

FINAL EVALUATION REPORT

Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo

FINAL Evaluation

Submitted to
UNDP Kosovo

Mr. Omer Ahmed Awan

Ms. Jeta Pajaziti Doli

25 December, 2024

Acknowledgements

This evaluation would not have been possible without the continued support of the UNDP Kosovo team, partner organizations, central and local institutions, and Janjevë/Janjevo residents and beneficiaries who agreed to take part in field visit consultations and key informant interviews and shared their experiences and insights. The evaluation exercise was particularly supported by:

- **Valbona Bogujevci** – Assistant Resident Representative and Programme Coordinator
- **Marta K. Gazideda** – Governance and Peacebuilding Portfolio Manager/Deputy Programme Coordinator
- **Valbona Shujaku** – Project Manager, Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo

Project and evaluation information details		
Project title	Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo	
Atlas Project Number/Quantum Number	00131489	
Corporate outcome and output	<p>Output 1: Cultural Heritage sites of Janjevë/Janjevo protected and rehabilitated</p> <ul style="list-style-type: none"> Activity 1.1. Integration of Cultural Heritage in spatial planning through planning tools Activity 1.2. Protection of cultural heritage assets through the restoration process <p>Output 2: Economic empowerment through income generation opportunities and promotion of tourism</p> <ul style="list-style-type: none"> Activity 2.1. Building professional capacities of the local community in the field of cultural tourism Activity 2.2. Promotion of sustainable cultural tourism 	
Country/Territory	Kosovo ¹	
Date project document signed	24.11.2021	
Project dates	Start	Planned end
	24.11.2021	12.12.2024
Total committed budget	The total cost of the project is EUR 3,848,014 (EU contribution EUR 1,999,991) (MCYS contribution EUR 1,848,023)	
Project expenditure at the time of evaluation (approx)	Total: US\$ 2,807,565.46 EU: US\$ 1,592,676.29 MCYS: US\$ 1,214,889.17	
Funding source	EU, MCYS	
Implementing party	United Nations Development Programme	
Evaluation information		
Evaluation/Review type (project)	Project	
Final/midterm evaluation/review/other	Final	
Period under evaluation	Start	End
	24.11.2021	12.12.2024
Evaluator(s) and their email address	Mr. Omer Ahmed Awan omerahmedawan@yahoo.com Ms. Jeta Pajaziti Doli jpajaziti@gmail.com	
Evaluation dates	Start	Completion
	November 2024	December 2024

¹References to Kosovo should be understood to be in the context of the United Nations Security Council resolution 1244 (1999).

Table of Contents

EXECUTIVE SUMMARY	6
1. INTRODUCTION.....	11
2. DESCRIPTION OF INTERVENTION	11
3. EVALUATION SCOPE AND OBJECTIVES	13
3.1 Evaluation Scope.....	13
3.2 Evaluation Objectives.....	13
3.3 Evaluation Criteria and Questions	13
4. EVALUATION APPROACH AND METHODS.....	15
4.1 Evaluation Approach.....	15
4.2 Data Sources	16
4.3 Sampling Criteria.....	17
4.4 Data Collection Procedures and Instruments.....	17
4.5 Stakeholder Participation	18
4.6 Ethical Considerations.....	18
4.7 Evaluation Limitation	18
5. DATA ANALYSIS.....	19
6. EVALUATION FINDINGS	20
6.1 Relevance	20
6.2 Effectiveness	21
6.3 Efficiency.....	26
6.4 Sustainability.....	31
6.5 Human Rights Based Approach, Gender Equality & Social Inclusion (GESI).....	32
7. CONCLUSIONS, LESSONS LEARNED & RECOMMENDATIONS.....	36
7.1 Conclusions	36
7.2 Key Lessons Learned	37
7.3 Recommendations	39
Annexure A: TOR.....	45
Annexure B: Activity Plan.....	53
Annexure C: List of Persons Interviewed	54
Annexure D: Lists of Documents Reviewed	56
Annexure E: Evaluation Question Matrix.....	57
Annexure F: Results Framework Assessment.....	64
Annexure G: Site visit – Photographs of the restored buildings.....	66

ABBREVIATIONS

CPD	Country Programme Document
EU	European Union
GEDSI	Gender Equality, Disability, and Social Inclusion
GESI	Gender Equality and Social Inclusion
IPA	Instrument for Pre-Accession Assistance
KIIs	Key Informant Interviews
LNOB	Leave No One Behind
MCYS	Ministry of Culture, Youth and Sport
MIET	Ministry of Industry, Entrepreneurship, and Trade
MSMEs	Micro, Small, and Medium Enterprises
NGOs	Non-Governmental Organizations
OECD DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
ProDocs	Project Documents
SDGs	Sustainable Development Goals
TORs	Terms of Reference
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Guidelines
UNSCDF	United Nations Sustainable Development Cooperation Framework

EXECUTIVE SUMMARY

Janjevë/Janjevo, a culturally and naturally rich region in Kosovo holds archaeological and architectural significance, with its old city listed under temporary protection by the MCYS. Recognizing its potential, United Nations Development Programme (UNDP), the European Union (EU), and Ministry of Culture, Youth, and Sport (MCYS) partnered to implement this project, aiming to leverage cultural heritage as a catalyst for socio-economic recovery.

This evaluation aimed to assess the relevance, effectiveness, efficiency, sustainability, and achieved results while identifying the lessons learned from the project “Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo.” This evaluation also examines the integration of cross-cutting themes such as gender mainstreaming, youth, vulnerable groups and disability inclusion in project planning and implementation. The evaluation report and its findings are intended to assist primary stakeholders like UNDP, Kosovo institutions, donors, other development partners, beneficiaries, and residents so that they can assess the overall progress of the intervention and identify areas for improvement as a way forward.

Overall, 20 stakeholders were consulted. Some respondents were determined using purposive sampling based on their responsibility and position, and other respondents were selected randomly from the stakeholders’ list compiled by the evaluation team in close consultation with the Project Manager.

The data collection techniques included an extensive document review, key informant interviews (KIIs) and direct observations through the field/site visit.

Summary of Findings

The following is a summary of key findings, whereby details of all findings are outlined in the main report.

A1 – Relevance: The project was found relevant and aligned with the MCYS’s Strategy for Cultural Heritage of Kosovo 2017-2027. The project was found also to align with the MLGA’s “Strategy on Local Self-governance 2016-2026”. Similarly, the project was found relevant to the UN Sustainable Development Goal 11 (SDG 11), “make cities and human settlements inclusive, safe, resilient and sustainable”. Within this goal, the project will directly contribute to Target 11.4 “strengthen efforts to protect and safeguard the world's cultural and natural heritage”. Output 2 of the project was found relevant to the SDG 8 that mandates policies fostering economic growth with a focus on social justice and inclusive employment.

A2 – Effectiveness: Despite the complexity of protecting cultural heritage through an ambitious restoration process, reviving economic activities, and promoting tourism in a multi-ethnic community², UNDP has made significant progress. It successfully built community trust from the

² The Kosovo Agency of Statistics (KAS) hasn’t published complete Census 2024 data. The KAS shows that as per the Census in 2011 in Janjevë/Janjevo lived: Albanians (1,586), Ashkali (11), Bosnian (5), Roma (177), Serbs (1), Turkish (118), and undeclared 239 – the KAS page doesn’t show statistics about Croats but over 200 of the ‘other’ are considered to be Croat. Source: <https://askdata.rks-gov.net>.

ground up and assured the community that the project will directly benefit them, combined with the widely acknowledged capacity building activities that included diverse representation and strong stakeholder coordination. While UNDP exceeded some targets in the results framework (MCYS and EU), others were only partially achieved.

Key factors contributing to success included the trust built with the community and the inclusion of multiple ethnicities and vulnerable groups in capacity-building efforts. However, challenges remain, such as unclear selection criteria for house restoration for Janjevo/Janjevë residents, insufficient time to convert restored houses into economic assets, and a perceived 'top-down' approach that overlooked critical infrastructure needs for cultural tourism and economic revival.

A3 – Efficiency: The project implementation was overall found as efficient, particularly in coordination, progress monitoring, budget efficiency and communications. However, there were delays found in the delivery of some outputs as well as some bottlenecks in managing a few partners. The factors contributing to these inefficiencies were found often beyond the control of UNDP and the project team. After initial delays due to pandemic and required administrative and approval processes, the overall budget efficiency in terms of planned vs actual expenditures improved considerably to over 90% in last 2 years.

A4 – Sustainability: Despite the observed interest from the MCYS to continue support for the cultural heritage project in Janjevo/Janjevë as well as for adopting the recently developed management plan, the sustainability of the project remains a challenge and an uncertain element in the absence of any concrete and approved funding/project at the time of the evaluation.

A5- Human Rights Based Approach, Gender Equality & Social Inclusion (GESI): The project strongly committed to gender equality, social inclusion, and human rights-based approaches, aligning with the UNDP Strategic Plan and EU's Gender Action Plan III. It promoted gender mainstreaming, empowered women, and enhanced opportunities for marginalized groups through targeted skills development and community initiatives. However, while there is a due rational and process adopted behind the selection of the targeted houses to be restored, beneficiaries have shared dissatisfaction over the perceived lack of transparency and inclusivity in selecting houses for restoration, which focused on Croat-owned properties, excluding other ethnicities like Albanians, Roma, and Ashkali. This underscores the need for greater community engagement and transparent decision-making to ensure inter-ethnic equity and harmony. The project achieved a GEN 2: Gender Mainstreamed classification by embedding gender considerations into its design.

A6- Lessons Learned

❖ **Transparent and Inclusive Selection Criteria – A Foundation for Stakeholder Trust:** Ensuring that project selection criteria are transparent, inclusive, and well-communicated to all stakeholders is crucial. The lack of inclusivity and/or clear communication in selecting houses for restoration, which led to dissatisfaction among certain community groups, highlights the importance of engaging all stakeholders from the outset.

- ❖ **Functional Plans for Restored Sites – Ensuring Long-Term Utility:** Projects must have clear, actionable plans for ensuring the functionality of restored sites, integrating them into local economic activities, like tourism or local businesses. Without such measures, the risk of project outputs deteriorating or underutilized is high.
- ❖ **Community-Centric Approaches – Aligning Projects with Local Needs:** Top-down project designs that overlook community needs risk resistance and dissatisfaction. Effective engagement ensures alignment with local priorities and expectations.
- ❖ **Infrastructure Challenges – Prerequisite for Economic Revival and Tourism:** Inadequate basic infrastructure, such as water, sewage, and electricity, can significantly hinder project success, particularly in areas where economic and cultural revitalization is a primary goal. Addressing these infrastructural needs early in the project planning phase is crucial for long-term sustainability. It required whole of government approach to support UNDP to address these challenges.
- ❖ **Women-Led Spaces Foster Empowerment and Collaboration:** The establishment of safe, inclusive spaces for women promotes skill-building, economic participation, and social interaction. These spaces offer a replicable model for empowering women, integrating social and economic goals within community initiatives. It may include gender responsive and mainstreamed community centres.
- ❖ **Need for Formal Exit Strategy:** Projects should develop a clear exit strategy that outlines how outcomes will be sustained beyond project completion. This includes securing early on institutional support and funding to continue the project's benefits and mitigate risks after closure.
- ❖ **Sustainability Planning for Project Beneficiaries:** Projects should include detailed strategies to ensure the long-term sustainability of benefits for beneficiaries. The inadequate follow-up support, such as for training or grants, undermines the potential for lasting impacts and creates uncertainty for beneficiaries post-project.

A7- Recommendations

- ❖ To sustain the trust of the Janjevë/Janjevo community and build on the benefits of capacity-building activities and cultural tourism, it is strongly recommended to plan and implement Phase II of the “Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo” project. However, it is also strongly recommended that keeping in view the timeframe of design and approvals as well as the complexity of the restoration processes, economic revival and cultural tourism, the project life span should be 5 years.

I – Project Design

- ❖ **Community-Centered Planning and Sustainable Transition –** To ensure the project aligns with the needs and priorities of Janjevo/Janjevë, an updated needs assessment should be conducted with

active input from all community members. This will help prioritize a community-centered, bottom-up approach for design and implementation. Additionally, a well-defined exit strategy should be developed at the start of Phase II to secure the long-term sustainability of project impacts and institutional support.

