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Sida Decentralised Evaluation

NIRAS Sweden AB

Evaluation of the Heritage for People Phase II, Albania

Final Report

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**Final Report
March 2024**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Abbreviations and Acronyms

AADF	Albanian-American Development Foundation
CH	Cultural heritage
CHwB	Cultural Heritage without Borders
CSO	Civil Society Organisation
DANIDA	Danish International Development Agency
EoS	Embassy of Sweden
EQ	Evaluation Question
EU	European Union
GRES	Gender Results Effectiveness Scale
HQ	Headquarters
HRBA	Human Rights Based Approach
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
INTO	International National Trusts Organisation
IPAI	Instrument for Pre-Accession Assistance
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MFA	Ministry of Foreign Affairs
MOU	Memorandum of Understanding
NHH	Network of Historical Houses
QA	Quality Assurance
RBM	Results based management
RRC	Regional Restoration Camps
SEE	Southeast European
Sida	Swedish International Development Cooperation Agency
ToC	Theory of Change
ToR	Terms of Reference
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNOPS	United Nations Office for Project Services
UNDP	United Nations Development Programme
US	United States (of America)
WB	World Bank

Preface

This Evaluation of the project “Heritage for People – Phase II – Pioneering Models and Creating Opportunities for Sustainable and Inclusive Growth”, has been commissioned by the Embassy of Sweden (EoS) in Tirana, Albania. The evaluation took place from October 2023 to March 2024 with field work carried out during January 2024 and was conducted by:

- Birgitte Jallo, Team leader
- Dr. June Taboroff, Senior Cultural Resource and Evaluation specialist
- Valbona Ylli, National Evaluation Expert

Katarina Lundblad managed the evaluation process at NIRAS with colleagues from the evaluation team. Goberdhan Singh at NIRAS provided quality assurance. Ervilda Smajlaj/Ermelinda Xhaja managed the evaluation at the EoS in Albania.

Acknowledgements

The evaluation team would like to thank all those who participated in the evaluation, particularly the CHwB Albania team who were unstinting in giving of their time and insights during the review process and setting up the many interviews and meetings. This report could not have been produced without their fulsome collaboration and support.

Executive Summary

Introduction and background

The evaluation's object is the project “Heritage for People – Phase II – Pioneering Models and Creating Opportunities for Sustainable and Inclusive Growth”, which began in December 2020 and was originally to end 31st December 2023 with a no-cost three-month extension till March 31, 2024. The primary users of the evaluation are the Embassy of Sweden (EoS) in Tirana and the Cultural Heritage without Borders (CHwB) Albania. The two organisations comprised an Evaluation Steering Group.

The purpose or intended use of the evaluation is to provide Sida with an input for upcoming discussions concerning future support to CHwB Albania. The evaluation findings and recommendations presented in this report are intended to help inform and guide the organisation in defining a future development path for its own programmes.

The evaluation objective is to (i) Evaluate the impact of intervention ‘Heritage for People II’ and formulate recommendations on how its management team can improve and adjust implementation. The assessment report will serve as crucial input for CHwB Albania in the process of revising their current Strategic Plan (2020-24); and (ii) Evaluate the efficiency of the intervention and formulate recommendations as an input to upcoming discussions concerning the preparation of a new phase of the intervention.

The evaluation's data collection, analysis, and findings

The evaluation's findings are in the report presented under the six OECD-DAC evaluation criteria. Whereas the focus of this evaluation is not ‘a project’ but rather ‘an organisation’, the evaluation team has made use of a primarily qualitative mixed-methods approach including extensive both primary and secondary literature review.

The qualitative data have been gathered from our 37 in-person KIIs, 17 on-line KIIs and four different kinds of group interviews with a total of 23 participants. These 70 informants form the core of our documentation source – apart from the intensive and extensive primary and secondary document review. The review of the organisation itself took place as a force field analysis, covering most of the first day of the on-site work in Albania, providing valuable insights for the evaluators, and a solid contribution to the team's own needed internal assessment, for the upcoming strategic planning.

Our overall observation is that CHwB Albania is a widely recognized and admired NGO in the field of cultural heritage in Albania, in the region and internationally. By informants it was by many referred to as ‘the best cultural heritage NGO’ in the country, highlighting anything from their procedures, the products emerging and the whole transparent, non-corrupt model of working. Partnership qualities are recognized,

highlighting among others the quality of contributions in events as well as evidence from partners in world hot spots stressing that CHwB Albania's work in restoration and conservation is of world class quality.

Finally, the CHwB Albania's staff, organisational approach and personal capacities are really appreciated: 'And they are just really nice to work with – and so professional'. This generates a strong social capital through emotional intelligence, which makes all work.

Evaluative Conclusions - Relevance and Coherence

In terms of relevance, the present evaluation has observed a very positive reflection of their relevance in the present reality in Albania and express appreciation of CHwB Albania's ability to work effectively within current legal frameworks and standards, and in light of national priorities. With reference to the 2019 earthquake, CHwB Albania was swift and flexible to meet the new needs and opportunities arising.

In terms of CHwB Albania's work with gender issues they were found to have a sound gender awareness with an anti-gender discrimination policy in place. Furthermore, in view of other traditionally marginalised groups, CHwB works with low income groups and includes youth, students and Roma children systematically.

In terms of coherence between the work of the CHwB Albania and the Swedish development priorities, full coherence between strategies and approach was determined as well as effective and smooth coherence when working with the other actors in Albania's small Cultural Heritage niche. As the sector works in extension of government priorities and is one of the pillars of the country's economy, CHwB finds that whereas EoS has been a special not only donor, but partner, they work well and effectively with other ongoing donors.

Evaluative Conclusions - Effectiveness and Efficiency

The CHwB Albania is achieving its objectives, and is commended for the ways in which the organisation works with public priorities and in line with its own vision to 'strive to guarantee the right to cultural heritage for all by creating landscapes of peaceful co-existence and equal opportunity' and its mission 'to restore and build relations by turning best conservation practices into inclusive, empowering and equitable processes of encounter for every-one'. As highlighted, this requires adaptability and flexibility in the complex and ever-changing Albanian reality.

Answering the evaluation question, the 'Effectiveness' section provides evidence collected in the data-collection phase of skill development, social change, and economic development for each of the following six groups: (i) Individuals (owners, craftspeople, business people, citizens, and camp participants); (ii) Community level; (iii) the Cultural heritage sector; (iv) National level (institutional, legal, policy, and educational); (v) the Western Balkans neighbourhood; and finally (vi) Internationally. Only positive evidence was found. Unusually there were no negative remarks.

CHwB is recognized as a well-managed and performing NGO, which always meets deadlines, provides agreed contributions, communicates effectively and is recognized by collaboration partners locally, nationally and internationally. It has maintained a high degree of professionalism. The organisation manages its internal operation through semi-annual work-plan review meetings, all-staff meetings every two to three weeks, management meetings at least once a week, and coordinating work meetings within operational teams every day. CHwB was found to be both a highly effective and an efficient organisation.

Evaluative Conclusions - Impact and Sustainability

CHwB Albania has been central to the professional development of the cultural heritage sector in Albania and beyond. It has been a leader in the sector, in tune with international best practice. Whereas some high-level impacts will further unfold during the years to come, there is evidence of important effects to the condition of physical heritage assets, such as buildings; ongoing maintenance and use and sound management practices; engagement by children and community participation in heritage activities; development of new skills and products – often based on traditional handicrafts; and respect for the right to cultural heritage and inclusive practice; as well as women’s economic empowerment. Also CHwB Albania has secured strong impact by translating sector-relevant international/EU – standards.

The evaluation team considers an important range of the CHwB activities to be having sustainability potential. These include: The camps, which have MoUs with numerous universities in Albania and beyond. RRC participation is a part of several universities’ practical curricula; The holistic cultural heritage-focused tourism advancement including restoration of houses becoming museums, restaurants/cafés, hotels, Airbnb guesthouses, galleries and shops; Activities including intangible cultural heritage often taking place in the restored buildings including cooking classes, wood carving, embroidery etc; Vocational training institutionalised; The digital application for assessment of cultural heritage sites; Books and games for kids.

