists, especially in the field of rule of law and law enforcement. As such it is vitally important to strengthen the confidence at the community level, to promote cultural tolerance and to engage communities directly in the repair and protection of cultural heritage for all communities in Kosovo.

The damaging of sites, insufficient urban development and limited awareness of cultural and religious heritage protection puts this heritage at risk. There is an overdue need to foster a shared sense of ownership of cultural heritage in Kosovo. There is a pressing need to develop municipal capacities to manage cultural heritage and to directly engage community representatives in the renovation and protection of their own living spaces, particularly when these communities host sites of religious and cultural significance for other communities. In reciprocating respect for the sites of other communities, inter-community confidence will be promoted.

UNDP is currently implementing the "Inter-community Dialogue through inclusive Cultural Heritage

Preservation" (hereinafter the Project) project. Supported by the Instrument for Peace and Stability (IcSP/EU) the Project aims *to build trust between the communities in Kosovo, through improved inter-community acceptance and respect for the cultural identity and heritage of all Kosovo communities*. This objective will be achieved through interventions at community and institutional level that instill a sense of inter-community engagement and ownership of Kosovo's cultural heritage.

The project will contribute to (i) promotion of inter-ethnic dialogue through rehabilitation of cultural and religious heritage sites; (ii) engagement of communities in confidence-building through intangible cultural heritage activities; (iii) strengthening of capacities to protect and preserve cultural heritage at the

Partners include: Municipalities, CSOs/NGOs, Grass-root organisations, Ministry of Culture, Youth and Sports, Regional Centres for Cultural Heritage, and Kosovo Police Unit for the Security of Buildings and Cultural Heritage

Working closely with municipal officials and religious communities, this EU funded project is focused on renovation, beautification and rehabilitation of selected sites and establishing mechanisms to protect and preserve cultural heritage. The project also has a strong youth and women engagement component and aims to raise awareness about cultural diversity and shared responsibility for protecting and promoting cultural heritage. The project also supports the capacity development of the Kosovo Police Unit for the Protection of Cultural and Religious Heritage.

III. Objective of the Assignment

The objective of the assignment is to conduct a final evaluation of the project outputs in terms of their Relevance, Impact, Effectiveness, Efficiency, Sustainability Gender, Theory of Change or Results/Outcome Map, and Stakeholders and Partnership Strategy, and provide recommendations for any improvements that can be made for future projects with a similar outcome. The evaluation should enable UNDP Kosovo, the donor and other stakeholders to draw lessons from the evaluation for future similar undertakings.

The consultant will work under direct supervision of the Project Manager, in close consultation with the Programme Team. The project team will provide administrative and logistical support as needed.

IV. Scope of Work and Evaluation Questions

In order to achieve the above objective, the main tasks of the International Consultant are to:

- **Desk Review Phase;** - Conduct a comprehensive desk review of relevant project-related documents and draft and submit an inception report, with appropriate methodology to be applied during the evaluation, as well as the work plan and any technical instruments to be used during the course of the assignment, while being guided by the set of evaluation questions as presented below
- **Field Visit;** - Carry out field visits to undertake interviews with relevant stakeholders, including Ministry of Culture- Department of Cultural Heritage, Kosovo Institute for Protection of Monuments, Kosovo Police, EUoK and EU/IcSP and project beneficiaries (relevant municipalities – Prizren, Prishtinë/Priština, Gjakovë/Đakovica, Viti/Vitina, Dragash/Dragaš, Pejë/Peć, Mitrovicë/Mitrovica as well as religious leaders Islamic Community, Catholic Church and Serbian Orthodox Church.
- **Draft Report;** - Draft a first draft evaluation report. The final evaluation report must include, but not necessarily be limited to, the following:
 - Title and opening pages (1 page);

- Table of contents (1 page);
 - List of acronyms and abbreviations (1 page);
 - Executive summary (max 1.5 page);
 - Introduction (1 page);
 - Description of the intervention (2 pages);
 - Evaluation scope and objectives (max 2 pages);
 - Evaluation methodology (max 2 pages);
 - Data analysis (max 3 pages);
 - Findings and conclusions (2 pages);
 - Recommendations (2 pages);
 - Lessons learned (2 pages);
 - Report annexes.
- **Final report** - Based on the draft report and the comments provided by UNDP, and donors, the evaluator will produce a final report. The final report provides the complete content of the report as per the main outline proposed above. Upon completion of the draft final report, UNDP and other stakeholders' feedback will provide additional feedback. The final report will be completed by the evaluator 10 days after UNDP provides the feedback.