❖ **Integrated Infrastructure and Cultural Revitalization** – Infrastructure improvements, including water, sewage, and electricity systems, must be prioritized early in the planning process to support economic and cultural revitalization efforts. These foundational elements are essential for the successful implementation of subsequent activities and for attracting attention from central institutions and stakeholders. To promote inclusivity and community development, Phase II should apply transparent and well-documented selection criteria for key activities such as house restorations. Initiatives that celebrate cultural diversity, such as beautifying houses at the entrance to Janjevo/Janjevë, should also include representation from all ethnic groups. Furthermore, detailed functional plans for restored sites should be developed collaboratively during the design phase, ensuring stakeholders agree on their purpose and integration into the local economy.

❖ **Central Hub and Stakeholder Collaboration** – A Central Hub in Janjevo/Janjevë should be established as a focal point for tourism, community activities, and the management of the Historical Centre. This hub will play a vital role in promoting social cohesion and fostering economic growth within the community. Initially, it should be managed by a strategic partner to ensure proper establishment and functionality, with a planned transition to local authorities within a year. Strong community involvement during this process will help secure sustainability and align resources effectively with local needs.

II – Project Implementation and Monitoring

❖ **Strengthened Partnerships and Collaborative Planning** – Given the administrative linkages between the Municipality of Lipjan/Lipljan and the Janjevë/Janjevo community, it is essential to renew and strengthen partnerships with the Municipality. This effort should include trust-building measures, clearly defined roles and responsibilities for all stakeholders, and inclusive planning and implementation processes for project activities in Janjevë/Janjevo. Additionally, collaboration with key stakeholders, particularly MIET, should align cultural tourism initiatives with Kosovo's broader economic strategies. MIET's mandate to promote tourism and support local businesses can be leveraged, while partnerships with infrastructure-focused ministries can address logistical challenges, enhancing the region's tourism potential and fostering sustainable economic revival.

❖ **Inclusive Stakeholder Engagement and Community Involvement** – Broad-based stakeholder engagement must continue throughout the project implementation cycle to ensure inclusivity and community ownership. Phase II should prioritize the involvement of all community groups, including marginalized and vulnerable populations, in consultations and decision-making processes. Regular and vigorous community sessions should be organized to update residents on project progress, solicit feedback, and incorporate suggestions to refine and adapt activities. This ongoing engagement will

ensure that the project remains responsive to community needs while fostering transparency and trust.

❖ **Enhanced Monitoring and Sustainability Planning** – While field monitoring mechanisms are already established, these should be further strengthened, particularly for construction and restoration activities, to ensure quality assurance and adherence to project standards. More frequent oversight and feedback loops with beneficiaries can help identify and address issues early, avoiding delays and subpar outcomes. To sustain project benefits beyond its lifecycle, a comprehensive sustainability and exit plan should include follow-up mechanisms, such as technical assistance, financial support, mentoring, or networking opportunities, to support beneficiaries in maintaining and expanding their operations.

❖ **Institutionalizing Gender Equality and Social Inclusion (GESI)** – To promote long-term inclusivity, GESI principles should be embedded in institutional policies and data systems. This includes collecting intersectional data, UNDP advocating to integrate GESI frameworks into policy-making processes, and providing training for stakeholders to uphold gender equality and social inclusion in future initiatives. Institutionalizing these principles will help ensure that the project fosters equitable development and empowers all community members, particularly those from underrepresented groups.

For an expanded list, please see section *7.3 Recommendations*.

1. INTRODUCTION

The purpose of this evaluation was to assess the relevance, effectiveness, efficiency, sustainability, and achieved results while identifying the lessons learned of the project, “Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo.” This evaluation also examines the integration of cross-cutting themes such as gender mainstreaming, youth, vulnerable groups and disability inclusion in project planning and implementation.

The evaluation report and its findings are intended to assist primary stakeholders like UNDP, central institutions, donors, other development partners and residents so that they can assess the overall progress of the intervention and identify areas for improvement as a way forward.

The report is divided into 7 sections. Section 1 provides an introduction to the evaluation. Section 2 discusses the description of the project, its objectives and related information, whereas Section 3 describes the overall evaluation scope, objectives and criteria. Section 4 outlines the evaluation approach and data collection methods. Section 5 briefly outlines the data analysis approach. Section 6 comprehensively provides overall evaluation findings as per the defined evaluation criteria. Section 7 outlines major conclusions, lessons learned and recommendations.

2. DESCRIPTION OF INTERVENTION

Janjevë/Janjevo, a culturally and naturally rich region in Kosovo, holds archaeological and architectural significance, with its old city listed under temporary protection by the MCYS. Recognizing its potential, UNDP, the European Union, and MCYS partnered to implement this project, aiming to leverage cultural heritage as a catalyst for socio-economic recovery.

Project Objectives

The project had four key objectives:

- 1. Protection and promotion of the Cultural Heritage of Janjevë/Janjevo:**
 - i. Integration of Cultural Heritage into the spatial planning through drafting of planning tools.
 - ii. Protection of Cultural Heritage assets through the restoration process.
 - iii. Promotion of intangible heritage in Janjevë/Janjevo.
- 2. Qualitative growth of population by good education/trainings, health, and cultural/recreational facilities:**
 - i. Improved education, health, and cultural/recreational facilities.

3. Transformation of Janjevë/Janjevo to a more friendly environment which supports livelihoods of inhabitants:

- i. Improved public services and accessibility.

4. Alleviation of unemployment through economic stability:

- i. Sustainable economic development through investments in basic industries.
- ii. Building of professional capacities of local community in the field of agriculture and crafts.
- iii. Development of cultural tourism.

Project Scope of Activities

To achieve the above objectives, the project implemented two interlinked outputs:

MYCS funds:

Output 1: Cultural Heritage sites of Janjevë/Janjevo protected and rehabilitated:

- Activity 1.1. Integration of Cultural Heritage in spatial planning through planning tools.
- Activity 1.2. Protection of cultural heritage assets through the restoration process.

Output 2. Economic empowerment through income generation opportunities and promotion of tourism:

- Activity 2.1. Building professional capacities of the local community in the field of cultural tourism.
- Activity 2.2. Promotion of sustainable cultural tourism.

EU/IPA II funds:

Output 1: Cultural Heritage sites of Janjevë/Janjevo protected and rehabilitated:

- Activity 1.1. Protection of cultural heritage assets through the restoration process.

Output 2. Economic empowerment through income generation opportunities and promotion of tourism:

- Activity 2.1. Building professional capacities of the local community in the field of cultural tourism offerings.

Through targeted activities, such as restoring significant architectural elements, enhancing public spaces, promoting intangible heritage, and empowering the local community with professional training, the project seeks to drive a sustainable socio-economic transformation of Janjevë/Janjevo. This report presents a comprehensive evaluation of these efforts, highlighting the project's contributions to preserving heritage while fostering community development and economic revival.

3. EVALUATION SCOPE AND OBJECTIVES

3.1 Evaluation Scope

This final evaluation report is part of the project's ongoing efforts to assess progress towards achieving the project objectives. The evaluation aimed to assess the project in terms of its relevance, impact, effectiveness, efficiency and sustainability. It also served to identify the lessons learned and provide concrete recommendations to inform the course of future interventions of a similar nature.

Accordingly, this evaluation provides a specific overview of the projects' implemented activities based on the perceptions, aspirations, feedback and data collected through structured conversations with relevant partners, stakeholders and beneficiaries.

3.2 Evaluation Objectives

Primary Objective

To undertake a final evaluation of the project in terms of its relevance, effectiveness, efficiency, sustainability, cross-cutting issues (human rights, gender, vulnerable groups and digitalization), stakeholders, and partnership strategy. The final evaluation also provides recommendations for any improvements that can be made for any future phases of the project.

3.3 Evaluation Criteria and Questions

The overall evaluation criteria are based on the OECD DAC criteria and are aligned with the United Nations Evaluation Guidelines (UNEG) on 'Ethical Guidelines for Evaluation' as well as UNDP Independent Evaluation Office's Evaluation Guidelines. Specifically, it evaluates progress towards the achievement of outputs and objectives of the Janjevë/Janjevo Cultural Heritage project based on a set of criteria as outlined in the final evaluation's TOR. These criteria include relevance, effectiveness, efficiency, and sustainability. Under each of the criteria, the evaluation develops a series of key questions to guide the inquiry into and the evaluation of the project's progress and achievements.

Table 1: Key Evaluation Criteria³

No	Criteria	Information to be captured
1	Relevance	<p>The relevancy and appropriateness of the Janjevë/Janjevo Cultural Heritage project approaches and interventions including in contributing to achieve the key results in line with the Theory of Change, Interlink between project outputs and related objectives.</p> <p>Alignment with Kosovo's development priorities, strategies UNDP's strategic plan, SDGs.</p>
2	Effectiveness	<p>Under this section, the evaluation will evaluate:</p> <p>The effectiveness the project in achieving key planned results as defined in EU and MCYS results framework, needs and priorities of Kosovo in general and for the region of Janjevë/Janjevo in particular, as well as contributing factors.</p>
3	Efficiency	<p>To what extent the project outputs, related indicators and targets were achieved in a timely and cost-effective manner and what were the key contributing/hindering factors for achievement and/or under achievement of the project results Including the role of project management and structure on the delivery of project outcomes and objectives.</p>
4	Sustainability	<p>Focuses on the sustainability of the project outputs after its exit, institutions and the mobilization of required resources including financial resources to sustain the project achievements into the future.</p>

³ Annex B includes a detailed list of guiding questions for each of the criteria mentioned above.

Table 2: Additional Evaluation Criteria and Components of evaluation

No	Criteria	Information to be captured
5	Cross Cutting Themes	The Janjevë/Janjevo Cultural Heritage's project contribution on promoting human rights, mainstreaming, and integrating gender equality, vulnerable groups and social inclusion, and anti-corruption/accountability and environmental sustainability/resilience. Contribution of project to include GEDSI in designing, implementation and monitoring the project. Responsiveness of Janjevë/Janjevo Cultural Heritage to promote GEDSI in the project and its effects
6	Partnership Strategy	Focuses on the strategies adopted by the project and relevant partners and assesses the extent to which the current arrangement either contributes to or hinders the successful delivery of the project goals and objectives.
7	Lessons Learned & Recommendations	What are the key lessons learnt during the current phase and recommendations for any future Janjevë/Janjevo Cultural Heritage project phase's design and implementation? The recommendations should be firmly based on evidence and analysis, clear and result-oriented, forward-looking, and realistic in terms of implementation.

4. EVALUATION APPROACH AND METHODS

4.1 Evaluation Approach

This final evaluation primarily adopted two approaches i.e., the participatory/consultative approach and the contribution analysis approach. The former approach ensured close engagement with all relevant stakeholder groups, including the project management team, implementing partners, experts, and direct beneficiaries of the project activities. Through this approach, the evaluation was able to capture the views of the direct beneficiaries (particularly community members/residents and MSMEs) and key stakeholders, both on their initial thoughts and expectations and their feedback following the project intervention. Their overall views on project activities, inputs, progress,

challenges, lessons learned or best practices, and risks related to successful implementation were also documented and communicated through the findings of the report and recommendations for future interventions of a similar nature.

The latter approach aimed to identify and confirm whether specific outputs and achievements resulted from a deliberate, well-planned process guided by the project's objectives and activities from the outset. It demonstrated the causal link or contribution of the Janjevë/Janjevo Cultural Heritage project to the milestones achieved to date, considering ongoing efforts and the internal and external challenges the program has faced or strove to address. This analysis, in turn, informed the evaluation by validating the project design's alignment with the theory of change, as measured against the evaluation criteria outlined in the project document.

4.2 Data Sources

i) Desk Review and Document Analysis

The foundation of the desk review was the background documents shared by the UNDP team. A review of the documents, such as the project's annual reports, programme documents, strategic documents, log frame, periodic progress reports, various meeting minutes, knowledge products, project risk log, etc., facilitated a basic understanding of the project and enabled an effective assessment design. A basic list of documents reviewed during this stage is provided in **Annex D**.

ii) Development of Data Gathering & Assessment Tools

The TORs and the desk review of project documents provided a solid foundation for developing assessment tools. Recognizing the need for multi-level stakeholder consultations – including UNDP, various partners, central institutions counterparts, NGOs, MSMEs, donors, sub-contractors, and field-based data collection – a combination of data collection methods was planned to ensure comprehensive data gathering from diverse sources. Three primary data collection tools were identified, based on distinct techniques:

- **Key Informant Interviews**
- **Direct Observation (Field Visits)**

These user-friendly tools were designed to collect both qualitative and quantitative information. A detailed **Evaluation Questions Matrix** is provided in Annex E, outlining relevant data collection

methods and sources for the evaluation. The matrix also served as a guide for conducting interviews, ensuring alignment with the evaluation's objectives.