Summary Recommendations

Recommendation to EoS:

- **A three-year extension:** 2024-2027 as this is what is possible, due to the EoS Strategy ending in 2027. A five-year phase had been desirable.
- **It is recommended for EoS to discuss with CHwB whether the restoration of a possible onward ‘CHwB Centre of Excellence’** in Gjirokastra could be a desirable dedicated part of the next phase funding, as a strong transitional engagement (see CHwB recommendations)
- **Sale of books and games**, which has so far not been permitted by the EoS. Recognizing that this will most likely only bring modest income to the CHwB,

it would represent a much-wanted way to further amplify the work with children and cultural heritage in Albania.

Recommendation to CHwB:

- **Thorough and in-depth Strategic Planning Process, focusing on:**
 - balance the work portfolio and the staffing;
 - being as competitive as possible to attract and retain quality staff;
 - Tackling growing pains, along with salary levels;
 - Prepare a set of goals short-, medium- and long-term (build on RMB);
- **Have a business plan with the strategy**, where CHwB Albania identifies:
 - Development plans Sharpening existing profile as a **‘Centre of Excellence’**: (academic credits; professional training, clearing house with documents, tools, tutorials, films, models, technology, app, space for visiting researchers)
 - Find an appropriate house with agreement by owners to use it for 10-15 years. Sida could fund restoration. A powerful centre, with a dynamic and innovative energy at local, community, national, regional, international levels;
 - Review possible, realistic funding streams including donor-funding, sale of services, fees from participants in RRCs and other events;
 - Develop a systematic fundraising framework with professional development officer/fund raiser; keep track of new funding opportunities: EU, RFP +
- **Plan carefully for the board transition in 2024** – this takes time. Ensure having strong profiles in all the areas needed. As something new, consider international philanthropic circles of wealthy individuals and foundations.
- **Enhance visibility:** identify ways to systematically ensure that individuals, organisations, and institutions important to the CHwB Albania’s work have access to CHwB success stories and activities. This would be important both to attract collaboration partners, funders, and new staff. It should not be visibility for the sake of visibility, but to reach clearly identified goals.

Strengthen team satisfaction, work-life balance:

- **Incorporate measures such as secondments** to international organisations for staff to encourage professional development and increase staff retention;
- **Continue to provide internships to promising young graduates** who are interested in a career in cultural conservation.

On the work with cultural heritage, some recommendations:

- **Clarify ownership relations of houses and monuments** in need of restoration– whenever possible - prior to engagement in renovation - to not waste time and money.

- **Consider securing contributions from house/monument owners** for renovation. When having contributed (with funds or in-kind) efforts are usually valued higher – and it would make existing funding reach farther. CHwB has been exploring this already.
- **Consider additional ways to ensure visibility of and support to women’s intangible** heritage areas with a focus on women’s empowerment.

1 Introduction

1.1 BACKGROUND AND CONTEXT

The evaluation's object is the project "Heritage for People – Phase II – Pioneering Models and Creating Opportunities for Sustainable and Inclusive Growth", which began in December 2020 and was originally to end 31st December 2023. After the Niras evaluation contract was signed, a no-cost three-month extension was requested – and granted - from end December 2023 to March 31, 2024. The evaluation Terms of Reference (ToR – see Annex 1) suggests that the evaluation cover the entire intervention period, and while the evaluation team will keep this perspective, it is possible to address implementation only until the end of the NIRAS evaluation team's field work in Albania, mid-January 2024.

The primary users of the evaluation are the Embassy of Sweden (EoS) in Tirana and the Cultural Heritage without Borders (CHwB) Albania. The two organisations comprise an Evaluation Steering Group, which is the decision-making body for the evaluation. They have contributed to and agreed on the ToR, commented on the evaluation report drafts, and have taken part in important meetings throughout the evaluation. EoS in Tirana approves the inception report and evaluation report.

1.1.1 The context of the evaluation

Albania is a small, mountainous country in the Balkan peninsula, which after World War II, became an authoritarian state under Enver Hoxha, and remained isolated from the rest of the world until its transition to democracy beginning in the 1990s.

With a population of 2.79 million people (in 2022), the country has graduated to become a middle-income country. After weathering the consequences of the COVID-19 epidemic, a cost-of-living crisis, and a major earthquake in 2019, the government focus is on full recovery with particular attention to tourism, agriculture and digitalization. There is also increased attention to climate change and environmentally friendly interventions across a range of economic sectors. In 2022 growth reached 4.8% as exports, investment and private consumption increased, with exceptional growth in tourism. Poverty is expected to decline as wages and employment rise. Challenges include more and better jobs, better use of human capital, and increased resilience to natural disasters and other shocks.

The culture and cultural heritage sector in Albania are quite dynamic, with a more proactive Government position and an impressive growth in professional capacity in the last decade. Government has instituted new policies, spurred by several donor organisations that have been instrumental in setting the pace for investment in cultural heritage. This includes attention to the identification and safeguarding of intangible

cultural heritage, site management plans for World Heritage sites (Butrint, Durrës), modernisation of museums, and post-earthquake reconstruction.

Among the most prominent culture sector donors are the Albanian American Foundation, United Nations Office for Project Services (UNOPS), the World Bank, the European Union (EU), the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the Embassy of the United States (through the American Ambassador's Fund), Embassy of Italy and naturally Embassy of Sweden, the major CHwB-Albania donor. Another important factor in the evolution of the sector is the introduction of university-level courses related to conservation architecture and planning, which are contributing to the rising skill levels of the sector's workforce.

CHwB Albania, as an autonomous organisation, has earned its place as a respected professional body, working throughout Albania and the Western Balkans. It has also developed an international presence, for example through its membership in the International National Trusts Organisation (INTO) and its collaboration with the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM). As will be discussed in the following sections, CHwB Albania has opened and broadened thinking about the role of cultural heritage in society with its emphasis on community participation, including activities to revive historic towns such as Gjirokastra and Berat and recent museum planning work in Spac to reconsider and learn about Albania's dark past for future generations.

The Albanian constitution guarantees political rights for citizens regardless of their ethnic, racial, gender, or religious identity. However, Roma and other marginalized communities remain vulnerable to political exploitation and have difficulty participating in politics. Women's representation has increased and in the Assembly they hold 35.7 percent of its seats and a record 10 women were appointed to the 18-member cabinet in September 2023.

With Albania's rich cultural history, including archaeological sites, historic towns, cultural landscapes and living heritage (intangible cultural heritage) located throughout Albania along with its natural endowments, tourism has become a strategic sector, and the number of tourists increased from 4 million in 2016 to 10.1 million tourists during 2023.

While tourism is an important and welcome boost to the economy, it at the same time is a challenge to be managed properly. International agencies, including the World Bank, the EU and the Albanian-American Development Foundation (AADF), are supporting a variety of projects at heritage sites which aim to enhance the country's tourism potential and contribute to local and regional socio-economic recovery. An element of the EU's Instrument for Pre-Accession Assistance (IPAI) 2014-2020 was a 'Tourism-led Local Economic Development with Focus on Culture Heritage' which highlights the need of conservation and better projection for both built and intangible heritage.

1.1.2 The CHwB supported by the Embassy of Sweden, in this context

Founded in Sweden in **1995**, with a focus on cultural heritage as an active force in reconciliation, peacebuilding and social and economic development, Cultural Heritage without Borders started its work in Bosnia and Herzegovina, after which it expanded to Kosovo. The cooperation in Albania started with the second South-east European (SEE) Heritage meeting in city of Gjirokastra in **2006** and a first Regional Restoration Camp in **2007**. With the Albanian authorities expressing an interest to have CHwB activities in Albania, an application for funding from the Swedish International Development Cooperation Agency (Sida) saw the initiation of a national CHwB programme for the period **2008-2011**. This was the first Sida cooperation agreement that envisaged a country-specific focus on Albania.

