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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Draft report – field visit to Kosovo 2nd to 8th February 2020

26th February 2020

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## Content

Acronyms and abbreviations .................................................................................................................. 3

EXECUTIVE SUMMARY ......................................................................................................................... 4

1. Introduction ........................................................................................................................................ 6

2. Purpose, scope and objective of the assessment .............................................................................. 6

3. Audience ............................................................................................................................................ 6

4. Project background ............................................................................................................................ 6

5. Evaluable ........................................................................................................................................... 7

6. Approach and methodology ............................................................................................................. 8

7. Risks and limitations ............................................................................................................................ 10

8. Key evaluation findings ...................................................................................................................... 11
   8.1. Relevance .................................................................................................................................. 11
   8.2. Efficiency .................................................................................................................................... 12
   8.3. Effectiveness ............................................................................................................................... 14
   8.4. Perceived effects and likely impact ............................................................................................ 17
   8.5. Sustainability ............................................................................................................................... 19

9. Good practices and lessons learnt .................................................................................................... 21

10. Conclusions ....................................................................................................................................... 22

11. Recommendations ........................................................................................................................... 23

Annex:

1 Logical framework 20th February 2020

2 Mission agenda and list of people met

3 TOR
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/Dakovica 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 conductive 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”. 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:

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

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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 achieved\(^3\). 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 evaluation”\(^4\) that continues to be a good practice reference material for the conduct of evaluations.

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

The definition of each of the evaluation criteria has been given by the OECD/DAC glossary of key terms in evaluation and results-based management in 2002 as follows\(^5\):

“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.”

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\(^3\) See UNDG’s “Results-Based Management Handbook”, October 2011


\(^5\) 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)**
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 timeframe 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 unchartered 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. The beneficiaries of this first component (output 1) expressed a high level of satisfaction with the results of the

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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 heritage\(^7\). 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)

<table>
<thead>
<tr>
<th>No of responses</th>
<th>rating given</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>1</td>
<td>3.5</td>
</tr>
<tr>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>No of response</th>
<th>respondent’s category</th>
<th>average</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>NGOs</td>
<td>4,58</td>
</tr>
<tr>
<td>6</td>
<td>municipality</td>
<td>4,5</td>
</tr>
<tr>
<td>2</td>
<td>institutions</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>religious representatives</td>
<td>5</td>
</tr>
<tr>
<td>17</td>
<td>overall average</td>
<td>4,59</td>
</tr>
</tbody>
</table>

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 Graćanica/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

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

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 define 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 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.