The following evaluation criteria and related evaluation questions are proposed for the evaluation process; however these can be expanded and modified by the evaluator:

Relevant evaluation criteria	Key questions suggested
Relevance	<ul style="list-style-type: none"> - Is the project relevant for the main beneficiary? - Is the project contributing to national priorities/development plans? - Has the initiative tackled key issues: promotion of cultural heritage of communities, allowed inter-community exchange, and dialogue between communities - How relevant was the choice of confidence building measures to improve: <ul style="list-style-type: none"> - 1) the familiarization with other communities' cultural heritage, and - 2) practical skill development
Effectiveness	<ul style="list-style-type: none"> - Has the project achieved its planned objectives in timely manner? - To what level the project has reached the results stated in the project document? - What were the constraining factors and how have they been addressed?
Sustainability	<ul style="list-style-type: none"> - Will the project results last in time? - Are there jeopardizing aspects that have not been considered or abated by the project actions? - Has ownership of the actions and impact been transferred to the corresponding stakeholders? - Have the beneficiaries the capacity to take over the results of the project and maintain and further develop the results? - Which measures to ensure sustainability have proved more effective?
Impact	<ul style="list-style-type: none"> - Is there evidence of long lasting desired changes? - Has the initiative influenced policy making at different levels? - Has the project impacted the desired target actors and how? - To what degree the project contributed to the development taken place in regards the project goals? - Positive and negative, intended and unintended long-term effects? - How did the project support the municipalities in better understanding and promoting the shared heritage?

Efficiency	- Have resources been used efficiently?
Stakeholders and Partnership Strategy	- Who are the major actors and partners involved in the project and how were their roles and interests? - Was the partnership strategy effective? - To what extent the project contributed to awareness raising and capacity development of the involved partners, the efficiency of partnerships developed and implications on national ownership?
Evaluation	- Can the project be evaluated credibly? - Were intended results (outputs, outcomes) adequately defined, appropriate and stated in measurable terms, and are the results verifiable? - Were monitoring systems in place and how effective has it been
Theory of Change or Results/Outcome Map	- What are the underlying rationales and assumptions or theory that defines the relationships or chain of results that lead initiative strategies to intended outcomes? - What are the assumptions, factors or risks inherent in the design that may influence whether the initiative succeeds or fails?
Gender	- What effects were realized in terms of gender equality, if any? - Were women and men distinguished in terms of participation and benefits within project?

- The response to the above questions should be followed by specific short and long term recommendations that could be undertaken by UNDP or the stakeholders.
- These analyses must be conducted for each output and for the overall project.
- The evaluator is responsible for refining the evaluation methodology, evaluation questions, carrying out the evaluation and delivering to UNDP Kosovo a draft report and a final report.
- Key stakeholders, those involved in the implementation, those served or affected by the project and the users of the evaluation should be involved in the evaluation process.
- Finalize the evaluation report, including incorporation of feedback from UNDP, the donor and stakeholders.

V. Methodology and Evaluation Ethics

The Consultant may employ any relevant and appropriate quantitative or qualitative methods it deems appropriate to conduct the project final evaluation. Methods should include: desk review of documents; interviews with stakeholders, partners, and beneficiaries; field visits; use of questionnaires or surveys, etc. However, a combination of primary and secondary, as well as qualitative and quantitative data should be used. The International consultant is expected to revise the methodological approach in consultation with key stakeholders as necessary. The International Consultant should present both quantitative data and qualitative findings and data.

The Consultant is expected to hold interviews and meetings with relevant UNDP staff, municipal officials, partners, and beneficiaries.

The International consultant is expected to share the list of interview questions and interviewees to be conducted beforehand, and receive feedback and clearance from UNDP.

The suggested methodology should be compatible with the UNDP approach to evaluations as described in the *Handbook for Planning, Monitoring and Evaluation*.

The International Consultant is expected to use its findings and expertise to identify the lessons learned, and to propose recommendations for improving the project's future efforts toward achieving the expected results.