CHwB opened its first office in Albania in **late 2009** in Gjirokastra, with a head office in Tirana. In **June 2015**, CHwB Albania was officially registered as an independent local NGO – a process parallel to that in other Western Balkan CHwB country programmes, all still with the CHwB name and adhering to the same values. In **2016-2019** the “Skills of Employability of Tomorrow” programme co-financed by The Ministry of Economics, Energy, Transport and Regional Development of Hessen and EoS, active in Gjirokastra, Berat, Korca, and Durrës continued vocational, certified training of young craftspeople in heritage preservation and conservation techniques through practical work on historical buildings while engaging the local authorities in the area. The programme advanced a rights-based approach to cultural and national heritage while continuing efforts to advance cooperation and peaceful relations in the Western Balkans.

The CHwB Albania programme under evaluation started in **December 2020** and runs until the end of **March 2024** (originally intended to end in December 2023). In the Project Document the programme is called ‘Heritage for People – Phase II

Pioneering Models and Creating Opportunities for Sustainable and Inclusive Growth, stressing that

“The safeguarding and promotion of culture is an end in itself. At the same time, it contributes directly to safe and sustainable cities, decent work and economic growth, reduced inequalities, the environment, promoting gender equality and peaceful and inclusive societies.”

It is all this, that the evaluation has examined.

1.2 THE PURPOSE OF THE EVALUATION

The purpose or intended use of the evaluation is to provide Sida with an input for upcoming discussions concerning future support to CHwB Albania. The evaluation findings and recommendations presented in this report are intended to help inform and guide the organisation in defining a future development path for its own programmes.

The evaluation objective is to:

- Evaluate the impact of intervention ‘Heritage for People II’ and formulate recommendations on how its management team can improve and adjust implementation. The assessment report will serve as crucial input for CHwB Albania in the process of revising their current Strategic Plan (2020-24).
- Evaluate the efficiency of the intervention and formulate recommendations as an input to upcoming discussions concerning the preparation of a new phase of the intervention.

The above has been analysed from the perspective of the project’s ‘orbits of influence’, the stakeholders, who have informed this evaluation, mostly through one-on-one key informant interviews (KIIs) and in some cases as group interviews (see 2.2.3 below).

1.3 APPROACH AND METHODOLOGY

The evaluation has followed the OECD DAC evaluation criteria, as per the ToR, based on Relevance, Coherence, Effectiveness, Efficiency, Sustainability and Impact criteria and the OECD/DAC general standards for evaluation.

The evaluation has been guided by the seven evaluation questions (EQs) shared in the ToR, and presented in the Inception Report, slightly tweaked after discussion with the evaluation steering group and internal team considerations. They were the basis for the Inception Report’s elaboration of the Evaluation Matrix and a Theory of Change, which have again formed the basis for systematic focus on how to best obtain the information needed, specified in targeted interview guides. The EQs have been used as one of the structuring principles in Chapter 3, presenting the evaluation’s findings.

A mixed-methods approach has been employed. In our analysis, we have assessed emerging results, linking the contribution represented by CHwB Albania’s activities and outputs with the changes being introduced towards the organisation’s formulated goals. Towards this end we have used an extensive desk review, KIIs, (Focus) Group Discussions ((F)GDs), a one-day workshop with the CHwB Albania team and observation. With this combined range of data sources and evidence, we have developed a solid base for triangulating the emerging findings and related analysis.

The evaluation employed a participatory and utilization-focused approach and has benefited from a continuous, open and transparent dialogue among the EoS in Tirana, CHwB Albania and the evaluators to enhance the utility of findings and recommendations for end users. Regular weekly virtual meetings with CHwB Albania were held throughout the evaluation process; the field work included feed-back session; and a debriefing workshop was held at the end of the data collection in Tirana with CHwB Albania and the EoS.

In the field, the evaluation team ensured participation by all CHwB Albania staff members, Board member representatives and the wide and representative variety of key stakeholders recommended in the ToR as well as an additional round of interviews with donor representatives.

A Gender Responsive Approach was carried out to ensure that the evaluation has been gender-responsive. The team ensured a gender-balanced representation of stakeholder groups invited to take part in the evaluation process to the extent this was possible. Frequently, the women outnumbered the men, due to the composition of CHwB Albania stakeholders and beneficiaries. It was not possible to remedy this situation without challenging other important selection criteria. Still, it was found by CHwB Albania themselves to be a positive imbalance in view of the fact that the field of conservation with its high proportion of engineers and architects is usually found to be male dominated. In all the CHwB-Albania work, in-country and in the region, they have had a conscious and clear focus on reducing inequality, contributing to inclusive societies.

In addition, the evaluation team has ensured in all interviews and group conversations to include explicit questions related to gender equality issues, outcomes, and normative values, including discussions on how the CHwB Albania promotes (or not) a gender transformative approach. The data analysis, conclusions and recommendations include explicit analysis related to gender equality outcomes stemming from the CHwB Albania's work as well as identification of any related gaps.

1.4 THE EVALUATION PROCESS

During the Inception Phase, the evaluation team further developed the methodology, refined criteria for selecting the stakeholders and beneficiaries to interview, and developed the data collection tools in a participatory process involving especially the EoS and CHwB Albania. Tools used to gather data include interview guide-based interviews, (focus) group discussions, a force-field workshop with the CHwB Albania team along with on-site and social observation as well as regular feed-back sessions with the Evaluation Steering Group, made up by EoS and CHwB's Executive Director and Deputy Director.

The evaluation team has reviewed an extensive range of documents (project documents, strategies, reviews, reports, studies, training assessments, monitoring and evaluation (M&E) documentation, etc. – see annex 2) prepared by CHwB Albania and EoS. The secondary data reviewed has, where possible, been triangulated with the qualitative field data collected by the evaluation team.

The field work took place January 7-15 2024 and was carried out by the Team Leader and National Evaluation Expert in Tirana and selected cultural heritage sites including Kruja and Durrës – along with a self-organised Saturday visit to Preza, where CHwB Albania has also been active. Stakeholders, whom it was not possible for us to meet in person and those from outside of Tirana, Kruja, Durres and Preza were interviewed by Zoom or WhatsApp just like a range of Zoom-based interviews with the donor community were carried out before, during and after the field work period.

CHwB Albania provided essential support in identifying relevant stakeholders to interview and setting up the programme in general based on criteria established and

shared by the evaluation team. People met were generally open and accommodating, sharing their experience with and views of CHwB Albania's staff, work and events.