4.3 Sampling Criteria

Overall, 29 stakeholders were consulted. Some respondents were determined using purposive sampling based on their responsibility and position, and other respondents were selected randomly from the stakeholders' list compiled by the evaluation team in close consultation with the UNDP Project Manager.

4.4 Data Collection Procedures and Instruments

During the data collection process, both quantitative and qualitative information was gathered using a combination of primary and secondary sources. Data from one source was triangulated with others to ensure accuracy and validity. This balanced approach enhanced the quality and depth of the analysis, providing a more comprehensive understanding of the issues in the targeted areas. The resulting insights offer a detailed perspective on the nature, extent, effects, and impacts of the project.

The assessment was conducted in a participatory manner, gathering feedback from both beneficiaries and institutional stakeholders. The following tools were employed during data collection:

4.4.1 Key Informant Interviews

Key informant interviews (KIIs) were conducted to consult relevant project stakeholders. The final list of key informants consulted during the assessment is annexed to this report in Annex D. Where necessary, KIIs also incorporated consultative meetings. Annex E provides a list of guiding questions for these interviews, aligned with the evaluation criteria of relevance, effectiveness, efficiency, coherence, sustainability, cross-cutting themes, and partnership strategy.

The stakeholders for KIIs included representatives from:

- UNDP
- MCYS
- EU
- Implementing partners
- Ministry of Industry, Entrepreneurship, and Trade (MIET)
- Kosovo cultural heritage institutions

- Project beneficiaries and community residents
- Municipality of Lipjan/Lipljan
- Other relevant stakeholders

4.4.2 Direct Observations – Field Visit

A detailed field visit was also conducted in Janjevë/Janjevo on 5th December 2024, to validate the project's on-ground contributions, particularly at restoration sites, using the data collection tool of direct observations. Annex G provides photographs of the restored buildings.

4.5 Stakeholder Participation

Participants (29) from a range of stakeholder groups participated in the data collection phase. These included representatives from UNDP, MCYS, EU, implementing partners, MIET, Kosovo cultural heritage institutions, project beneficiaries and local government departments.

4.6 Ethical Considerations

The final evaluation was conducted in strict accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and the Code of Conduct for Evaluation. The rights and confidentiality of information providers, interviewees and stakeholders were safeguarded. Moreover, the collected information before and after the evaluation and protocols were secured to ensure anonymity and confidentiality of sources of information. The signed pledge in this regard was also submitted.

4.7 Evaluation Limitation

Overall data collection phase included adequate consultations. However, it is worth mentioning that due to the strict timelines and upcoming vacations, all stakeholders could not be physically met. Nevertheless, all key stakeholder groups were consulted, backed by a strong set of available documents and a detailed field visit in the community. More importantly, there were very few stakeholders who explicitly showed unavailability and/or unwillingness to be consulted. The limitation was countered by spending a day in the Janjevë/Janjevo to gather primary data and directly validate the findings.

5. DATA ANALYSIS

The data analysis process was thorough, incorporating both quantitative and qualitative data from a wide range of stakeholders, outcomes, and various project outputs. Analytical tools were used to facilitate comparisons and derive meaningful insights. Qualitative data gathered during the assessment was transcribed and organized into themes and topics, with clear conclusions drawn from the findings. Quantitative analysis included metrics such as percentages, comparisons, and assessments of planned versus actual targets, as outlined in the Janjevë/Janjevo Cultural Heritage project's ProDoc.

The debriefing session to present initial and summarized findings was held at the UNDP office on 6th of December 2024.

6. EVALUATION FINDINGS

6.1 Relevance

The initiative to document, safeguard, and promote the cultural heritage of Janjevë/Janjevo, while leveraging it for socio-economic recovery, remains highly relevant and deserves to receive continued support for its implementation. The project strove to address various aspects, including the restoration of selected houses under cultural heritage protection, skills development, job creation for women and youth, and the enhancement of institutional capacity in cultural tourism. The primary goal was to position cultural heritage preservation and promotion as a catalyst for sustainable development, particularly for the empowerment of women and girls and youth.

Project was found relevant and aligned with the **MCYS' Strategy for Cultural Heritage of Kosovo 2017-2027** Objectives 2: Integrated Approach in Cultural Heritage Towards Sustainable Development; Objective 3: Inclusion of Cultural Heritage in Development Plans; and Objective 4: Promotion of Cultural Heritage.

Since the project's scope directly comes under the local government (Municipality of Lipjan/Lipljan), the project was found aligned with the **MLGA's "Strategy on Local Self-governance 2016-2026"**⁴, specifically Objective 5: Promotion of cultural heritage and values and cultural, natural and social diversity in support of social, economic, and cultural development as well as **"Plan for the conservation, protection and sustainable economic development of Cultural and Natural Heritage of Lipjan/Lipljan 2017-2020"**.

Similarly, the project was found relevant to UN Sustainable Development Goal 11 (SDG 11), **"make cities and human settlements inclusive, safe, resilient and sustainable"**. Within this goal, the project will directly contribute to **Target 11.4 "strengthen efforts to protect and safeguard the world's cultural and natural heritage"**. Output 2 of the project was found relevant to the **SDG 8 mandates policies fostering economic growth with a focus on social justice and inclusive employment**.

Last, but not least, the project documentation and the primary data collection emphasize the community's historical and cultural importance, particularly for the Croat diaspora, which aligns with the project's objectives of cultural preservation and socio-economic revival.

⁴ https://mapl.rks-gov.net/wp-content/uploads/2017/10/Strategjia_liber_tri-gjuhe_finale-2016-1.pdf

6.2 Effectiveness

Overall Finding: *Keeping in view the complexity of the project that involves protecting cultural heritage through an ambitious restoration process, reviving economic activities and promoting tourism in a community comprising of multiple ethnicities, UNDP has been able to show significant progress, particularly in terms of building community trust from ground up to assure the community that the project will directly benefit them, combined with the widely acknowledged capacity building activities involving representation from multiple ethnicities as well as strong coordination to bring numerous stakeholders together to address complex and sensitive issues of Janjevë/Janjevo.*

Moreover, in terms of targets outlined in the results framework (MCYS and EU), it was found that UNDP has exceeded some of the quantitative targets, whereas some of them are partially achieved **(Please see Annex F for updated progress for all indicators)**. For example, 85+ participants have benefited from the project's capacity building activities as compared to the planned target of 40 participants. On the other hand, out of 14 targeted houses to be restored in Janjevë/Janjevo, only 8 are completed by the time of the evaluation whereby only 1 of them was officially handed over to the owner.

Success story: Celebrating Cultural Heritage and Local Development at the Janjevë/Janjevo Fair

On October 7th, 2024, the Janjevë/Janjevo Fair brought together local artisans, producers, and community members to showcase the area's cultural heritage and entrepreneurial spirit. Held in the historic "Murat Bej" mosque yard, the event welcomed over 250 attendees, including the Kosovo Prime Minister, the EUSR, Croatian Embassy, and MCYS representatives, as well as members of the business community, NGOs, and residents of Janjevë/Janjevo and other places from Kosovo. The fair featured traditional crafts, bioproducts, and culinary offerings from 35 participants, including 27 women and 8 men from diverse ethnic groups (Croats, Albanians, Roma, and Ashkali). For many participants, this was an opportunity to promote their work and connect with potential buyers. The event also celebrated a significant milestone, as a homeowner received the keys to a restored house, highlighting progress in preserving Janjevë/Janjevo's cultural heritage.

In preparation, participants received support in product development and branding, helping them present their work more effectively. This guidance not only enhanced the fair's success but also provided valuable skills for future opportunities.

This event was deeply meaningful to the community, with many residents sharing in interviews how it strengthened their sense of identity, pride, and hope for the town's future. The fair not only celebrated Janjevë/Janjevo's traditions but also demonstrated how cultural heritage can drive sustainable economic growth and unity.



Source of photographs: UNDP Kosovo Facebook page

6.2.1 Contributing Factors & Challenges

Based on the deeper assessment, several critical findings emerged from extensive stakeholder consultations, a field visits, and community engagement that contributed to the progress as well as pose potential challenges to the project. Despite progress in restoration and economic initiatives, significant challenges persist. For example, some restored houses lack access to basic utilities such as electricity and water, which hinders their functionality for tourism or economic activities.

Additionally, stakeholder perceived that misunderstandings about ownership rights have also created hesitancy among house owners regarding long-term commitments. However contrary to that, it is also worth mentioning that issue of non-existence of wills, inter-generational living, and non-definition of who are the inheritors, combined with issue of slow justice system which affects these civil cases are also contributing challenges. In particular:

- ❖ **Rebuilding the Lost Trust** – There was consensus found among the stakeholders that UNDP has been able to rebuild a level of trust in Janjevë/Janjevo community by showing commitment and engagement with the community to assure them that the project is not only based on promises, but it will also be implemented as planned. While highlighting some concerns about the project design itself, the community has acknowledged UNDP’s role as a trusted partner to implement the project in the community.

- ❖ **Bringing Inclusion in Capacity Building Activities** – The field visit in the community indicated that there was enthusiasm and widespread acknowledgement of UNDP’s efforts to bring women and youth in their capacity building activities, particularly through partnering with The Ideas Partnership (TIP). It was found that women, who were never involved in any external economic activities felt empowered and productive through the project’s training and participation at the “Janjevë/Janjevo Fair”, which UNDP organised on October 7th, 2024, in the yard of the “Murat Bej” mosque. More importantly, it was highlighted that the social interaction with other women to share ideas and learning brought valuable socio-economic benefits to them that would go beyond the life of the project. Some of the women were able to sell the products they produced as part of the training as their first ever life earnings.

- ❖ **Selection Criteria for Houses for Restoration** – There was a widespread consensus among the stakeholders that the selection criteria for the 14 restored houses were neither transparent nor widely understood. It was predominantly perceived to only focus on the Croats community while ignoring all other multiple ethnicities in the community. More importantly, the limited/inadequate inclusivity of community during the project design phase was also highlighted as a key attribute towards concerns about the selection processes of the houses.

Contrary to the finding, stakeholders involved in the design phase, particularly MCYS, has provided a counterargument that i) Project stakeholders, including MCYS, do not have any mandate or input to pick and choose any other houses as all 42 cultural heritage houses in Janjevë/Janjevo community belong to Croat community. Moreover, it was also highlighted that the feasibility study of these selected houses was conducted by a faculty of the University of Pristina – the leading public university – and no concerns were raised regarding these 14 selected houses.

However, in a nutshell, it was concluded despite being a rationale behind the demographics of the selected houses to be restored, the community representatives were not optimally communicated and/or brought on board about the selection process. It resulted in continued mistrust/concerns among the community members. One of the major reasons behind limited and/or inadequate consultations in the early phase of the project was attributed towards Covid-19 pandemic as it was not possible to hold community sessions.

- ❖ **Inter-ethnic Harmony Concerns** – Linked to the finding above, while UNDP’s strategic and community engagement efforts to build trust within the community were widely recognized during the field visit, concerns were raised about the exclusion of certain communities from the consultation and benefit-sharing processes. Stakeholders emphasized that the perception of excluding other communities under output 1 design (Selection process of restoration of houses), communication and engagement can undermine efforts of UNDP to promote inter-ethnic harmony, potentially fostering a sense of deprivation among marginalized groups.
- ❖ **Lack of Functionality for Restored Houses** – There was a clear consensus found among all stakeholders about the absence of concrete and agreed upon plans to ensure the functionality of the restored houses, even though they were restored with the intention to be utilised for tourism purposes as highlighted by project documentation and the Draft Management Plan for the Historic Centre of Janjevë/Janjevo 2024/2034. Furthermore, house owners still seem to be unclear about restoration impacts, including ownership requirements in cases of selling the house such as needing to sell to the MCYS first. During the field visit as well, it was found that restored houses will provide no benefit to the community without measures to integrate these houses into envisaged economic activities (e.g., bed-and-breakfasts, restaurants). It was

also found that if these houses remain vacant for 1-3 years after they are handed over to their owners, there is a high risk of deterioration, negating the project's huge investments. Generally, the community as well as certain stakeholders do not foresee any owners of these houses to return and bring economic functionality to these houses, hence posing a potential threat to ensuring the conversion of these restored houses into any economic activity generation in the community.