The final evaluation will be conducted in accordance with the principles outlined in the UNED '*Ethical Guidelines for Evaluation*.' The International Consultant must address any critical issues in the design and implementation of the evaluation, including evaluation ethics and procedures to safeguard the rights and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

<i>VI. Expected Results</i>	<i>Number of days</i>	<i>Tentative due dates (2020):</i>	<i>Approval by:</i>
Methodology review and desk review of relevant project documents (home based)	3 days	09 January 2020	Project Manager
Field visits, meetings and interviews are conducted, to gather data to be used in the 1 st draft evaluation report.	7 days	27 January 2020	Project Manager
Production of 1 st draft Evaluation report. The evaluation report should include a description of the methodology, the findings, lessons learned and strategic recommendations (home based)	5 days	30 th January 2020	Project Manager
A Final Evaluation report including incorporation of feedback from UNDP, the donor and stakeholders (home based)	3 days	20 th February 2020	Project Manager

<i>VII. Deliverables / Final Products Expected</i>
<ol style="list-style-type: none"> 1. Methodology preparation and desk review including details of the methodology and work plan is drafted, submitted, and endorsed by UNDP. 2. Draft evaluation report including information on the results of the project, field visits meetings and recommendations 3. Final Evaluation report including incorporation of feedback from UNDP, the donor and stakeholders.

<i>VIII. Requirements Qualifications</i>
Education: <ul style="list-style-type: none"> ▪ Master's degree in social sciences, international development or other related qualification. Experience: <ul style="list-style-type: none"> ▪ At least 5 years of demonstrated relevant work experience with evaluation of development interventions at national and/or international level is required.

- Experience with peacebuilding and conflict prevention work. Previous work experience in the Western Balkans, preferably Kosovo in particular, is considered an asset.
- Extensive knowledge of results-based management evaluation, as well as of participatory M&E methodological and practical considerations in conducting evaluations of development interventions is required.

Language requirements:

- Fluent in English. Excellent analytical and report writing skills in clear and fluent English.

X. Scope of price proposal and schedule of payments

Remuneration - Lump Sum Amount:

The Contract is based on lump sum remuneration and shall be processed subject to deliverables as per the schedule listed below:

- Upon signature of the contract: **20% of the total amount of the contract**
- Deliverable 1 – Draft Evaluation report: **50% of the total amount of the contract**
- Deliverable 2 – Final Evaluation report: **30% of the total amount of the contract**

Required Presentation of Offer:

The following documents are required:

- **P11 or Resume (signed)**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references (P11 can be downloaded at UNDP web site: <http://www.ks.undp.org/content/kosovo/en/home/operations/jobs/>)

- **Technical proposal**, a max. 2 page document briefly outlining the methodology envisaged for the assignment for delivering the expected results within the indicated timeframe
- **Financial proposal**, The consultant is expected to provide an all-inclusive lump sum amount/financial proposal. The Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Criteria for Selection of the Best Offer:

Offers will be evaluated utilizing a combined Scoring method – where the qualifications, technical proposal, and the interview will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%.

IX. Competencies

Corporate Competencies:

- Committed to professionalism, impartiality, accountability and integrity;
- Displays cultural, gender, religion, race, nationality, ethnicity, and age sensitivity and adaptability;
- Demonstrates substantial experience in gender equality. Actively promotes gender equality in all activities;
- Treats all people fairly without favouritism.

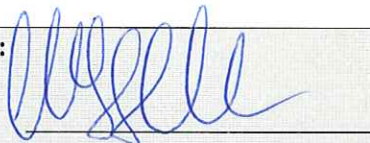
Functional Competencies:

- Ability to work effectively within a team and develop good relationships with counterparts and stakeholders;
- Ability to synthesise research and draw conclusion on the related subjects;

- Ability to pay attention to details;
- Excellent interpersonal skills and ability to communicate effectively, both orally and in writing;
- Ability to establish effective working relations in a multicultural team environment;
- Good organisational skills;
- Commitment to accomplish work;
- Responds positively to critical feedback;
- Results and task oriented.