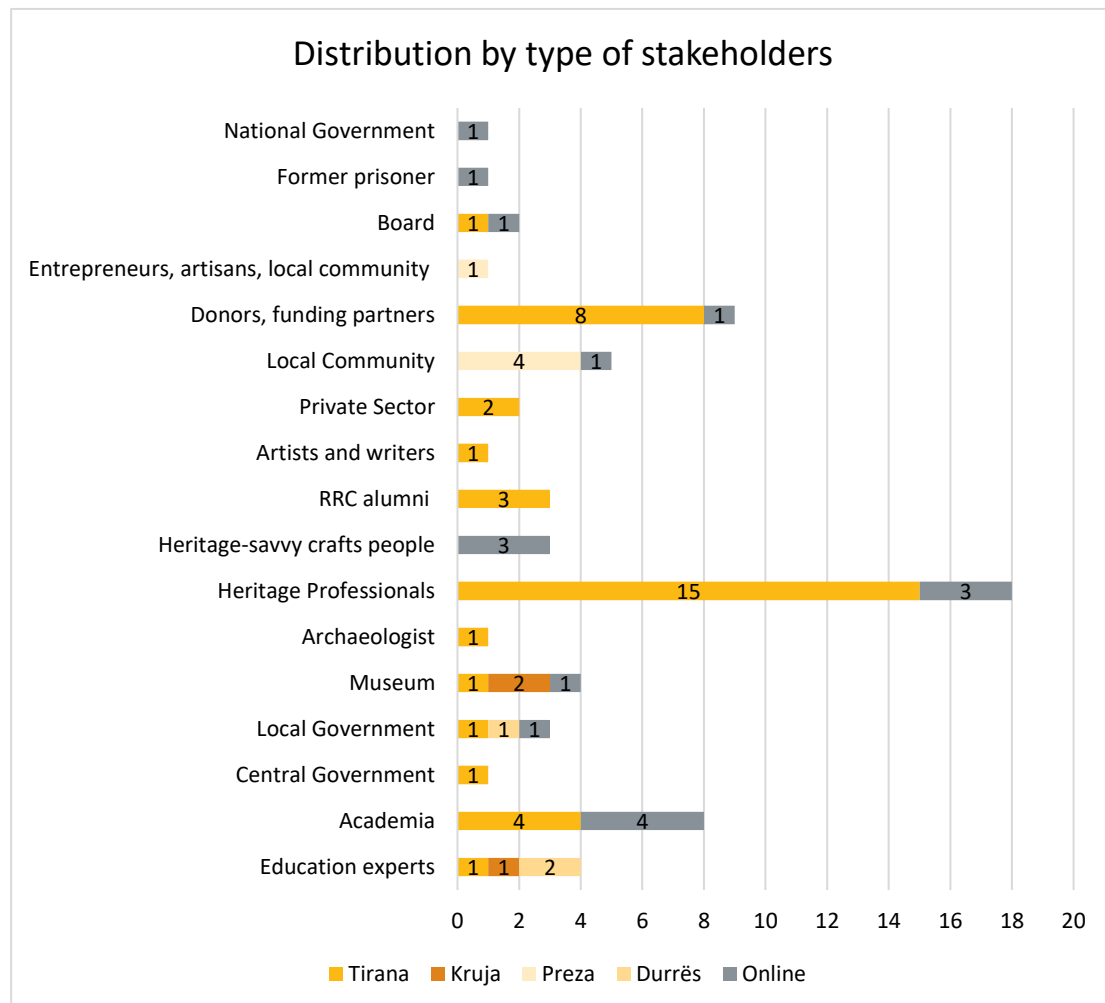


Figure 1 Distribution by type of stakeholders (from respondents)

The categories of interviewees were purposefully selected, and Figure 1 above presents an overview of the type of stakeholders met. A more detailed overview can be found in Annex 3. It is not surprising that cultural heritage professionals make up an important part of our informants. At the same time several informants could actually have been categorized under several different categories, a couple of our informants could as such have been labelled as ‘heritage professionals’, ‘academics’, ‘museum’ or ‘education specialists’. We have, with the support of CHwB Albania used the most important and correct categorization.

When considering gender distribution, section 3.1's reflection of a gender imbalance in the sector in Albania in favour of women can also be seen reflected in the gender distribution of informants. As this is the case, the balancing of gender representation as such can be found to realistically reflect the situation in the country.

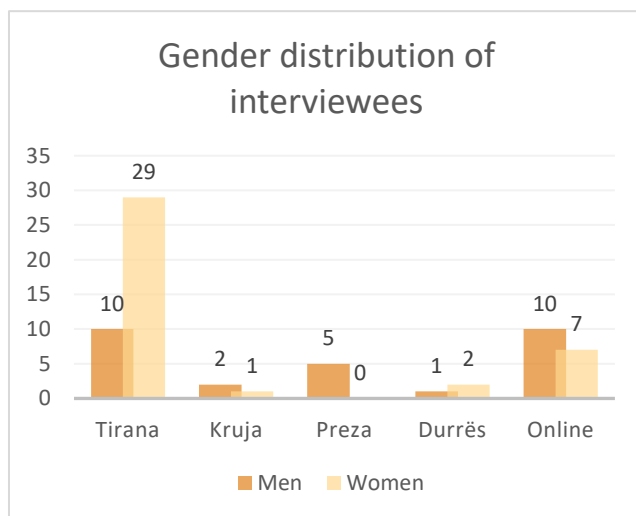


Figure 2 Gender distribution of interviewees (amount of respondents)

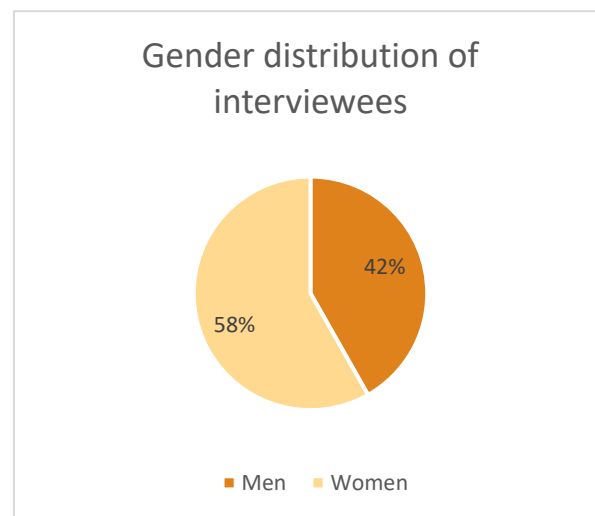


Figure 3 Gender distribution of interviewees

It is furthermore very clear in the right-hand graph that whereas women were nearly 3 to 1 in the interviews in Tirana, men were more prevalent in the online interviews and in Preza.

1.4.1 Data collection and analysis methods

Data collection primarily relied on qualitative data collected during the field work and the online interviews. The qualitative methods used interview guides tailored to the specific stakeholders, as well as available quantitative data from CHwB Albania's progress reports and commissioned studies. Data collection methods included:

- **Document review** – including the relevant CHwB Albania documentation made available by the organisation and the EoS.
- **Interviews and (Focus) Group discussions** - to ensure a balanced understanding and presentation of the 'orbits of influence' view of project results, the evaluation team always met separately with several representatives of the different types of stakeholders in the CHwB Albania programme's wide range of collaboration partners.
- **Force Field Analysis** – A collective assessment of CHwB Albania as a workplace and a change agent. This analysis was carried out the first day of the field work, to partly situate and understand the work of CHwB Albania as seen by the staff, partly to have a full sensitivity of the areas of importance to the organisation, including their own perceived strengths and weaknesses.
- **Site visits and observation** - is one more way of gathering data of particular importance in a cultural heritage organisation like CHwB Albania, working with restoration and conservation, skills development, children's education and community outreach.

- **Contribution Analysis** - when relevant and as possible, the evaluation team conducted a contribution analysis to provide examples of results and frame them in the wider context.
- **Outcome Harvesting** to help determine what outcomes have been achieved and the degree to which the programme contributed to such outcomes.
- **Mixed-Method Data Triangulations and Analysis** to deliver the expected outputs of this evaluation. In our analysis, we have assessed outcome-level and situate our assessment in the analysis and interpretation of consistency.

While our approach is grounded in qualitative evaluation methods, we collected first-hand information and perspectives from different stakeholders, and quantitative information has been received in the CHwB Albania systematic documentation shared. Triangulation of data collected through desk review and qualitative data collection has enabled the team to generate a sound contribution analysis.

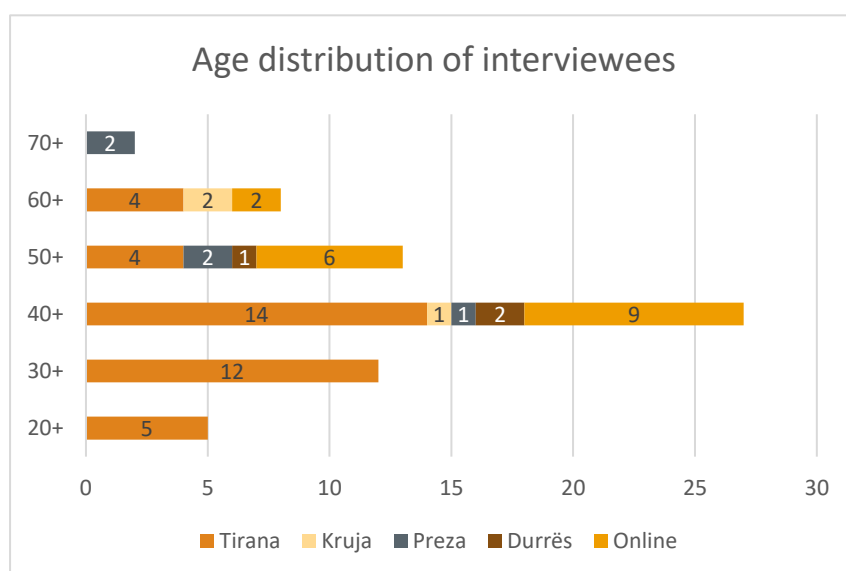


Figure 4 Age distribution of interviewees (amount of respondents)

In terms of age distribution, our informants are well distributed. The majority are in their 40s – in the middle of their work life – while almost as many are in earlier stages of their careers in their 20s and 30s. The interviewees also come from the upper age range of

60 to 70+. Most of the informants are Tirana based, although we were able to interview people in Kruja, Preza and Durres, and virtually in Spaç.