- ❖ **Top-down Project Design (Ignoring Pre-requisites)** – Although the project's primary focus is on Janjevë/Janjevo community and the implementation stakeholders holds the view that community engagement was adequately addressed, the project was widely perceived as overly "top-down" in its design and implementation, often overlooking the actual needs of the Janjevë/Janjevo community. For instance, in a project design focused on restoring and promoting cultural heritage and economic activities, the critical and high-priority issue of inadequate and inefficient infrastructure—specifically water supply, sewage systems, and electricity was inadequately addressed—hindering the realization of project goals such as economic development and cultural tourism promotion. At the time of evaluation, it was found that ***without provision of these basic pre-requisites of infrastructure, no functionalities of the restored houses, tourism as well as generating economic activities seem possible.***

6.2.2 Institutional Capacity Development

- ❖ **Strengthening Institutional Capacity for Cultural Heritage Management** – The project successfully enhanced institutional capacity at both local and central levels to manage cultural heritage in Janjevë/Janjevo. Through a series of targeted capacity-building workshops and collaborative events, 86 participants—including professionals from institutions like the MCYS, Regional Centres for Cultural Heritage, and Kosovo Archaeological Institute—improved their understanding and application of international standards in cultural heritage management. These initiatives focused on developing Conservation and Management Plans for the Historic Centre and Father Shtjefën Gjeçovi Museum, inventorying cultural sites, and defining protective zones. Practical applications such as GIS mapping, legislation analysis, and crafting monitoring plans further strengthened technical capabilities. The training outcomes informed key planning documents and enhanced institutional practices.

The project's collaborative approach fostered a strong network among institutions, local communities, and NGOs, contributing to a sustainable framework for cultural heritage preservation. However, sustaining this momentum will require continued institutional engagement and integration of lessons learned into future heritage management initiatives.

6.3 Efficiency

Overall finding: *The project implementation was overall found as efficient, particularly in coordination, progress monitoring, budget efficiency and communications. However, there were delays found in the delivery of some outputs as well as some bottlenecks in managing a few partners. However, the factors contributing to these inefficiencies were found often beyond the control of UNDP and the project team.*

6.3.1 Implementation and Coordination Mechanism

The implementation and coordination mechanism of the project, ***particularly the role of UNDP in coordinating among multiple stakeholders was found to be one of the strongest attributes of the project in the stakeholder consultations.*** Managing a range of partners, including central institutions entities at multiple levels, NGOs, contractors, etc., to deliver complex activities could be a challenge that was handled adequately and efficiently by the UNDP.

Moreover, the role of the project Board to meet frequently, discuss issues in depth and provide a clear direction was found to be a key enabler to the efficient implementation of the project. More importantly and effectively, project board was expanded to bring other important stakeholders on board, that further enhanced the efficiency of the board.

6.3.2 Output Efficiency

As mentioned in the section above, there were some overachieved targets and some of the targets were partially achieved. For instance, the restoration of 14 houses and a number of grants to the community have been partially achieved with delays. ***It was also found that the timeframe and complexity of the process to develop and approve of designs and documents to restore houses of cultural heritage were not adequately envisaged at the time of project inception.*** It was mentioned that there were delays in the process of getting approvals of construction designs and other documents as it involves multiple layers of approval. However, UNDP has limited control over these

external approval mechanisms at multiple levels of the central institutions that caused delays in restoration of these houses.

6.3.3 Monitoring & Evaluation

The monitoring and evaluation function of the project can be divided into two segments that are i) Results Based Progress Monitoring and ii) Monitoring of the restoration process in the field.

When it comes to the overall project progress monitoring, the monitoring and evaluation (M&E) function of the project was found as efficient and comprehensive. It was evident from well-structured, timely and comprehensive results-based progress reports.

However, despite being a formal monitoring mechanism comprising of multiple partners and continuous monitoring and validation of the house restoration process in the field, beneficiary have highlighted numerous issues with the restored house. Moreover, the field visit also indicated that some of the recent construction items, like windows and doors, were found swollen due to rain. Nevertheless, UNDP indicated that they are already aware of the issues and are considering options to resolve them.

Moreover, stakeholders expressed serious concerns about the monitoring of the six remaining houses after the project's official closure. The potential absence of UNDP staff to oversee these processes in the upcoming year raised doubts about their timely completion and quality assurance, efficiency and effectiveness in guiding and overseeing project implementation. However, UNDP has assured the evaluation team that one staff will continue to monitor the remaining process of the house restoration. Moreover, it is worth noting that of the remaining houses, 4 are at 80% completion (it can be documented through payments) and 2 are at 20%.

6.3.4 Budget Efficiency

The evaluation of budget efficiency for the Janjevë/Janjevo Cultural Heritage project assessed the alignment between planned and actual expenditures, resource utilization, and achievement of outputs. The findings highlight effective resource use, particularly in later years, with a strong focus on delivering outcomes aligned with project objectives.

As of 12 December 2024, the interim financial report (not yet final) shows an expenditure rate of 95.7% for EU funding and 60.7% for MCYS funding. Final adjustments are expected before project

closure. These results indicate that most activities and outputs have been successfully implemented, with significant progress in restoration and capacity-building initiatives. Outstanding activities are anticipated to be resolved, ensuring full alignment with the objectives and key performance indicators outlined in the updated log frame.

- **Total Budget:** Original - EUR 3,452,444; Amended – EUR 3,848,014
 - **EU Contribution:** EUR 1,999,991
 - **MCYS Contribution:** Initially EUR 1,452,453, with an additional allocation of EUR 395,570 formalized through an amendment agreement on November 15, 2023, bringing the total MCYS contribution to EUR 1,848,023.

As of November 30, 2024, the project reported expenditures totalling:

- **EU Funds:** EUR 1,618,486.31 (USD 1,592,676.29)⁵
- **MCYS Funds:** EUR 1,120,998.27 (USD 1,214,889.17)

Table 3: Achievement Rates:

Year	EU Funds	MCYS Funds
2022	40%	28%
2023	91%	97%
2024 (to 30.11.24)	95%	56%

Table 4: Activity vs. Management Cost Ratios:

Year	EU Funds	MCYS Funds
2022	66% - 34%	84% - 16%
2023	87% - 13%	90% - 10%

These trends reflect:

- ❖ **Achievement Rates (Table 3)** – By 2023, the project demonstrated enhanced efficiency.
 - **EU Funds:** Significant progress across all years, with a high 95% achievement rate in 2024.

⁵ For EU funds UNDP applies FAFA rules on financial reporting.

- **MCYS Funds:** Improvement noted in 2023 (97%) but slower progress in 2024 (56%), reflecting reallocation of funds to 2025 for remaining activities.
- ❖ **Activity vs. Management Cost Ratios (Table 4)** – Consistently high Activity-to-Management Ratios reflect a strong emphasis on cultural heritage restoration and capacity-building, with management costs remaining within acceptable thresholds.
 - A trend of **higher activity cost allocations** is evident, reflecting the project’s prioritization of direct outcomes.
 - The EU funds consistently demonstrate higher activity ratios (87% in 2023 and 66% in 2022), with MCYS showing even stronger activity prioritization (90% in 2023 and 84% in 2022).
- ❖ **Under-utilization in 2022** – Initial design phase took more than envisaged time that impacted fund disbursement and project implementation. Challenges such as approval-related administrative hurdles and residual COVID-19 effects slowed progress.
- ❖ **Improved efficiency in 2023 and 2024** – Enhanced planning, resource allocation, and stakeholder engagement led to higher utilization and better alignment with project objectives.

Challenged Impacting Early Efficiency

The challenges that impacted progress in 2022, resulting in under-utilization of funds, can be summarized as follows:

1. **Delayed Initial Planning and Implementation:** The initial phases of the project involved significant time in identifying and onboarding collaborators, finalizing planning documents, and securing approvals for key activities. This affected the commencement of physical and economic development activities.
2. **Administrative and Procedural Delays:** Bureaucratic hurdles, such as the approval processes for restoration plans and construction permits, slowed progress. For example, obtaining permits for restoration of selected heritage sites required multiple reviews and revisions.

3. **Capacity Building and Expertise Gaps:** Efforts to engage qualified experts for capacity-building initiatives faced setbacks, with limited availability of specialists meeting the required qualifications or free of conflicts of interest. This postponed key training and development activities.
4. **Underdeveloped Local Stakeholder Engagement:** Community buy-in and participation levels were initially low. Engagement activities, such as skills training and grant application support, required additional outreach and adjustments to address local hesitations.
5. **COVID-19 Pandemic Residual Effects:** Although the pandemic's peak had passed, residual effects, such as supply chain disruptions and workforce constraints, contributed to delays in procurement and implementation of restoration projects.

These challenges collectively slowed the project's momentum in 2022 but were largely addressed in subsequent years through adaptive measures, improved planning, and stakeholder engagement strategies.

Key Observations

- ❖ **Efficient Fund Utilization** – While initial delays in 2022 impacted fund disbursement, corrective measures improved expenditure alignment in 2023 and 2024.
- ❖ **Balance in Funding Sources** – Both MYCS and EU funds demonstrated increasing efficiency, with EU funds showing consistently higher delivery rates in 2023 and 2024. Some MYCS funds have been transferred to 2025 to ensure the completion of the 2 remaining houses and the finalisation of the yard works in 4 other ones.
- ❖ **Prioritization of Activities** – A significant portion of the budget was dedicated to activities directly benefiting the project's objectives, particularly cultural heritage restoration and economic empowerment initiatives.

- ❖ **Management Costs** – The percentage of management costs remained within acceptable thresholds, supporting a high level of efficiency in resource allocation.

6.3.5 Partnership Strategy

UNDP partnership strategy for the project in general was found as efficient, particularly considering the diverse range of partners involved. Ranging from the ministries and central institutions involved in preserving cultural heritage to the local NGOs, a high-level acknowledgement of trust and efficiency of UNDP in engaging partners was found.

However, it was also found that sometimes, due to some external and political contextual factors, the partnership with the municipality of Lipjan/Lipljan was not as efficient as it should have been. There was a clear trust deficit found between the Municipality and other partners which could be counter-productive for the efficient execution of the project. It is worth mentioning to highlight that the Municipality of Lipjan/Lipljan has intrinsic, structural, and direct linkages with the Janjevë/Janjevo community and a strong, trusted partnership of UNDP and other partners with the municipality are both an opportunity and a vital pre-requisite to ensure effective and efficient implementation of the project.

6.3.6 Communication & Visibility

Project communication and visibility was found as one of the stronger attributes of the project. It is evident from the fact that UNDP had overachieved its target of conducting events for promoting cultural heritage and tourism of Janjevë/Janjevo (8 events against the planned target of 1 event). Moreover, the cultural fair conducted in October was widely acknowledged as an excellent mechanism to promote socio-economic and cultural aspects of the Janjevë/Janjevo community. Furthermore, there was constant visibility and project communication found through social media posts etc.

6.4 Sustainability

Overall finding: Despite the observed interest from the MCYS to continue support for the cultural heritage project in Janjevë/Janjevo as well as for adopting the recently developed management plan, the sustainability of the project remains a challenge and an uncertain element in the absence of any concrete and approved funding/project at the time of the evaluation.

It is further exacerbated by uncertainty due to upcoming elections, and the lack of pre-secured donor funding has raised concerns about the program's long-term viability.

- ❖ **Lack of an exit plan** – It is also worth mentioning that there is no clearly outlined exit plan that was found during the data collection phase. Stakeholders also highlighted the importance of having a clear and formal exit strategy. While the recently developed Management Plan addressed certain sustainability concerns, however it cannot have or replace a detailed exit plan.
- ❖ **Sustainability of benefits for beneficiaries** – Both trainees and grantees expressed concerns about the continuity of project benefits. For instance, although UNDP holds the view that adequate support was provided to all beneficiaries, a grantee noted that they had not received follow-up support in the last couple of months and they feared that they would be unable to maintain equipment or cover bookkeeping costs, potentially forcing them to close their business once the project ends.

This evaluation emphasizes the need for a dedicated and comprehensive sustainability and exit plan that outlines continuity of benefits and impact beyond the life span of the project.