This TOR is approved by:

Signature:



Name and Designation: Marta K. Gazideda Deputy Programme Coordinator/Governance Portfolio
Manager, UNDP

Date of Signing:

4/12/2019

Acceptance by the IC holder: _____

10. Key evaluation questions and evaluation framework

KEY EVALUATION QUESTIONS	ISSUE	DATA SOURCE & METHODS	MEANS OF VERIFICATION
1. Relevance			
1.1. To what extent did the project respond to the needs of the population and of Kosovo and of the donor	relevance	Documentary analysis, KII with stakeholders	Project documents and interview notes
1.2. To what extent did the project respond to the needs of the municipalities and the population of the catchment area	responsiveness	Documentary analysis, KII and FDG at municipality level and with IPs and KP	Project documents, notes from KII and FDG
1.3. What gaps were filled by the project?	Responsiveness, priority level	Documentary analysis, KII, FDG	Project documents and interview notes
2. Efficiency			
2.1. Is the project bringing value for money	Value for money	Budget analysis, KII with UNDP staff and counterparts	Financial reports, interview notes
2.2. Has it been efficiently managed	Management efficiency	Workplan analysis, KII with UNDP staff and counterparts	Workplan, budget, interview notes
2.3. How well was the project designed, and how strong is the project logic and Theory of Change?	PCM and RBM value, review ToC	Documentary analysis and KII with UNDP staff and M&E focal point	Analysis of project document and notes and M&E system
2.4. Did the partnership strategy with IPs (municipalities, contractors, NGOs and KP) prove adequate to reach expected results	Implementation efficiency	Documentary analysis and KII and FDG with all IPs (contractors/NGO/Munic/KP)	Project document, interview notes
3. Effectiveness			
3.1. What are the key results of the project?	Key results	Documentary analysis and KII including field level FDG	Project documents, KII, FDG, triangulated
3.2. To what extent are the specific objectives achieved?	Outcome achievement	Documentary analysis and KII including field level FDG	Project documents, KII, FGDs, triangulated
3.3. To what extent is the overall project objective achieved?	Achievement of objective	Documentary analysis and KII including field level FDG	Project documents, KII, FGDs, triangulated
3.4. What are examples of good practice	Good practice	Documentary analysis, KII and FDG, interpretation	Documentation, interview notes, data analysis

10. Key evaluation questions and evaluation framework

3.5. What capacities have been developed as a result of the project?	Capacity development	Documentary analysis, KII and FGD, interpretation	Project documents, KII, FGD, triangulated
4. Outcome			
4.1. What has been the biggest change brought about by the project (MSC)	MSC value	Documentary analysis, KII and FGD, interpretation, anecdotal evidence from field, stories	Documentation, interview notes, data analysis
4.2. To what extent has the project changed the way KP and municipalities engage with the population on issues relating to cultural heritage?	Institutional effect	Documentary analysis, KII with stakeholders including municipalities, stories	Project documents and interview notes
4.3. To what extent are stakeholders committed to the project and own it?	Ownership and commitment	Documentary analysis, KII with stakeholders including municipalities	Project documents and interview notes
5. Sustainability			
5.1. How much of the project outputs can continue beyond the period of implementation	Ownership	Documentary analysis, KII with stakeholders, FGD	Project documents, interview notes
5.2. What are the project's sustainable achievements	Ownership	Documentary analysis, KII with stakeholders, FGD	Project documents, interview notes
5.3. Are there any examples of need for replication or scaling-up of the project?	Scaling of project	Documentary analysis, KII with stakeholders, FGD	Project documents, interview notes
6. Cross cutting themes			
6.1. To what extent was the project gender responsive?	Gender	Documentary analysis, KII with UNDP project staff, FGD	Project documents and interview notes
6.2. What was the project gender rating, and is there evidence of gender streamlining in the implementation?	Equity and gender sensitivity	Documentary analysis, KII and FGD	Project documents and interview notes

Total: 20 key questions

AGENDA

Sunday, 02 February 2020

17:15 Arrival at Pristina airport Stay at Hotel Sirius

Request for KII: one hour per interview and per person

Monday, 03 February 2020, Pristina

09:00 – 11:00 Project coordinator and project team, UNDP ground floor meeting room

11:00 – 12:00 Anton Salitaj, UNDP M&E focal point, UNDP ground floor meeting room

12:30 – 13:15 Vullnet Sanaja, ANIBAR, UNDP ground floor meeting room (Note: moved from Tuesday to Monday due to Anibar representative's other commitments)
Cancelled due to illness

13:30 – 14:30 Vjollca Aliu, Ministry of Culture, Youth and Sports, Ministry's premises

15:30 – 16:30 Sali Shoshi, CHwB premises

17:00 – 18:00 Eremira Krasniqi, OHI premises

Tuesday, 04 February 2020 – Pristina and municipalities

09:00 – 10:00 Boban Petrovic, TOG, UNDP ground floor meeting room

11:00 – 12:00 Brikena Hoxha, IKS, UNDP ground floor meeting room

13:30 -14:30 – Mytaher Haskuka, Mayor of Prizren, Prizren municipality

15:30 – 16:30 Don Shan Zefi, representative of a catholic church, Church premises Prizren