Another parameter of importance when documenting the profiles of our informants, is the level at which they operate, that is national, local (including municipality and community) and international. Ideally the evaluation team should have liked to have more informants at community and municipal levels. However, due to the funding constraints mentioned in the ‘limitations’ below, most field work took place in Tirana, where national level organisations and donors are concentrated, as can be seen in Figure 5. Still, the evaluation was able to give voice to those representatives from the sub-national levels as shown in the findings below, thus helping to balance the imbalance at hand.

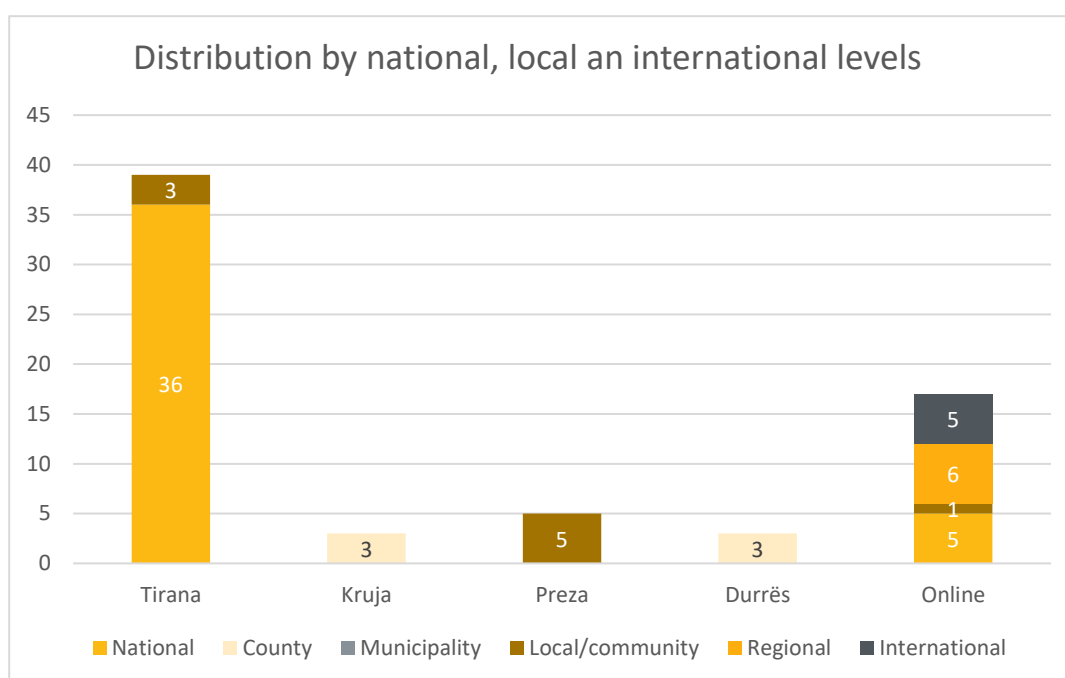


Figure 5 Distribution by national, local an international levels (amount of interviewees per level)

1.5 LIMITATIONS

A number of limitations were initially identified to potentially affect the evaluation. With a careful sequence of mitigation efforts built into the process, the following can be highlighted now that the field and online data collection has been carried out.

Data Availability and Quality – Given recent experiences with Sida evaluations, we have confidence in the quality of the meta-level data (Annual Reports, previous project documentation, etc.). We have worked to mitigate any quality limitations by carefully designing in-country data collection instruments to be accessible and jargon-free (in particular semi-structured interview questionnaires) with a view to complete any missing data. Having concluded the data-collection process, we are confident in the evidence for our analysis and report-writing.

Availability of people for interviews and meetings – Through a planning process in close coordination with CHwB Albania and their scheduling of the resulting programme, we have been able to cover the broad range of collaborators and stakeholders in – as CHwB Albania describes it: their orbits of influence (see previous section, 1.4.1).

Limited budget for site visits – the selection of sites and staffing of the field mission were determined by funding available. While CHwB Albania has been especially active in Gjirokastra, where they have a field office, and also in Berat, visiting these sites required more time and budget than available to the evaluation. Two sites closer to Tirana, Durrës and Kruja, were visited, along with a self-organised visit to Preza. The

team is aware of potential positive bias and took steps to minimize them among others through triangulation.

The limited financial frame made available to this evaluation - the team in our preparation and planning have done our utmost to meet the requirements in the ToR. With the approval of the Inception Report which set out our approach and methods, it was agreed to maintain close contact between the Evaluation Steering Group and the evaluation team. In the field mission's mid-way touch-base meeting on Thursday January 11, 16:30 at the CHwB Albania, the evaluators among others shared the status of our field work and highlighted that we would pay great attention to and, indeed, focus on the nine points highlighted in the Scope of the Evaluation (see box hereunder). It was, however, stressed that it would naturally not be possible for this evaluation to document full impact and effect of the work areas stated: it is all still too close and the time too limited. The evaluators emphasized that this levelling of expectations was important to them. This was recognized and agreed by both the EoS and CHwB Albania participants in the meeting.

"In general terms, the assessment will focus on:

- The impact of management planning on sites' development and capacity building of stakeholders and beneficiaries
- The effect of management plans on local employment and mobility
- The impact of management planning on bringing the community together while realizing different potentials of cultural heritage
- The benefit of the unified standards in conservation and their usability in academia and practice
- The impact of physical conservation on better usability and appreciation of cultural heritage
- The effect of educational efforts in cultural heritage
- The impact of changed cultural heritage perception and appreciation with youth and young
- The effect of the Regional Restoring Camps (RCC) on intercultural relationships and whether those can be seen as a step in the direction of peaceful co-existence;
- The effect that RRC activities have on the local community (inclusive and not limited to monument owners, local business, local stakeholders and authorities)."

From the Evaluation ToRs 2.2 "Scope of the evaluation"

The concepts of attribution and contribution – are central methodological issues in all evaluations. In some cases, it will be difficult to demonstrate a clear causal link between the EoS contribution and policy/ strategies/ behaviour/ public service changes. With the EoS approach to this evaluation, asking that our focus is on CHwB Albania and not on the Swedish project in itself, this challenge is minimized. Still, the concepts have been kept in mind all through our analysis and conclusion in this report.

2 The Evaluated Intervention

2.1 THE CHwB – A GLOBAL ORGANISATION

The Cultural Heritage without Borders (CHwB) Foundation is an independent non-governmental Swedish organisation that works to save and care for tangible and intangible cultural heritage that is threatened by war, natural disasters, neglect, poverty or political and social conflicts. The organisation sees their work as a vital contribution to building democracy and supporting human rights. CHwB is neutral when it comes to conflicting parties, but not to the rights of all people to cultural heritage – now and in the future.

CHwB has worked in the Western Balkans and Eastern Europe for more than twenty-five years. During this time there has been an end to armed conflict, but the move towards greater stability is uneven and distrust between former adversaries continues and grows from time to time. They have also participated in heritage projects in Tibet, Turkey, India, Kenya, Southern Africa, Ethiopia, Syria, Lebanon, and Palestine. CHwB has been supported by Sida, Swedish Institute (SI), other bilateral funds, the EU, private foundations, and grants. Since 2015 there have been three independent foundations in the Western Balkans – CHwB in Albania, Bosnia-Herzegovina, and Kosovo.

2.2 THE CHwB ALBANIA

CHwB Albania is an independent non-governmental organisation dedicated to preserving and safeguarding tangible and intangible cultural heritage. CHwB Albania considers heritage to be a testimony of humanity, history and cultural identity – now and for the future. Through its work, CHwB Albania promotes and is committed to equality, social justice, non-discrimination, participation, inclusion, intercultural dialogue, accountability and transparency.