6.5 Human Rights Based Approach, Gender Equality & Social Inclusion (GESI)

Overall finding: The project demonstrated a strong commitment to gender equality, social inclusion, vulnerable groups and human rights-based approaches. It aligned with both the UNDP Strategic Plan and the EU's Gender Action Plan III, particularly in promoting gender mainstreaming, empowering women and girls, and addressing barriers to decent work for women of all ages. Through targeted skills development programs, economic opportunities, and community-based initiatives of Output 2, the project facilitated equal access and participation for marginalized groups. However, under Outcome 1, the selection of houses for restoration created dissatisfaction due to the perception that the selection process was neither transparent nor inclusive of all ethnic groups residing in Janjevë/Janjevo. The focus on properties belonging exclusively to the Croat community, while based on established heritage lists, inadvertently excluded other ethnicities, such as Albanians, Roma, and Ashkali, leading to concerns about inter-ethnic equity. This perceived exclusion highlights the need for greater community engagement and transparent communication in decision-making processes to ensure inclusivity and foster inter-ethnic harmony.

The project adopted a GEN 2: Gender Mainstreamed classification by embedding gender considerations into its design and implementation. Explicit gender-related outcomes included increasing women's participation in economic activities, fostering skill-building opportunities, and addressing structural barriers to decent work. While the primary goal was not transformative, its emphasis on empowerment, capacity building, and awareness-raising suggests the potential for transformative impact, **aligning it partially with GEN 3: Gender Transformative principles.**

Additionally, the project emphasized raising awareness among women, girls, and community-based organizations (CSOs/NGOs) regarding cooperative opportunities and the long-term benefits of participation. By fostering collaboration and building inclusive spaces, it created an enabling environment to challenge traditional gender roles and promote systemic changes in community perceptions of gender norms.

These efforts collectively contributed to advancing the thematic priorities of the EU's Gender Action Plan III by leveraging cultural heritage as a platform for social and economic empowerment, ensuring that women, youth, and marginalized groups were key beneficiaries.

The project demonstrated a strong commitment to promoting gender equality, social inclusion, and human rights-based approaches. By integrating these cross-cutting themes into its design and implementation of Output 2, the project effectively empowered women, engaged marginalized groups, and addressed systemic barriers to inclusivity. Through targeted skills development programs, participatory approaches, and alignment with Sustainable Development Goals (SDGs), the initiative not only fostered economic and social empowerment but also highlighted the challenges of addressing entrenched cultural norms and logistical constraints.

- ❖ **Women Empowerment** – The project successfully engaged women in training programs on skills such as sewing, embroidery, and traditional crafts. Many participants produced marketable products showcased at events like the "Janjevë/Janjevo Fair," leading to economic benefits and pre-orders. The training sessions also provided a social platform, fostering confidence and economic aspirations among women.

Success story: Reviving Heritage Through Skill and Opportunity

A participant in embroidery training, mastered the delicate art of crafting with gold thread. During the program, she created a traditional vest, a garment rich in cultural significance. The intricate vest quickly caught a buyer's eye in social media and sold immediately for EUR 300. This success boosted her confidence and highlighted the economic potential of traditional crafts. The participant now plans to expand her work, and inspiring others in her community.



Source of photographs: The Ideas Partnership representatives

Youth Engagement – Youth participation remained relatively low, primarily due to socio-economic barriers. Efforts to engage young individuals through skills development programs like woodworking and apprenticeships achieved moderate success, with some participants transitioning to full-time employment. To illustrate, observation from the field shows that 3 out of 6 woodworking apprenticeships are still engaged.

- ❖ **Inclusion of Marginalized Groups** – Efforts were made to include people in vulnerable situations, including Roma and other minorities. Women and youth from these groups participated in skills development, contributing to cultural preservation and economic upliftment. The field visit indicates that limited outreach and logistical barriers – outside of UNDP's control – such as reliance on word-of-mouth communication, illiteracy, transportation challenges, household duties and care of young children constrained broader participation.

- ❖ **LNOB principles** – Although UNDP holds the view that LNOB was fully mainstreamed and addresses in the project, the collected data indicated that the principle of "Leave No One Behind" was partially achieved. Marginalized groups were included, but structural challenges, such as reliance on social assistance schemes – outside of UNDP's control – and limited infrastructure, hampered full participation.
- ❖ **Contribution to SDGs** – The project contributed to SDG 5 (Gender Equality) by fostering economic participation and empowering women through skills development initiatives. Then, it supported SDG 8 (Decent Work and Economic Growth) by creating employment opportunities for women and youth and promoting entrepreneurship among marginalized groups.
- ❖ **Data disaggregation** – Efforts were made to collect and analyse gender-disaggregated data to monitor participation and outcomes effectively. However, challenges in tracking intersectional indicators persist.

6.5.2 Transparency, Accountability and Anti-Corruption

The project does not have direct linkage with transparency, accountability, and anti-corruption.

6.5.3 Poverty, Environment, and Sustainable Livelihoods

The project was found directly contributing to the promoting sustainable livelihoods and reducing poverty in the Janjevë/Janjevo community by providing training and grants to develop and/or build on the existing businesses of the community to ensure better livelihoods. Furthermore, activities integrated environmental awareness by promoting sustainable practices, such as eco-friendly craft production and permaculture projects.

6.5.4 Disaster Risk Management and Climate Change

The gathered data did not find any direct link between the project and disaster risk management and climate change.

7. CONCLUSIONS, LESSONS LEARNED & RECOMMENDATIONS

7.1 Conclusions

The evaluation of the Janjevë/Janjevo Cultural Heritage project reveals both significant achievements and critical areas for improvement. UNDP's efforts exceeded many quantitative targets, showcasing strong results-based monitoring and reporting systems. However, the evaluation highlights several challenges that must be addressed to enhance the project's effectiveness, efficiency, and sustainability. Stakeholder consultations revealed dissatisfaction with the selection criteria for restored houses, which were perceived as neither transparent nor inclusive. This perceived lack of inclusivity and the exclusion of non-Croat communities raised concerns about equitable benefit-sharing. However, it is worth mentioning that selection of Croat houses for restoration is beyond the control of the project. Additionally, the absence of plans to ensure the functionality of restored houses, such as their integration into economic activities, threatens to undermine the project's long-term impact.

Field visits and community engagement further emphasized the top-down nature of the project design, which often overlooked the actual needs of the local community. Some of these initial consultations could not take place due to Covid pandemic. Key infrastructure challenges, including inadequate water supply, sewage systems, and electricity, were identified as critical barriers to achieving the project's objectives of economic development and cultural tourism promotion. These challenges require whole of government approach to support UNDP in addressing this particular challenge. Delays in restoration work, coupled with insufficient field-level monitoring, also impacted the project's overall efficiency, particularly in ensuring construction quality and addressing concerns raised by beneficiary. UNDP, on the other hand, is aware of these concerns and addressing them.

Sustainability remains a pressing concern, with the absence of a formal exit strategy and gaps in post-closure monitoring leaving the future of project outcomes uncertain. While the recently developed Management Plan addresses some sustainability issues, it cannot replace comprehensive framework of sustainability for long-term adoption or benefit continuity, that can be addressed through dedicated sustainability plan. Moving forward, addressing these gaps through more inclusive planning, transparent processes, and proactive measures is essential to ensure that the project's legacy endures and contributes meaningfully to the cultural and economic revitalization of Janjevë/Janjevo.

7.2 Key Lessons Learned

Based on the identified and discussed lessons learned, following is the summary of key lessons learned for the overall project:

- i. **Inclusivity in Project Design:** Ensuring that project selection criteria are transparent, inclusive, and well-communicated to all stakeholders is crucial. The lack of inclusivity and/or clear communication in selecting houses for restoration, which led to dissatisfaction among certain community groups, highlights the importance of considering diverse demographics and engaging all stakeholders from the outset.
- ii. **Effective Stakeholder Engagement:** Continuous and broad-based consultation with all relevant stakeholders, including marginalized groups, is essential for nurturing inter-ethnic harmony and ensuring that no community is excluded from the consultation and benefit-sharing processes.
- iii. **Clear Post-Completion Plans:** Projects must have clear, actionable plans for ensuring the functionality of restored sites, integrating them into local economic activities like tourism or local businesses. Without such measures, the risk of project outputs deteriorating or being underutilized is high.
- iv. **Community-Centric Approaches:** Despite consultations with the community, a top-down project design that does not sufficiently consider the specific needs and concerns of the local community can lead to resistance and dissatisfaction. An effective community engagement 'bottom-up' approach ensures that the project meets local expectations and aligns with their priorities. Effective engagement of marginalized groups requires outreach strategies that are culturally tailored and sensitive to local gender norms and logistical constraints. The project's success in fostering participation through word-of-mouth communication and community-based networks highlights the importance of respecting cultural dynamics while innovating outreach methods to overcome barriers.
- v. **Infrastructure Challenges – Prerequisite for Economic Revival and Tourism:** Inadequate basic infrastructure, such as water, sewage, and electricity, can significantly hinder project success, particularly in areas where economic and cultural revitalization is a primary goal.

Addressing these infrastructural needs early in the project planning phase is crucial for long-term sustainability.

- vi. **Women-Led Spaces Foster Empowerment and Collaboration:** The creation of safe, inclusive spaces for women not only supports skill-building and economic participation but also provides a platform for social interaction and mutual learning. These spaces serve as a replicable model for enhancing women's empowerment in similar contexts, demonstrating the value of integrating social and economic goals within community-driven initiatives.
- vii. **Monitoring and Quality Assurance:** Monitoring processes at the field level must be robust and consistent. Ensuring that quality assurance systems are in place during implementation, particularly for construction projects, is vital for meeting the expectations of stakeholders and ensuring the durability of the outputs.
- viii. **Need for Formal Exit Strategy:** Projects should develop a clear exit strategy that outlines how outcomes will be sustained beyond project completion. This includes securing institutional support and funding to continue the benefits of the project and mitigate risks after closure.
- ix. **Sustainability Planning for Project Beneficiaries:** Projects should include detailed strategies to ensure the long-term sustainability of benefits for beneficiaries. The absence of follow-up support, such as for training or grants, undermines the potential for lasting impacts and creates uncertainty for beneficiaries post-project.
- x. **Adaptation to External Factors:** Projects should be designed with contingency plans as well as realistic project period that consider potential disruptions such as the delays in the approval process of designs and related documents for restoration of houses, COVID-19 pandemic, or political changes, which can delay implementation or alter project outcomes. Having the flexibility to adapt ensures continued progress toward goals despite unforeseen challenges.

7.3 Recommendations

Overall Recommendation: *To build on the established trust of the Janjevë/Janjevo community that there are realized activities on ground for them, the scope of economic and cultural tourism, the acknowledged benefits of capacity building activities by the community, it is strongly recommended to plan and implement Phase II of the “Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo” project. However, it is also strongly recommended that keeping in view the timeframe of design and approvals as well as the complexity of the restoration processes, economic revival and cultural tourism, the project life span should be 5 years.*

Moreover, based on the lessons learned and the key findings mentioned in the sections above, the following is a set of detailed recommendations:

I – Project Design

- i. **Refreshed Needs Assessment in Janjevë/Janjevo for Bottom-up Project Design** – It is recommended that an updated and fresh needs assessment should be conducted in Janjevë/Janjevo that is based on identifying community high-level priorities deliberated by all multiple ethnicities of the community. This involves actively consulting local communities to identify their needs, preferences, and concerns to ensure that the project aligns with local expectations and has a long-term impact. It will assist in prioritizing a community-centred, bottom-up approach in the design and implementation.
- ii. **Continued Engagement with the Community in the Transition Phase** – To mitigate the consensus based concern of the community about the UNDP and stakeholders leaving the community after December 2024 and to keep the already developed trust intact, it is highly recommended to plan and implement continued activities in the community during the transition period, ranging from implementation of Public Lighting project (supported by the Embassy of Croatia) to even community engagement session to refresh needs assessment.
- iii. **Address Basic Infrastructure Needs Early** – Projects that aim to promote economic or cultural revitalization should address essential infrastructure needs (e.g., water, sewage, electricity) early in the planning process. Ensuring these systems are in place will facilitate the effective

implementation of the project and ensure its long-term success. It is therefore vital for the UNDP to both advocate and support the design and implementation of required infrastructure with relevant stakeholders. As a part of the design, the importance of development of infrastructure in Janjevë/Janjevo should be given central focus as well to attract attention of the central institutions and other stakeholders.