17:00 – 18:00, Father Mihailo, St Archangels, Monastery premises Prizren

Wednesday, 05 February 2020

09:00 – 10:00, Jelena Milenkovic, municipality of Mitrovica/Mitrovicë North, municipal premises

11:30 – 12:30, Shkelzen Hajdini, municipality of Lipjan/Lipljan, 5th floor cafeteria

14:00 – 15:00 Sokol Haliti, Mayor of Viti/Vitina municipality, municipal premises

16:30 – 17:00 Nentore and Fitore Rexhepi, Challenge Prize Competition, 5th floor cafeteria

17:00 – 17:30 Rina Geci, Challenge Prize Competition, 5th floor cafeteria

Thursday, 06 February 2020 –

09:00 – 10:30 Valbona Bogujevci and Marta K. Gazideda, UNDP management, Marta's office

11:00 – 11:30 Masar Kabashi, Cetta ING company, (Component I contractor), UNDP ground floor meeting room

11:30 – 12:00, Abdurrahim Qerkini, I NET, (Component III contractor), UNDP ground floor meeting room

13:00 – 15:00 Major Drazo Bozovic and KP RCHU staff meeting and site visits (Prishtinë/Priština church and Gazimestan)

17:00 – 18:00 Stefano Gnocchi, EUoK, Skype chat

Friday, 07 February 2020 – Pristina

*09:00 – 09:40 Nurten Demiri, EUoK –EU office premises **Guard at EU reception did not allow entry and indicated the evaluator did not have a confirmed meeting***

10:00 – 11:00 Asier Santillan, IcSP, Skype chat (Skype ID: asier_santillan)

12:00 – 13:00, Flaka Xerxa, Ec me Ndryshe, 5th floor cafeteria

Annex 2: International Evaluator field visit
Inter-Community Dialogue through Inclusive Cultural Heritage Preservation

*14:00 – 16:00, Father Ilarion, Archimandrite, Serbian Orthodox Church,
Gračanica/Gračanicë Monastery premises*

*16:30 - Debrief with evaluation manager and governance/peacebuilding staff, 5th floor
cafeteria*

Saturday, 08 February 2020 – departure from Pristina 09h45

6. Log-frame matrix of the project

The log-frame matrix may evolve during the lifetime of the project: new lines could be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose (see “current value”) on the achievement of results as measured by indicators.

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	The overall objective is to improve inter-community acceptance and respect for the cultural identity and heritage of all Kosovo communities and develop the capacities of institutional mechanisms to protect and promote shared cultural heritage.	Improved inter-community acceptance and respect for the cultural identity and heritage of all Kosovo communities	The initial Action worked in five (5) municipalities April 2017	The current Action worked in 13 municipalities (Jan 2020)	Number of municipalities we will work in	Mid-term and final evaluation	Assumptions: Inter-ethnic relations are part of municipal agenda
		Increased awareness of cultural heritage as a dialogue mechanism for inter-ethnic relations	Cultural heritage plan in place (yes/no)	18 meetings in 13 municipalities assessing the potential work on cultural and religious sites; 4 meetings with CSOs/NGOs; 4 meetings with religious leaders/representatives: total number - 26 meetings (Jan 2020) Data not yet available ² January 2020	Cultural heritage plans in place within	Project progress report, mid-term evaluation, final evaluation	Risks: inter-community relations are influenced by political developments, within Kosovo and through Prishtina-Belgrade dialogue

² Confirming with municipalities if CH plans are developed. There is a delay in response.

			Prishtinë/Priština ¹ : municipal budget of 0.28 % allocated to specific cultural heritage activities (2017)	Prishtinë/Priština Current municipal budget of 0.61% allocated for cultural heritage activities (2019)	municipalities selected for rehabilitation (2019) Increased by 5% (2020)		
Specific objective(s): Outcome(s)	O1: To increase inter- community trust between Kosovo citizens	Levels of trust within municipalities between various ethnicities Level of satisfaction with protection of cultural heritage at the municipal level	Limited levels of interethnic trust between communities ³ (PP Brief, October 2017; “30% indicate that “relations are tense and will continue to be such”) 2017 proxy data (April 2017)	PP Brief (Nov 2019) 27% indicate that “relations are tense and will continue to be such” N/A (no data available)	Improved levels of interethnic trust between communities An increase of 5% in the satisfaction rate	Survey results Project monitoring reports and regular progress reports; Mosaic 2018 ⁴	Assumptions: willingness of communities to directly engage with each other. Risks: inter- community relations are strongly influenced by political level developments, both within Kosovo and in Prishtina- Belgrade dialogue; inter-community relations in Kosovo are influenced by regional developments.
	O2: To increase awareness	The number of participants in intangible cultural	235 (April 2017)	More than 500 participants as part of		Partner/implementer progress reports Project reports	