CHwB Albania's vision as expressed in its various reports is to strive to guarantee the right to cultural heritage for all by creating landscapes of peaceful co-existence and equal opportunity. CHwB Albania's mission is to restore and build relations by turning best conservation practices into inclusive, empowering and equitable processes of encounter for everyone. CHwB Albania's method relies on using practical conservation techniques, combined with innovative management practices and cutting-edge interpretation, to build resilient societies: socially and economically. CHwB Albania's objectives are to improve conditions and opportunities to enjoy cultural heritage and to promote cultural heritage for sustainable development and growth.

Through the adoption of Sustainable Development Goals, it contributes to a conceptual shift in thinking about development beyond economic growth - envisioning a desirable future that is equitable, inclusive, peaceful, and environmentally sustainable. In this virtuous circle, the

economic, social, and environmental dimensions of sustainable development, in turn, contribute to the safeguarding of cultural heritage and nurturing creativity.

CHwB upholds the view that cultural heritage — both tangible and intangible — and creativity are resources that need to be protected and carefully managed. The processes of protection and management are a means towards dialogue, inclusion, endorsement and securement of rights and empowerment of all people for better social, cultural and economic individual and collective conditions.

The evaluators recognize CHwB Albania as a good example of a mission-based organisation, where values, integrity and a positive development at all levels are at the core. Also, in terms of its management, CHwB Albania, unlike many other NGOs¹, operates on the basis of its strategic plan with a strategic budget, covering contributions from all the sources. The annual outcome-budget and workplans provide the needed overview (See more in 3.4, EQ5).

2.2.1 The CHwB Albania ‘Heritage for People’ Phase I

CHwB opened its first office in Albania in late 2009 in Gjirokastra after having established cooperation agreements with both national and local authorities (see details in 1.1.2 above). By 2016 the organisation officially embarked on the first large programme: ‘Heritage for People – an integrated approach to development and education’.

This first phase, preceding the one evaluated as a part of the present report, fulfilled several needs, according to CHwB Albania: it confirmed strong partnerships, promoted continuous growth and most importantly helped fulfil needs in the sector of cultural heritage. In the absence of an end-of-phase evaluation, the CHwB Albania’s own report at the end of that phase, shares several highlights, inserted as a footnote².

2.2.2 The CHwB Albania work areas

CHwB Albania works with three core engagement areas: (i) A major national sustainable management, preservation and restoration programme; (ii) an important regionally focused programme ‘bringing people and skills together for increased trust and peaceful co-existence’; and (iii) internally focused attention to be a duty-bearer and voice for rights to

¹ Often NGOs operate with a number of parallel projects, instead of having their own coherent budget towards which different donors or income streams provide income. Often donors dictate this donor by donor operation modus, which makes a mission-based operation less transparent and much more complicated to operate.

² Developing the first comprehensive strategy of assessment and planning for conservation measures for heritage assets; and developing a holistic strategy for heritage-based developments of heritage sites, relying of the social mapping of skills of monument owners strengths and unique selling points. Furthermore, the first on-site and online platform for inclusive development of sites of conscience; the first educational platforms for enhancing and transferring craftspeople skills becoming a precondition for employment; the advanced development of learning tools for children, shared also outside of the Albanian borders; and lastly a full confirmation of practical teaching models such as Regional Restoration Camps becoming both academic requirements and a means to explore the sense of oneself in relation to others.

culture and cultural heritage, with the highest professional standards and striving to move towards financial sustainability. This articulation of engagement areas points to a mature organisation that aims at high standards of cultural heritage conservation practice. The present evaluation's focus, as per the ToR, is on the first two areas, presented as 'Key Objectives':

KEY OBJECTIVE 1 - Sustainable management and preservation processes lead to increased care, demand and enjoyment about and for historical assets and,

KEY OBJECTIVE 2 – Expanding boundaries of action by bringing people and skills together for increased trust and peaceful co-existence.

During phase II (2020-2023), the composition of the key objectives has undergone some adjustments, starting out in the project document (November 2020) with one key objective with six connected 'Specific Objectives' along with a set of three organisational objectives: (i) Duty bearer and accountable voice for rights to culture and preservation of cultural heritage; (ii) Dynamic and growing organisation spearheading highest professional standards in heritage conservation, management and interpretation in Albania and outside; and (iii) 'Financially sustainable organisation exploring sustainable financial and management models'.

During the programme period, the organisation turned from having one Key Objective with a separate mention of internal strengthening, to, in the RBM-based workplans and budgets, having three de-facto distinct 'objectives' as mentioned above: the national, the regional and the organisation itself, internally.

This re-arrangement is very logical and clear in the CHwB Albania documentation and has come about by turning the 6th sub-objective within Key Objective 1, into a separate Key Objective 2. In the CHwB Albania Strategy (2020-2024) CHwB Albania also presents these two Key Objectives, whereas the third, the internally focused work, is not called 'Key Objective', but simply 'Organisational activities'. The evaluation team finds it to be natural to 'uplift' the internal objectives into a key objective in its own right: without a strong internal organisation, no systematic and high-quality activities can be achieved.

Whereas the two last engagement areas are self-contained with their focus on regional and internal strengthening, the first area, nationally focused, carried five sub-programmes as highlighted in the matrix hereunder:

The financial weight carried by each of these objectives was in 2023³:

CHwB total budget by component per year 2021-2023. Does not only include Swedish funding, but the full portfolio. All amounts are in Euro	Budget share 2020	Budget share 2021	Budget share 2022	Budget share 2023	Total by objective	% By objective
Key Objective 1: National Cultural Heritage Programme	100.665	578.170	605.735	457.459	1.742.029	84
1. Site development and management plans delivered in cooperation with local authorities and communities lead to increased revenues ensuring continuous upkeep;	10.005	66.540	66.540	32.312		
2. EU Standards in conservation, developing inventories and assessment of assets lead to improved capacities towards site and asset development and preservation in regular and post disaster times;	11.940	52.565	62.070	19.200		
3. Buildings conserved in partnership with local authorities and monument owners boost local economic development and local participation.	62.515	412.010	435.775	331.672		
4. On-the-job and on-the-site learning accessible to all the groups in a society lead to economic and social empowerment.	10.955	37.550	37.550	40.475		
5. Enhanced capacities and new models created to lead to better preservation policies at the local and national level (internal).	5.250	9.505	3.800	3.800		
Key objective 2: Regional Cultural Heritage Programme	5.250	52.285	52.285	52.285	162.105	8
Establishing neighborhood cooperation to serve as a platform for building peaceful relations while responsibly preserving and interpreting cultural heritage in the Western Balkans.	5.250	52.285	52.285	52.285		
Key objective 3: Organisational Development	32.158	43.250	43.250	43.250	162.458	8
Organisational Development of CHwB	32.158	43.250	43.250	43.250		
Total	138.623	673.705	701.270	552.994	2.066.592	100

³ These budget amounts are derived from the CHwB annual RBM Budget and Plan Matrixes – see Annex 6 for links and comments.

Below diagram shows that the weight / financial cost and priority among the three objectives is as follows:

- Key Objective 1 – National Cultural Heritage programme: 84 % (orange)
- Key Objective 2 – Regional Cultural Heritage programme: 8 % (yellow)
- Key Objective 3 – Organisational development: 8 % (grey)

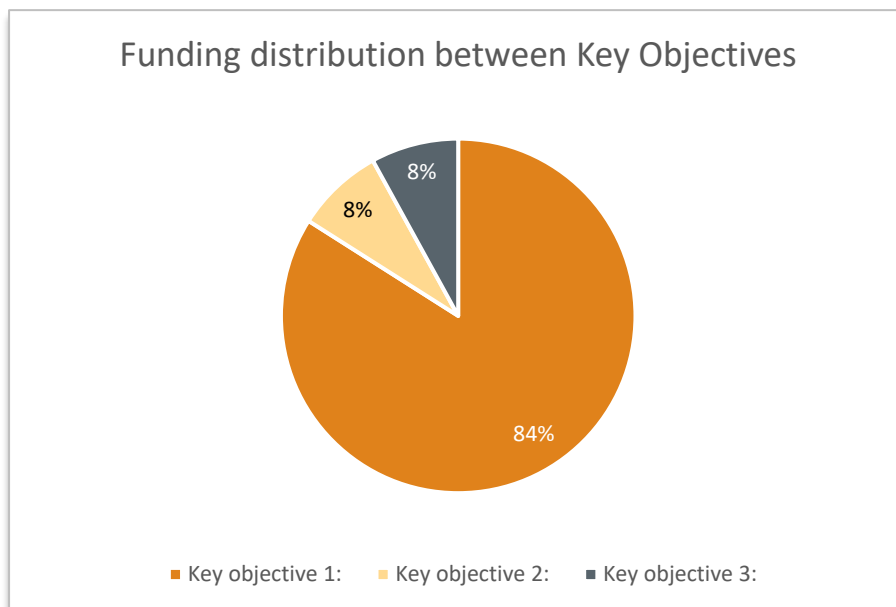


Figure 6 Funding distribution between the three CHwB Key Objectives

The distribution between Objective 1's five sub-programmes, its specific objectives, is:

- **Specific Objective 1** – site development and management plans: 10 %
- **Specific Objective 2** - EU Standards in conservation, inventories lead to improved capacities towards site & asset development, preservation: 9 %
- **Specific Objective 3** - Buildings conserved, monument owners boost local economic development and local participation.: 71 %
- **Specific Objective 4** - On-the-job & on-the-site learning accessible to all groups, leading to economic, social empowerment.: 9 %
- **Specific Objective 5** - Enhanced capacities and new models created to lead to better preservation policies at the local and national level (internal): 1 %

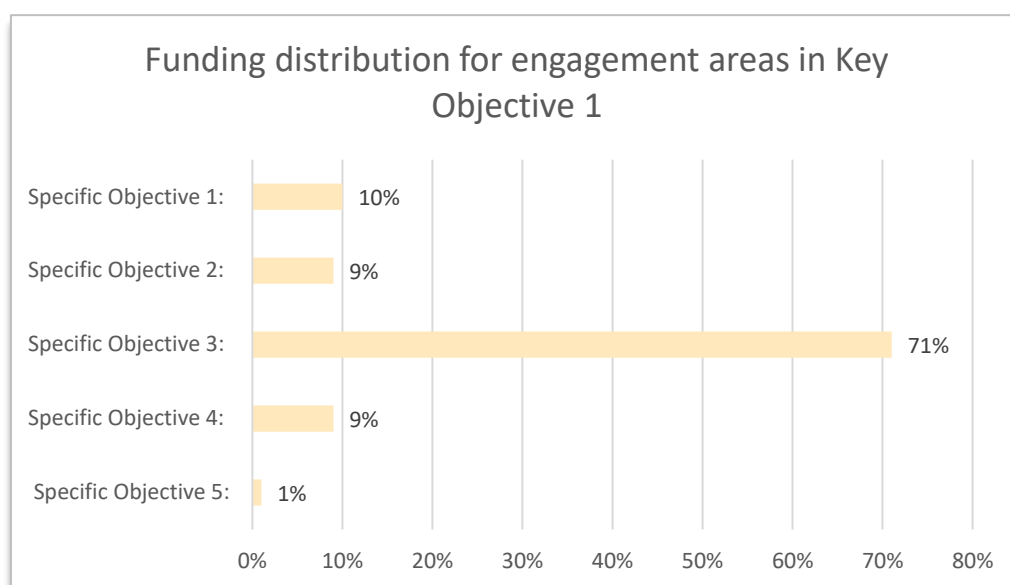


Figure 7 Funding distribution in % for each of the five engagement areas of Key Objective 1
Full text for each of the specific objectives / engagement areas above, is seen in matrix above.

2.2.3 The CHwB Albania stakeholders

To carry out their work in all of the above-mentioned areas, CHwB Albania engages with a broad spectrum of relevant stakeholders, contributing with each their special area of expertise and experience. They have all been included and consulted during the data collection phase of this evaluation, providing each their perspective on CHwB Albania. This so-called ‘orbits of influence’, include the following organisations:

- Universities engaged: University of Tirana.
- National and regional authorities: Ministry of Culture; National Institute of Cultural Heritage; Institutes of Monuments of Culture in Regional Directorates of National Culture; Museums and other relevant institutions.
- Final beneficiaries: Alumni of the Regional Restoring Camps (RRC); owners whose heritage buildings were repaired.
- Service providers: Consultants and crafts-persons involved, small businesses in the locations.
- Donors: Embassy of Sweden, US Embassy, Prince Claus Fund (now the Cultural Emergency Fund).

2.2.4 The CHwB Albania operation

The overall management of the organisation's activities is shared among the Executive Director, the Deputy Director and the Programme Managers, all of them forming the management team. The Programme Managers are responsible for coordinating the activities planned within the main programme as per the organisation's strategic planning.

The Programme Managers are supported by assigned teams based on the required competences for each programme component. They have the responsibility to develop the

communication and delegation order within their teams (see organigramme hereunder). In the bottom category of ‘Staff’ CHwB included at any given time a number of interns. CHwB Albania gives high priority to preparing young people to become strong heritage professionals and believe that – despite the effort it always requires to make interns operational – this is an important investment in the cultural heritage sector and in the future of CHwB Albania. Furthermore, working in a field with so many different professions and profiles, a small team like that of the CHwB cannot have all specializations on board. In the broader ‘staff’ category, a network of external specialists and experts is a very valuable resource for the organisation.

The management team is also responsible for the organisation's strategic orientation and contractual agreements that are sent to the Board for approval. Every management team decision is discussed within the teams individually or in staff meetings. The financial and administrative officer(s) support the management team with financial follow-up of the activities and financial reports. An external legal officer advises on legal issues.

Twice a year, CHwB Albania organises formal all-staff meetings to review and revise work plans. Staff meetings are held every 2 or 3 weeks (when all staff is in the same space and can meet), to ensure that the full team knows about all developments in all programme areas. In the meeting all teams report on the status of their work, accomplishments, challenges and onward plans. Whenever necessary, the management team meets: Elena/the Executive Director, Mirian/the Deputy Director and Pezana/head of the Gjirokastra office.

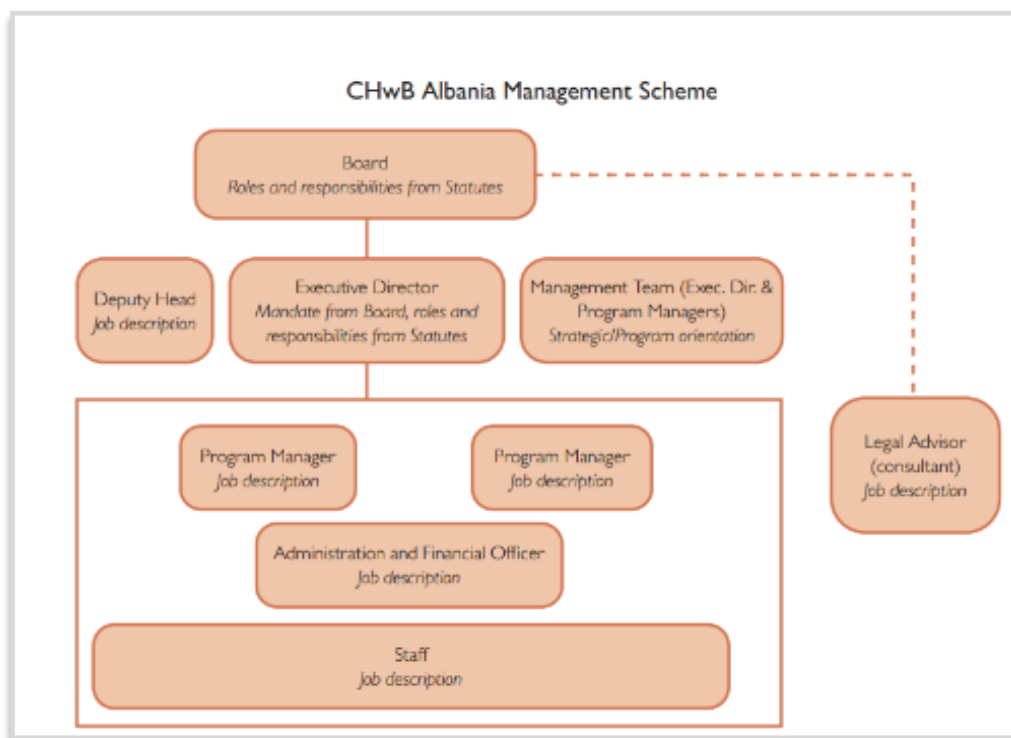


Figure 8 CHwB Organigramme

The focused teams meet on a daily basis; one staff member may form part of several work teams. They all operate with delegated responsibility from management and as several staff members said: “If we had not worked together so closely, overlapping in functions, we had not been able to make our intense work programme, work!”