- iv. **Enhance Inclusivity in Selection Criteria** – To promote and enhance inter-ethnic harmony in the community, it is vital that Phase II of the project ensures that selection criteria for key activities, such as the restoration of houses or other community interventions, are transparent, well-documented, and communicated to all stakeholders. A more inclusive approach that reflects the diversity of the community, including marginalized groups, will help foster greater buy-in and reduce dissatisfaction. While it is a fact that restoration of houses can be done from the list of 42 houses already officially declared for cultural heritage and belonging to the Croat community only, alternative interventions can be planned and designed for other communities. For instance, beautification of houses, particularly at the entrance of the Janjevë/Janjevo to promote cultural tourism, etc.
- v. **Develop Post-Completion Functional Plans** – It is highly recommended that clear functional plans for already restored houses as well as any houses to be restored in the future should be developed during the design phase. All stakeholders should clearly understand and agree on the functionality of restored sites after completion and their integration into the local economy. This could involve developing partnerships with local businesses, tourism stakeholders, or central institutions entities to sustain the outcomes after the project ends.
- vi. **Establish a Central Hub** – A Central Hub or "one-stop centre" should be established in Janjevë/Janjevo to act as a focal point for a wide range of community and tourism-related activities. This Hub would serve as a platform for providing tourism information, fostering community engagement, and showcasing local crafts, thereby enhancing economic and social cohesion. Importantly, this Hub could also oversee the management of the Historical Centre of Janjevë/Janjevo as outlined in the Management Plan. By consolidating efforts under one entity, the Hub would ensure a coordinated and effective approach to preserving and promoting the cultural and historical identity of the area.

To ensure effectiveness, it is proposed that the Hub initially be managed by a strategic partner for a year, allowing for the development of operational procedures, project implementation, and capacity building. After this transitional period, management would be transferred to the Municipality of Lipjan/Lipljan and/or the MCYS. This phased approach would enable flexibility, efficient resource use, and the establishment of partnerships while ensuring the Hub's sustainability. For community ownership and long-term success, the Central Hub should actively involve local stakeholders, particularly TIP, in its management structure. The Hub would thereby foster a participatory approach, ensuring alignment with community priorities and securing financial, technical, and human resources from local, central, and donor contributions.

- vii. **Identify and Ensure Internal and External Project Coherence** – Keeping in view that there are multiple planned and active projects found internally within the UNDP and externally by other partners (particularly central institutions counterparts) that are focused on cultural heritage and tourism in general, the coherence of the project Phase II should be identified and ensured with these projects. It is particularly important to align those areas of the project in phase II that cannot be directly funded. For example, any project with a focus on infrastructure development in cultural heritage site and tourism will be highly beneficial, considering the inadequate infrastructure in Janjevë/Janjevo as one of the most critical gaps to promote cultural tourism and economic activities.
- viii. **Incorporate Contingency Planning** – Given the potential for unforeseen disruptions (e.g., delays in design and approval processes, political uncertainties etc.) the project Phase II should develop contingency plans that address possible delays or disruptions. Flexible project design and adaptive management strategies will help mitigate risks and ensure that project objectives are met despite external challenges.
- ix. **Develop Detailed Exit and Sustainability Plans** – Phase II should prioritize the development of a clear exit strategy at the start of implementation. This plan should focus on ensuring the sustainability of the project's impacts, securing long-term institutional support, and establishing mechanisms to address ongoing needs for funding and resources.

II – Project Implementation and Monitoring

- x. **Renewed and Strengthen Partnership with the Municipality of Lipjan/Lipljan** – Considering the direct linkages of the Municipality of Lipjan/Lipljan and the Janjevë/Janjevo community due to the administration protocols, it is highly recommended that the partnership with the Municipality of Lipjan/Lipljan should be renewed and strengthened with concrete trust and confidence building measures. It should also include a clear agreement on the roles and responsibilities of each stakeholder and inclusive planning and implementation of the activities in Janjevë/Janjevo.

- xi. **Strengthen Partnerships with the central institutions** – In addition to the positive relationship with the MCYS, collaboration with key stakeholders, particularly the MIET, is vital for aligning cultural tourism initiatives with Kosovo’s economic development strategies. MIET’s expertise in fostering economic growth can complement the cultural heritage project by introducing targeted tourism promotion strategies and supporting local businesses. A more integrated approach could include joint initiatives to market Janjevë/Janjevo as a tourism destination, leveraging MIET’s resources and networks. Strengthening partnerships with other ministries, such as those overseeing infrastructure development, could also help address logistical challenges that hinder tourism potential. By ensuring that cultural tourism efforts align with Kosovo strategies, the project can achieve broader, more sustainable impacts while fostering economic revival in the region.

- xii. **Strengthen Continued Stakeholder Engagement** – Apart from the project design phase, ongoing, broad-based stakeholder engagement is essential throughout the project cycle implementation. Phase II should ensure that all relevant community groups, including marginalized and vulnerable populations, are included in consultations and decision-making processes throughout the implementation phase. This will help prevent exclusion and build trust across different sectors of the community.

- xiii. **Expand Inclusive Outreach and Participation Mechanisms** – To ensure broader engagement of underrepresented groups, particularly youth and vulnerable populations, the project

should develop culturally sensitive outreach strategies that address both social and logistical barriers. This includes:

- a. Leveraging innovative communication channels, such as mobile messaging and community ambassadors, to overcome limited access to digital tools and literacy challenges.
 - b. Establishing safe and inclusive spaces for women and marginalized groups to foster participation in economic activities, providing opportunities for skill-building, networking, and social cohesion.
 - c. Strengthening the partnership with local organizations and community leaders to tailor outreach efforts that respect cultural norms while encouraging active participation.
- xiv. **Implement Robust Monitoring Systems** – Strengthening field-level monitoring, particularly for the construction and restoration activities, is crucial to ensure quality assurance and adherence to project standards. Ongoing oversight and feedback mechanisms should be integrated to identify and address issues early, preventing delays or subpar outcomes.
- xv. **Provide Follow-Up Support for Beneficiaries** – To ensure that project benefits are sustained over time, future initiatives should include follow-up mechanisms to provide ongoing support to beneficiaries, particularly those receiving training or grants. This could consist of technical assistance, financial support, mentoring or networking opportunities to help them maintain and grow their operations.
- xvi. **Integrate GESI Principles into Policies and Data Systems for Sustainability** – To embed long-term inclusivity and equity, the project should institutionalize GESI principles across all levels of planning and implementation. This can be achieved by:
- a. Developing mechanisms to collect and analyse intersectional data disaggregated by gender, age, ethnicity, and disability status to inform decision-making and improve GESI-focused monitoring.

- b. Advocacy by UNDP to incorporate GESI frameworks into institutional policies to ensure ongoing alignment with inclusive practices and sustainability goals beyond the project timeline.
- c. Facilitating training for stakeholders, particularly implementation partners like NGOs on the importance of gender equality and social inclusion, ensuring that these principles remain central to future community-driven initiatives.



I. Position Information

Title: International Consultant – Final Evaluation of the “Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo” project

Department/Unit: Democratic Governance and Peacebuilding

Reports to: Assistant Resident Representative

Duty Station: Kosovo¹

Expected Places of Travel: Prishtinë/Priština, Janjevë/Janjevo.

Duration of Assignment: 26 November 2024 – 31 December 2024, home based and field work 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 project staff members

II. Background Information

In Kosovo, cultural heritage is a strong driver for sustainable peacebuilding process in the aftermath of conflict. Many initiatives indicate that cultural heritage has proved to be successful entry point to rebuilding trust and improving community acceptance as it addresses the need for respect of cultural identity and heritage for all. Interpersonal exchanges between communities do take place as part of day-to-day life, however examples of social cohesion at a deeper level are limited. While some progress can be noted in this respect, the politicization of the cultural heritage has been a challenge in strengthening inter-community relations and social cohesion.

UNDP is currently implementing the “Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo” project which aims to boost sustainable and inclusive economic revival and development in Janjevë/Janjevo through heritage-led initiatives. It brings together physical interventions (primary infrastructure, improvement of public spaces, rehabilitation, restoration, conservation of selected buildings) and stimulus for cultural tourism as means of tackling long-term development of the socio-economic aspect of the local population. It also supports entrepreneurs, either through the revival or boosting of traditional crafts or opening of new, non-traditional economic activities, upgrading of existing businesses, providing young people with marketable skills, increasing the attractiveness of the sites through upgrading of physical infrastructure. Financially supported by the EU (IPA II) and MCYS, the project started in November 2021, and will be completed in December 2024. The project comprises of two outputs, interlinked, specific objectives:

Output 1. Protection and promotion of cultural heritage of Janjevë/Janjevo

- Conserves key elements of the vernacular architecture, significant residential and public buildings;
- Enhances public spaces and public realm, including the infrastructure, for creating opportunities for social and economic development of the community;
- Develops capacity of the community to maintain and their cultural heritage and environment.

Output 2. Alleviation of unemployment through economic engagement

¹ References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999)

- Builds professional capacities of local community in the field of cultural tourism by identifying opportunities for community engagement in cultural tourism;
- Promotes skills development for women and youth;
- Establishes a grant scheme for micro and small businesses;
- Develops cultural tourism through promotion of Janjevë/Janjevo's cultural offering.

The project's approach is to partner with a variety of institutions/organisations, including: The Ministry of Culture, Youth, Sports, the Municipality of Lipjan/Lipjjan, CSOs/NGOs, Grass-root organisations, Regional Centres for Cultural Heritage Prishtinë/Prishtina, and the Kosovo Police.

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.

PROJECT INFORMATION	
Project title	Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo
Quantum ID	00131489
Corporate outcome and output	<p>Output 1: Cultural Heritage sites of Janjevë/Janjevo protected and rehabilitated Expected result: Protection and Promotion of Cultural Heritage of Janjevë/Janjevo. Output 2: Economic empowerment through income generation opportunities and promotion of tourism provided. Expected result: Alleviation of unemployment through economic engagement.</p> <p>MYCS funds: Output 1: Cultural Heritage sites of Janjevë/Janjevo protected and rehabilitated Activity 1.1. Integration of Cultural Heritage in spatial planning through planning tools Activity 1.2. Protection of cultural heritage assets through the restoration process Output 2. Economic empowerment through income generation opportunities and promotion of tourism Activity 2.1. Building professional capacities of the local community in the field of cultural tourism Activity 2.2. Promotion of sustainable cultural tourism</p> <p>EU/IPA II funds: Output 1: Cultural Heritage sites of Janjevë/Janjevo protected and rehabilitated Activity 1.1. Protection of cultural heritage assets through the restoration process Output 2. Economic empowerment through income generation opportunities and promotion of tourism Activity 2.1. Building professional capacities of the local community in the field of cultural tourism</p>
Country	Kosovo
Region	
Date project document signed	24.11.2021

Project dates	Start 24.11.2021	Planned end 12.12.2024
Project budget	EUR 3,848,014 EU contribution EUR 1,999,991 MYCS contribution EUR 1,848,023	
Project expenditure at the time of evaluation		
Funding source	EU (IPA II) and MCYS	
Implementing party²	UNDP Kosovo	

III. Objective of the Assignment

The overall objective of this assignment is to conduct a final evaluation of the project in terms of its relevance, impact, effectiveness, efficiency, and sustainability, and elaborate on the lessons learned and recommendations for future interventions of similar nature.

The evaluation will give a specific overview of the projects' implemented activities, by gathering perceptions, aspirations, feedback and data from relevant partners, stakeholders and beneficiaries for objective analysis and conduct of the evaluation.

The evaluation will look to underline the key factors that have either facilitated or impeded project implementation. The International expert will work together with and lead the Local expert, under direct supervision of the Project Manager, in close consultation with the Programme Team. The project team will provide information on administrative and logistical support as needed.

IV. Scope of Work and Evaluation Questions

The international evaluation consultant will undertake the following duties and responsibilities:

- In close cooperation with the Local Evaluation consultant, conduct a comprehensive desk review of project-related documents and UNDP evaluation policies and based on this information, draft and submit an inception report containing the following: a.) the appropriate methodology to be applied during the evaluation; b.) the work plan and any technical instruments to be used during the assignment, while being guided by the set of evaluation questions as presented. Together with the Local Evaluation Expert conduct on-site field visits, meetings, discussions, and interviews with stakeholders of the project, donors of the project, responsible partners, UNDP senior management and Programme, and CH Janjevë/o team. The Evaluator is expected to share the list of interviews to be conducted beforehand and receive feedback and clearance from UNDP.

- Organise a debriefing workshop with UNDP and key stakeholders to present initial findings and recommendations.