¹ Public information is available only at central level which is not useful. Only the municipality of Prishtina consistently publishes its budget and expenditure. Budget for 2020 not yet available thus reference is made to 2019 budget.

³ Mosaic 2018 did not materialize thus data from Public Pulse Brief were used.

⁴ Mosaic 2018 did not materialize thus impossible to generate data.

	<p>and engagement of citizens on the importance of Kosovo's intangible cultural heritage</p> <p>O3: To increase technical capacities of the KP unit and municipal structures to protect and preserve cultural heritage sites</p>	<p>heritage events (proxy indicators will be used - data/information from previous events organised by CSOs/NGOs engaged in cultural heritage)</p> <p>Number of community-led RCH protection and promotion activities</p> <p>CCTV equipment is utilised for improved protection</p>	2 (April 2017)	<p>three components (Jan 2020)</p> <p>15 community led RCH activities (Jan 2020)</p> <p>6 sites have CCTV (Jan 2020)</p>	<p>At least 8 community led RCH protection activities successfully implemented</p> <p>At least 6 sites have CCTV</p>		
Outputs	Output 1. Physical cultural heritage is rehabilitated to promote inter-ethnic dialogue	<p>Number of sites rehabilitated</p> <p>Number of participants in restoration/creative camps</p>	<p>18 sites (April 2017)</p> <p>0 (April 2017)</p>	<p>18 sites (Jan 2020)</p> <p>76 participants (Jan 2020)</p>	<p>15 additional sites (depending on final budget)</p> <p>80 individuals from various Kosovo communities participated in the camps</p>	<p>Monitoring/progress reports;</p> <p>CHWB project reports, project monitoring</p>	<p>Assumptions: willingness of communities, municipalities, religious institutions to support restoration and rehabilitation</p> <p>Risk: Communities, municipalities, religious institutions</p>

	Output 2: Community engagement on confidence-building through intangible cultural heritage	Number of “life stories” disseminated to the public	0 (April 2017)	25 “life stories” published through Oral History Kosovo (Jan 2020)	15	Project progress reports, stories published on www.oralhistorykosovo.org	unhappy with sites selected, feel sites from other communities have been privileged
			0 (April 2017)	The Action has also produced 1 documentary on filigree; 1 manual for tour guides; 1 strategic document and curriculum for filigree; 2 contemporary poems / songs for Okarina; four short animated videos on cultural heritage awareness raising; 7 vox-pops with youth and artisan women; 1 documentary on Ulpiana Archaeological park including 3D restitution of the site (Jan 2020)		Media stories, project progress report	Assumptions: willingness of participants from all ethnicities to participate in restoration/creative camps.
		Number of inter-cultural, multi religious, activities held	0 (April 2017)	20 intercultural activities as part of the Component II and Component III (Jan 2020)	3	Attendance sheets, implementing partner progress reports	Risk: only individuals of certain ethnicities and profiles will apply
		Number of new innovative services/products developed through Challenge Prize Competition		7 challenge prize competition activities (Jan 2020)	8	Project progress reports Site visits Project progress reports Workshop reports	Assumptions: willingness of people from different communities to tell their stories Risk: the stories could reinforce stereotypes Assumptions: willingness of citizens from all communities to participate and

	Output 3: Capacities to protect and preserve cultural heritage strengthened at the institutional and community level	Number of participants with improved skills on traditional arts/crafts		31 participants including 5 interns (Jan 2020)	40		develop new products
		Number of trained guides	0 (April 2017)	27 trained guides including 5 grantees	8		Risk: services/products developed are not demanded by citizens
		Number of sites with improved security measures in place	2 (April 2017)	6 religious sites (Jan 2020)	Additional 6 sites		Assumptions: Installing CCTV equipment improves the security of selected sites
		Number of community-KP events		One, 3 days long Youth Camp with 42 participants ⁵	Additional 8 community-KP events held		Risks: Discrepancy between the KP Unit and SOC on the priority sites for the installation of CCTV
		Number of municipal directorates (4 per municipality) more aware on importance of cultural heritage		3 workshops, with 70 participants from 15 municipalities representing different directorates (Economy, Spatial Planning, and Youth Culture and Sports); Study visit to Albania with 23 participants.	60 directors (4 per 15 municipalities)		

⁵ In agreement with IcSP the project implemented a Youth Camp with a larger number of participants.