- As per the model agreed from the inception report and on the feedback received by stakeholders and during the debriefing workshop/session, prepare the final evaluation report containing the methodology applied, a presentation of findings and clear strategic recommendations to the UNDP and its partners for future similar interventions. These recommendations should contain specifically to whom of each of the partners of the project they are addressed. The evaluation consultant will be responsible for all components of the evaluation, and responsible for provision of deliverables listed on time and of acceptable quality of reports, in accordance with the Terms of Reference, ensuring the quality of all products. The reports will be delivered in English language, be qualitative in content and accessible on data (not photo or pdf) due to adding's and translation in local languages.

- The final evaluation report must include, but not necessarily be limited to, the elements outlined below:

1. Title and opening pages;

² It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

2. Table of contents
3. List of acronyms and abbreviations
4. Executive summary
5. Introduction
6. Description of the intervention
7. Evaluation scope and objectives
8. Evaluation methodology
9. Data analysis
10. Findings and conclusions
11. Recommendations
12. Lessons learned
13. Report annexes

Finalize the final evaluation report, accounting for the UNDP feedback on the first draft.

Evaluation questions:

RELEVANCE:

- To what extent was the project in line with the national development priorities, the Kosovo programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- To what extent did the project contribute to the theory of change for the relevant programme outcome?
- Has the project been relevant in terms of the needs and potentials/resources of the key stakeholders and beneficiaries? What were the main circumstantial factors considered in the project plans and implementation?
- Was there sufficient local ownership demonstrated?
- To what extent did the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- Have there been any changes in policies and strategy development that have affected the project? If yes, have necessary revisions and adaptations been designed?
- What, if any, are the areas of relevance for future interventions in the target area?
- How relevant was the choice of inter-community measures to improve:
 - 1) the familiarization with other communities' cultural heritage, and
 - 2) practical skill development

EFFECTIVENESS:

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- Has the project been on track to achieve its expected results? What has been achieved?
- What challenges have been faced? What has been done to address the potential challenges/problems?
- Has the project appropriately reached its target groups? Has the project served the needs of vulnerable groups, i.e. women, youth, minorities?
- To what extent has the project been appropriately responsive to the needs of the inhabitants of Janjevë/Janjevo and changing partner priorities?
- Have the capacity development measures served the needs and demands of the stakeholders? What has been achieved in institutionalizing the acquired knowledge and skills?
- Have the expected results been clearly defined, both quantitatively and qualitatively, and have they been achieved with the planned approach and resources?
- How has the project implemented the commitments to promote ownership, alignment, harmonization, management for development results and mutual accountability?
- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- What factors contributed to effectiveness or ineffectiveness?
- Were the projects objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?

EFFICIENCY:

- Was the project management structure outlined in the project document efficient in generating the planned outputs?
- To what extent the strategy and the project execution were efficient and cost-effective?
- How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the plan)
- Have the resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve results?
- To what extent have project funds and activities been delivered in a timely manner?

SUSTAINABILITY:

- How has the project ensured sustainability of its results and impacts (i.e. continuity of developed capacities, use of knowledge, improved practices, etc.)?
- How much has the project lead to a change of behaviours and motivations in terms of paying attention to marginalized and vulnerable population groups?
- Has the project's ensured sustainability?
- Are there any financial, political or social risks that might jeopardize the sustainability of project outputs?
- Do the legal frameworks, policies and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- How did the project support the municipalities in better understanding and promoting the shared heritage?
- To what extent do stakeholders support the project's long-term objectives?
- Were the lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- What could be done to have better exit strategies and sustainability?

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?

Evaluation cross-cutting issues sample questions:**Human rights**

- To what extent have poor, people with disabilities and other disadvantaged and marginalized groups benefited from the work of the project?

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?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women?

Digitalization

- Did the project introduce digital solutions as part of its work?
- Did the applied digital solution have the desired effect and were there any unintended effects (positive and negative)?


V. Methodology and Evaluation Ethics		
<p>The international consultant will work under direct supervision of the Assistant Resident Representative, supported by the CO's Monitoring and Evaluation Focal Point, and in close coordination with the local consultant on evaluation. The CO team will provide administrative and logistical support as needed.</p> <p>The Evaluation Team may employ any relevant and appropriate quantitative or qualitative methods it deems appropriate to conduct the project evaluation. Methods should include a 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 Evaluation Team is expected to revise the methodological approach in consultation with key stakeholders as necessary, particularly the intended users and those affected by evaluation results. The Team should present its findings in both quantitative data and qualitative recommendations.</p> <p>The Evaluation Team is expected to hold interviews and meetings with the relevant staff of UNDP, CH Janjevo team, donors (European Office in Kosovo and Ministry for Culture, Youth and Sport), Project partners and beneficiaries (Municipality of Lipjan/Lipljan, CSOs/NGOs, Grass-root organisations, Regional Centres for Cultural Heritage, Kosovo Police, Representatives of Albanian, Croatian, Turkish, RAE communities in Janjevë/a.) The team will be expected to share the list of interviews to be conducted with UNDP CH Janjevo team beforehand. The suggested methodology should be compatible with the UNDP approach to evaluations as described in the Handbook for Planning, Monitoring and Evaluation.</p> <p>The Evaluation Team 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. Prior to the Evaluation Team's arrival, it will receive a list of documents to be consulted for its review. The Team will have latitude to design a detailed evaluation scope and methodology and will present a proposed work plan as part of the Inception report to UNDP before arrival to Kosovo in order to optimize the time spent during the field mission. The final evaluation will be conducted in accordance with the principles outlined in the UNED 'Ethical Guidelines for Evaluation.' The Evaluation Team 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.</p>		
VI. Expected Outputs and Deliverables	Delivery date	Approval by
Methodology review and desk review of relevant project documents and preparation of the Inception report (home based) (est. 3 days)	26 November 2024	Assistant Resident Representative
Field visits, meetings and interviews are conducted, to gather data to be used in the 1st draft evaluation report. (est. 7 days)	06 December 2024	Assistant Resident Representative
Evaluation debriefing	09 December 2024	Assistant Resident Representative
Production of 1st draft Evaluation report. The evaluation report should include a description of the methodology, the findings, lessons learned and strategic recommendations (home based)	13 December 2024	Assistant Resident Representative
A Final Evaluation report including incorporation of feedback from UNDP, the donor, and stakeholders (est 3 days)	24 December 2024	Assistant Resident Representative

Evaluation brief /an exit presentation on findings and recommendations.	27 December 2024	Assistant Resident Representative
VII. Evaluation team composition and required competencies		
<p>The evaluation will be conducted jointly by the International and the local evaluator. The candidate will be responsible for ensuring constant communication with the UNDP Assistant Resident Representative, the UNDP Governance Project team, and the UNDP project team. The UNDP Assistant Resident Representative will be responsible for the approval of the first draft report, based on the collated UNDP comments. The UNDP Resident Representative will be responsible for the approval of the final evaluation report.</p> <p>Education:</p> <ul style="list-style-type: none"> ▪ Master's degree in social sciences, international development, or other related qualification. <p>Experience:</p> <ul style="list-style-type: none"> ▪ At least 5 years international experience in conducting evaluations of development and/or humanitarian aid & emergency programmes and projects; ▪ Experience in conducting evaluations of cultural heritage projects is a distinct advantage; ▪ Knowledge and familiarity with the Kosovo socio-economic and political context is a distinct advantage; ▪ Strong working knowledge of UNDP and its mandate is a distinct advantage; ▪ Knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches; ▪ Excellent communication skills with various partners including donors; <p>Language requirements: Fluency in written and spoken English is required. Knowledge of any official Kosovo languages is an advantage.</p>		
VIII. Scope of price proposal and schedule of payments		
<p>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:</p> <ul style="list-style-type: none"> ▪ Deliverable 1,2 and 3: 40% of the total amount of the contract ▪ Deliverable 4,5 and 6: 60% of the total amount of the contract 		
IX. Required presentation of offer		
<p>The following documents are required:</p> <ul style="list-style-type: none"> - 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 - Technical proposal, a max. 2 page document briefly outlining the methodology envisaged for the assignment for delivering the expected results within the indicated timeframe; - Documents to support sector "VI. Recruitment Qualifications": <ol style="list-style-type: none"> 1. Copy of passport; 2. Copy of the Diploma(s); 3. A detailed portfolio of the projects; - Financial proposal, consultant is expected to provide an all-inclusive lump sum amount/financial proposal. Financial Proposal should indicate lump sum payment based on completion of deliverables. The Offeror must indicate at this point and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP. 		
X. 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%.		
XI. Competencies		
<p>Corporate Competencies:</p> <ul style="list-style-type: none"> ▪ 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. <p>Functional Competencies:</p> <ul style="list-style-type: none"> ▪ 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: _____

Digitally signed by

 Omer Awan

Name and Designation: _____

23-Nov-2024

Date of Signing: _____

XI. TOR annexes

Annex 1. Project Logical Framework and Theory of Change

Annex 2. List of the main stakeholders and their roles in evaluation

Annex 3. List of documents to be considered for the evaluation desk review

Annex 4. Required Evaluation Matrix Template

Annex 5. Standard outline for an evaluation report

Annex 6. Code of Conduct

Annex 7. Link to UNDP Evaluation Guidelines and Evaluation Quality Assessment Process

<http://web.undp.org/evaluation/guideline/>

Annexure B: Activity Plan

Date	Activity	Stakeholder
26.11.2024	Evaluation team engagement	UNDP, Consultants
26.11.2024 – 06.12.2024	Secondary data collection and analysis	UNDP, Consultants
02.12.2024	Primary data collection (I)	UNDP, MCYS
03.12.2024	Primary data collection (II)	Cultural Heritage Without Borders, NGO “Fondacioni Jeshil”
04.12.2024	Primary data collection (II)	EU, <i>Regional Centre for Cultural Heritage Pristina, Institute for Protection of Monuments in Kosovo</i>
05.12.2024	Primary data collection (IV)	Lipjan/Lipljan Municipality, Janjevë/Janjevo Residents and Project Beneficiaries, Woodtec
06.12.2024	Primary data collection (V) & Evaluation debriefing	MIET
09.12.2024	Primary data collection (VI)	Project beneficiary
13.12.2024	Draft evaluation report & evaluation brief/executive summary	UNDP, Consultants
25.12.2024	Final evaluation report	UNDP, Consultants

Annexure C: List of Persons Interviewed

No.	Participant	Position	Institution/Stakeholder	Sex
1	Arbër Berisha	Output 1 Lead	UNDP	M
2	Armend Bikliqi	Grant Recipient	Beneficiary	M
3	Beqir Krasniqi	Imam	Murat Bej Mosque in Janjevë/Janjevo	M
4	Besart Dajci	Project Manager	Cultural Heritage without Borders	M
5	Blend Humolli	Output 1 Associate	UNDP	M
6	Blerina Batusha Xërxa	Consultant	UNDP	W
7	Dhurata Gutaj	Consultant	UNDP	W
8	Edona Gashi Durguti	Director	Regional Centre for Cultural Heritage Pristina	W
9	Eleonora Kelmendi	Output 2 Lead	UNDP	W
10	Erat Kongjeli	Beneficiary: Employee	Woodtec	M
11	Lumturije Geci	Head, Tourism Division	MIET	W
12	Majlinda Krasniqi	Project Coordinator	TIP	W
13	Maksut Gashi	Office Assistant & Representative	TIP & Roma Community Representative in Janjevë/Janjevo	M
14	Marta K. Gazideda	Governance and Peacebuilding Portfolio Manager/Deputy Programme Coordinator	UNDP	W
15	Mimoza Kqiku	Communications	UNDP	W
16	Nedjeljko Špilek	Consul	Croatian Embassy in Kosovo	M
17	Nikola Brkić	Training Recipient	Beneficiary	M
18	NoI Binakaj	Deputy Director & Program Manager	Cultural Heritage without Borders	M
19	Nora Arapi Krasniqi	Senior Adviser	MCYS	W
20	Nurten Demiri	Programme Manager, Cooperation Section	EU	W
21	Olga Brkić	Grant Recipient	Beneficiary	W

22	Paško Ivanović	House Owner	Beneficiary	M
23	Rrezarta Loxha Vitaku	Acting Director	Institute for Protection of Monuments in Kosovo	W
24	Skender Bikliqi	Representative	Turkish Community Representative in Janjevë/Janjevo	M
25	Valbona Bogujevci	Assistant Resident Representative and Programme Coordinator	UNDP	W
26	Valbona Shujaku	Project Manager	Janjevë/Janjevo Cultural Heritage project, UNDP	W
27	Valon Pacolli	Director for Economic Development	Municipality of Lipjan/Lipljan	M
28	Zana Llonçari Osmani	Consultant	UNDP	W
29	Xhevdet Gegollaj	Director	NGO "Fondacioni Jeshil"	M

Annexure D: Lists of Documents Reviewed

- ❖ EU ProDoc – Cultural Heritage as a Driver for Economic Revival of Janjevë/Janjevo
- ❖ MCYS ProDoc
- ❖ Annual Narrative Reports EU
- ❖ Annual Narrative Report MCYS
- ❖ Annual Financial Reports
- ❖ Progress Reports
- ❖ Digital Communication Material
- ❖ Minutes of Board Meetings
- ❖ Draft Management Plan for the Father Shtjefën Gjeçovi 2024-2034
- ❖ Draft Management Plan for the Historic Center of Janjevë/Janjevo 2024-2034
- ❖ Strategy for the Development of Cultural and Natural Tourism in Janjevë/Janjevo 2025-2030

Annexure E: Evaluation Question Matrix

Relevant evaluation criteria	Key questions	Specific sub questions	Data source	Data collection methods/tools	Indicators/success standard	Methods for data analysis
Relevance	Were the project approaches and interventions, including implementation arrangements, relevant and appropriate to the priorities of Kosovo, needs of Janjevë/Janjevo region, UNDP's strategic plan and project's Theory of Change.	<ul style="list-style-type: none"> - To what extent is the project aligned with the priorities, strategies needs and requirements of Kosovo (e.g. Strategy for Cultural Heritage of Kosovo 2017-2027, Strategy on Local Self-governance 2016-2026 etc) and targeted communities? - To what extent was the project consistent with other development actors' interventions in the same context or adding value to avoid duplication of efforts? - To what extent the Cultural Heritage project is aligned with UNDP's core documents (e.g., any UNDAF, and the new UNSCDF, UNDP CPD), and other related UNDP, UN, and Development Partner projects. - To what extent was TA support to promote gender equality and social inclusion relevant? - How relevant was the choice of inter-community measures to improve: <ul style="list-style-type: none"> i) The familiarity with the other community's cultural heritage ii) Practical skills development 	<ul style="list-style-type: none"> - Evaluation findings - Policy documents - Project documents - Relevant literatures 	<ul style="list-style-type: none"> - Documents review - KIIs 	<ul style="list-style-type: none"> - Stakeholders' perceptions - Level of ownership 	<ul style="list-style-type: none"> - Thematic analysis of results - Use of respondent's quotes and interpretation - Comparison with baseline - Use of HR and GESI lens - Triangulation for validity

Relevant evaluation criteria	Key questions	Specific sub questions	Data source	Data collection methods/tools	Indicators/success standard	Methods for data analysis
Effectiveness	To what the project outputs, results and related targets are achieved and contributed to country and targeted region's needs.	<ul style="list-style-type: none"> - To what extent have the project objectives, and scope of activities as defined in the EU and MCYS project documents and related logical frameworks have been achieved so far? - Are some components better achieved than others? If yes, then Why? - To what extent was the project effective in enhancing the capacity the community in promoting cultural tourism? What, if any, alternative strategies would have been more effective in achieving this objective? - To what extend project supported to assurance of Kosovo's policies and priorities? - How effective was the project in enhancing the capacities of representatives and staff at the central institutions, MSMEs and community members? - To what extent did the project contribute to the CPD, the SDGs, the UNDP Strategic Plan and Kosovo's development priorities? - What are the assumptions, factors or risks inherent in the design that may influence whether the initiative succeeds or fails? 	<ul style="list-style-type: none"> - Evaluation findings - Policy documents - Project document - Relevant literatures 	<ul style="list-style-type: none"> - Documents review - KIIs 	<ul style="list-style-type: none"> - Stakeholders' perceptions - Beneficiaries feedback 	<ul style="list-style-type: none"> - Thematic analysis - Quantitative analysis - Use of respondent's quotes and interpretation - Use of HR and GESI lens - Triangulation for validity

Relevant evaluation criteria	Key questions	Specific sub questions	Data source	Data collection methods/tools	Indicators/success standard	Methods for data analysis
		<ul style="list-style-type: none"> - Are the project objectives clearly stated and contribution to results measurable? - Were any changes made in the Cultural project implementation regarding approach, partnerships, beneficiaries so far? If yes, why? 				
Efficiency	To what extent was organizational and institutional management designed and practiced gaining efficiency?	<ul style="list-style-type: none"> - Are project-intended activities achieved within expected cost and time so far? - Could the activities and outputs have been delivered in fewer resources without reducing their quality and quantity? - Is there major cost- or time-overruns or budget revisions? - Is there a management or coordination mechanism for the partnership? - To what extent were the project management and governance structures appropriate and efficient in supporting timely implementation and generating the expected results? - How frequently and by what means is information shared within the project stakeholders? - How many levels of decision making are involved in operational approval? - How efficient is the M&E system and to what extent did M&E mechanism provide 	<ul style="list-style-type: none"> - Evaluation findings - Policy documents - Project document - Relevant literatures 	<ul style="list-style-type: none"> - Documents review - KIIS 	<ul style="list-style-type: none"> - Stakeholders' perceptions - Comparison of financial plan and performance - Review of strategies used for efficiency- - Level of coordination and avoidance of duplication 	<ul style="list-style-type: none"> - Thematic analysis - Quantitative analysis - Use of respondent's quotes and interpretation - Comparison with baseline - Use of HR and GESI lens - Triangulation for validity

Relevant evaluation criteria	Key questions	Specific sub questions	Data source	Data collection methods/tools	Indicators/success standard	Methods for data analysis
		<p>management with a stream of data that allowed it to learn and adjust implementation accordingly?</p> <ul style="list-style-type: none"> - Was there any specific results framework and/or TOC for the project? If yes, how useful was the results framework as a management tool during implementation and any changes made to it? If no, how did it effect in context of results-based monitoring and efficiency? - To what extent were the project coordination and communication processes and mechanisms with the stakeholders functional and efficient? - To what extent were the project's resources used to address inequalities gender issues in particular? 				
Sustainability	What were the supporting measures taken by the project to sustain the key results of the project?	<ul style="list-style-type: none"> - To what extent did the project contribute towards sustaining the knowledge, practices, and approaches for strengthening capacities of central institutions, MSMEs, partners and communities? - Was any sustainability strategy developed during the project design? - Is the project itself sustainable? - To what extent have partners committed to providing continuing support? 	<ul style="list-style-type: none"> - Evaluation findings - Policy documents - Project document - Relevant literatures 	<ul style="list-style-type: none"> - Documents review - KIIs 	<ul style="list-style-type: none"> - Stakeholders' perceptions - Level of ownership - Level of institutional capacity - Identification of specific issues and possible 	<ul style="list-style-type: none"> - Thematic analysis - Comparison with baseline - Triangulation for validity

Relevant evaluation criteria	Key questions	Specific sub questions	Data source	Data collection methods/tools	Indicators/success standard	Methods for data analysis
		<ul style="list-style-type: none"> - To what extent did the project capacity building products and mechanism support contribute towards sustaining the knowledge, practices, and approaches for strengthening the capacities of stakeholders and beneficiaries? 			strategies for future	
Human Rights Based Approach	What was the project approach and role in promoting gender equality and social inclusion?	<ul style="list-style-type: none"> - To what extent did project contribute to gender equality, the empowerment of women and the human rights-based approach and the inclusion of vulnerable groups and people with disability? - To what extent the project supported in mainstreaming GESI and rights of person with disabilities throughout the implementation of the project? - To what extent have the issues pertaining LNOB been addressed in the design, implementation, and monitoring of the project? - To what extent did the project apply a GESI approach to increase the relevance, coherence, effectiveness, efficiency, impact, and sustainability? - How well did the project addressed the needs of different target groups (including women, person with disabilities, and other minorities) in terms of capacity building 	<ul style="list-style-type: none"> - Evaluation findings - Policy documents - Project document - Relevant literatures 	<ul style="list-style-type: none"> - Documents review - KIIs 	<ul style="list-style-type: none"> - Stakeholders' perceptions - Level of integration of HR approach 	<ul style="list-style-type: none"> - Thematic analysis - Comparison with baseline - Use of HR and GESI lens - Triangulation for validity

Relevant evaluation criteria	Key questions	Specific sub questions	Data source	Data collection methods/tools	Indicators/success standard	Methods for data analysis
		<p>and participation? What have been the supporting factors?</p> <ul style="list-style-type: none"> - To what extent has the project contributed and link to achieving SDGs 5 and environment protection and climate change actions? - How well were the project allocated budget/resources to achieve GESI including structure of the project staffs and beneficiaries? - To what extent was the project supported to collect disaggregated data and indicators - How did the project address gender challenges and what are the best lessons learned.? - Is the gender marker data assigned to project representative of reality? - Were women and men distinguished in terms of participation and benefits within the project? 				
UNDP Partnership Strategy		<ul style="list-style-type: none"> - How effective are the UNDP's partnership strategy and the partners in providing added benefits for the project to achieve overall milestones? - To what extent have stakeholders been involved in project implementation? 	<ul style="list-style-type: none"> - Evaluation findings - Policy documents - Project document 	<ul style="list-style-type: none"> - Documents review - KIIs 	<ul style="list-style-type: none"> - Stakeholders' perceptions - Level of ownership - Level of institutional capacity 	<ul style="list-style-type: none"> - Thematic analysis - Comparison with baseline - Use of HR and GESI lens

Relevant evaluation criteria	Key questions	Specific sub questions	Data source	Data collection methods/tools	Indicators/success standard	Methods for data analysis
		<ul style="list-style-type: none"> - Who are the major actors and partners involved in the project and how effective they were in project delivery? 	<ul style="list-style-type: none"> - Relevant literatures 		<ul style="list-style-type: none"> - Identification of specific issues and possible strategies for future 	<ul style="list-style-type: none"> - Triangulation for validity

Annexure F: Results Framework Assessment

MCYS

EXPECTED OUTPUTS	OUTPUT INDICATORS ^[1]	BASELINE		TARGETS (by frequency of data collection)				Assessment/Update
		Value	Year	Year 1	Year 2	Year 3	FINAL	
Output 1: Cultural Heritage sites of Janjevë/Janjevo protected and rehabilitated	1. # of rehabilitated houses in the historic centre of Janjeve/o	0	2020	1	2	2	5	By the time of evaluation, 2 houses were fully completed and remaining 4 are expected to be completed by spring 2025
	2. # of beneficiaries (central and municipal) who participate in capacity development activities	0	2020	10	20	10	40 (estimated 40% women)	UNDP has overachieved as 86 trainees were benefited.
	3. strategy for development of cultural and natural tourism in Janjevë/o drafted	0	2020	1	/		1	Completed
Output 2: Economic empowerment through income generation opportunities and promotion of tourism	1.# of Janeve/o women and youth engaged in skills development	0	2020	/	90	90	180 (estimated 75% women and girls)	Partially achieved as 88 youth and women were benefited
	2.# of beneficiaries engaged through public works and apprenticeship activities	0	2020	30	/	/	30	Partially achieved as 12 number of beneficiaries achieved.
	3.# no of grants provided to establish MSME (EUOK will also support 15 grants from their funding)	0	2020	8	7	/	15 (est. 50% women)	Partially achieved as 10 grants were awarded.
	3.# of events which promote Janjevë/Janjevo cultural offerings	0	2020	/	/	1	1	Overachieved as 8 events were conducted.
	4.# of beneficiaries (central and municipal) who participate in sustainable cultural tourism exchanges	0	2020	16	10	/	26 (est. 35% women)	Partially achieved - 18

EU

EXPECTED OUTPUTS	OUTPUT INDICATORS ^[2]	BASELINE		TARGETS (by frequency of data collection)			Final Results
		Value	Year	Year 1	ONGOING until June 2025	ONGOING until June 2025	Assessment Update
Output 1: Cultural Heritage sites of Janjevë/Janjevo protected and rehabilitated	1.# of rehabilitated houses in the historic centre of Janjeve/o	0	2020	4	4	8	By the time of evaluation, 6 houses were fully completed and remaining 2 will be expected to be completed by spring 2025
	2.improvement of water supply/ one water tank installed	0	2020	1	/	1	Completed
	3.# no of grants provided to establish MSME	0	2020	8	7	15	Partially achieved as 10 grants were awarded.

Annexure G: Site visit – Photographs of the restored buildings



Most of the photographs were taken during the site visit, the 4th and the 6th photographs of the conditions during and before construction, respectively, were taken from the UNDP Kosovo Facebook page.