Activities	<p>Activity 1.1 Rehabilitation of cultural and religious sites and adjacent areas</p> <p>Activity 1.2 Implementation of “Restoration Camps”</p> <p>Activity 2.1 Promotion and awareness-raising activities on intangible cultural heritage</p> <p>Sub-activity 2.1.1: Inter-community confidence-building measures</p> <p>Sub-activity 2.1.2: Practical skills development for women and young people</p> <p>Activity 2.2: Challenge prize competition in promoting intangible cultural heritage and developing cultural tourism</p> <p>Activity 3.1 Operational Capacities of RCHU improved</p> <p>Activity 3.2. Capacities of municipal Directorates strengthened</p>	<p>Means: UNDP will be responsible for the management and implementation of the project. All materials or services required will be subject to UNDP rules and regulations for procurement. Majority of activities include public works, community engagement activities, promotion activities and capacity building. This requires venues, training materials, transportation costs, hiring of technical expertise experts, translation and interpretation, production of promotional and educational material. The project will have a Board represented of Executive (role represented by UNDP), Senior Supplier (role represented by the EU) that provides guidance regarding the technical feasibility of the project, and use of programme resources and Beneficiary (represented by national stakeholders). The project will be managed by:</p> <p>1 Project Manager – is responsible for managing the implementation of the project and ties with institutions/partners at the national and local levels, providing guidance and expert inputs into all components, achieving the overall project outputs and day-to-day management of the project;</p> <p>1 Project Officer (Output 1) – is responsible for the timely implementation of the activities through direct communication and cooperation with implementing partners and contractors including regular contact with municipal representatives and those from the religious communities. The project officer will also provide oversight on activity 3.1 of Output 3 (the KP CCTV). The project officer is expected to have professional background and experience in either civil engineering or architecture;</p> <p>1 Project Officer (Output 2) – is responsible for the timely implementation of the activities through direct communication and cooperation with communities, CSOs/NGOs, and other stakeholders. The project officer will also work on activity 3.2. of Output 3 (Capacities of Municipal Directorates Strengthened).</p> <p>1Project Associate – is responsible for daily administrative, financial, organisational, and logistical needs in direct relation to the project.</p> <p>1 Programme Officer (Portfolio Manager UNDP Governance and Peacebuilding) – responsible for providing strategic guidance, quality assurance, technical inputs and direction to the project team, in coordination with UNDP senior management and national project counterparts, while ensuring effective linkages with other similar initiatives and projects The Programme Officer will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 20% of the working time.</p> <p>Costs: What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</p> <p>The total budget for the action is EUR 1,999,948.</p>	<p>Assumptions: communities, target municipalities and Kosovo Police directorate will be willing to accept external assistance on this issue; communities, target municipalities and Kosovo Police will be willing to co-operate with each other on this issue; it will be of paramount importance to have acceptance of all cultures and faiths for the project itself, and the mission mandates of all relevant stakeholders; the audit feature of the assistance relationship will be accepted by institutional partners to preclude non-sustainable procurement and knowledge transfer activities.</p> <p>Risks: project success will to large extent be dependent on continued engagement by communities, CSOs, municipalities and religious leaders (where necessary); there may be pressure to apply political perspective to risk assessments, needs assessment and prioritization for institutional capacity building; ability to generate and sustain sufficient interest at the institutional level to maintain financial commitment to the project objectives.</p>
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Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Christian Bugnion de Moreta

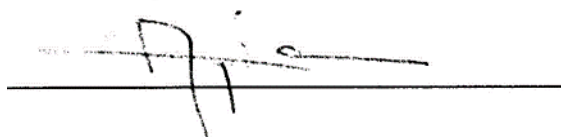
Name of Consultancy Organisation (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date)

Sitges, 11th December 2019

Christian Bugnion de Moreta



Signature: _