The entire team is regularly provided with training and interaction with senior international experts in different areas. Moreover, staff days out are periodically organized to stay connected on a human level and further strengthen team relationships. Therefore, the organisation provides its staff ongoing opportunities for skill development.

2.2.5 The CHwB Albania board

CHwB Albania was established as a foundation in May 2015, and of the five mandatory Board members, four have been on the board since the beginning. This is true for Florian Raunig (Chair, AT); Edlira Caushi (Deputy chair, AL), Lorenc Bejko (AL) and Karen Knight (UK). One Albanian Board member has stepped down recently due to illness and is in the process of being formally replaced by James McQuaid (UK).

The Board members bring a broad range of relevant professional capacities needed including heritage, conservation, peace and security, board experience, financial and diplomatic backgrounds although to date there was not found to be a specialized fund-raising expertise. The Board members who have been on board since 2015 will have their term ending in May 2025. This means that there is a little more than one year left to plan profile and composition of the board onwards. See recommendations section for comments.

The Board has two annual, formal board meetings, and are by the CHwB Albania team considered an important part of their operation. The Board approves annual plans, accounts and audits, and they continually provide an external view and advise to the CHwB Albania management. Besides from the formal meetings, they informally have another two, and some members are much more regularly involved, called on when the team is preparing proposals, starts new projects or the like.

2.2.6 The CHwB Albania as a workplace

During the field work in Tirana, the evaluation team had its base in the ‘situation room’ (the CHwB Albania meeting room) and could by simple observation experience the atmosphere of the CHwB Albania as a workplace. It was obvious that every staff member is fully engaged. Still, the ever-ongoing consultation, separate bilateral work meetings, individual intense work at the laptops, chit-chat in the small kitchen when fetching a coffee or the lunch box, took place in a friendly, warm, respectful atmosphere, leaving no doubt as the ‘fly-on-the-wall’ external visiting observer, that this is a good place to work - and grow.

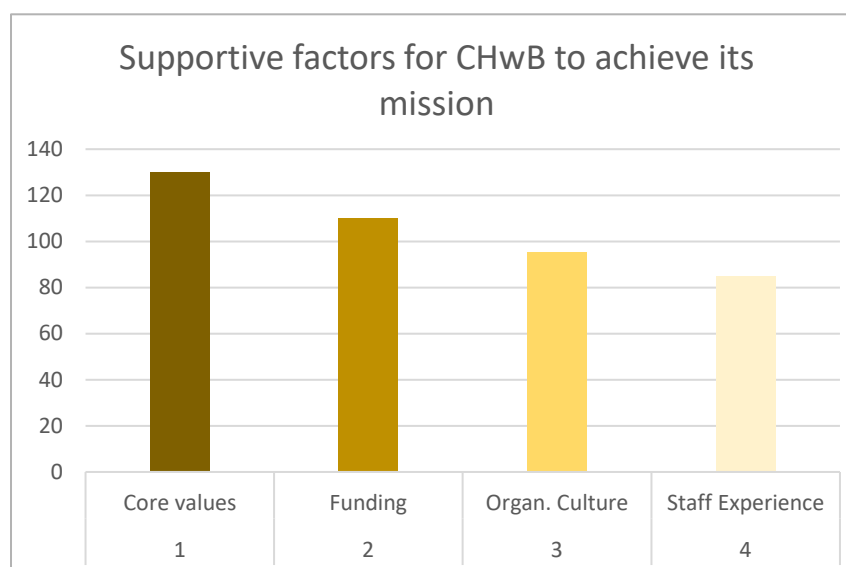


Figure 9 The five most important supportive factors staff sees for CHwB to achieve its mission

Based on the first day's force field workshop⁴ with the full team – including the three team members beamed-in from Gjirokastra, the four highest scoring supportive factors among eleven, were Core Values, Funding, Organisational Culture and Staff Experience. When leaving out funding, the **Core Values** and **Organisational Culture**

together had a high 225 points and underscore the staff relations and work environment observed by the evaluation team, among others highlighting what inspires the team: Motivation, Integrity, Dedication, Professionalism, Staff dedication to work, Staff spirit for good works, Dedicated/motivated team, the Versatility of work within the organisation and Credibility of the organisation. Expressions towards the 'Organisational Culture' were: Work environment, Group work, Team work, Dedicated staff and board, A good work environment, Cooperation of staff members, Correctness, and finally Colleagues (three times). As we can see, the qualities highlighted are all internal to the organisation.

⁴ See explanation in section 1.4.1 above for a brief presentation of 'Force Field Workshop'.

When looking to the hindering factors and again leaving out ‘funding’, the **‘difficult working context’** got 90 points. The challenges identified by staff members were contextual issues outside CHwB Albania itself, focusing on the reality in Albania in which the organisation works:

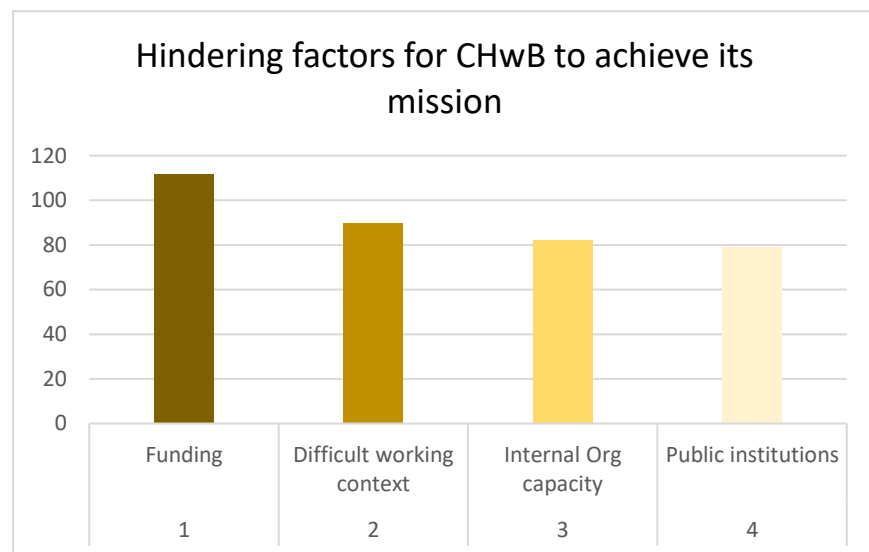


Figure 10 Hindering factors to CHwB to achieve mission

Resource constraints,

Low business-oriented mentality, Difficult working context within Albania, Working environment in all projects we are to deal with different institutes and communities – and then three quite detailed hindrances related to engaging the local communities: The lack of local community cooperation, Aspects such as working with communities might have unpredictable outcomes, and Difficult communication with some stakeholders (local communities). These are contextual issues that are encountered throughout Albania, irrespective of the sector. Furthermore, the 4th and final score points to the instability within local and national institutions which was continually stressed as another significant obstacle in CHwB’s work to drive forward their projects and processes. The **‘Internal organisational capacity’** got 82 points. This heading included the challenges encountered in the hectic everyday of the relatively small team with an impressive portfolio of work areas. The team’s post-its read: We have too many activities in several projects, but not sufficient staff; Burnout of staff; Diversity of works/projects needing high number of staff from different professions: architects, archaeologists, restaurateurs, designers, writers of stories, etc.; More managerial capacities are needed for the richness of our programmes; Responsibility: everyone does things with much responsibility; Short staffed; Risk of complacency; The inability to keep/engage experienced staff; and then two post-its presenting an initial analysis: **‘Growing pains’**: linked with (i) Internal procedures, (ii) Mechanisms of effective intra-team communication, delegation, and (iii) Improved decision making procedures. Furthermore **‘Misalignment’**: between: (i) Strategic goals; (ii) Capacities (internal) and (iii) Sector/market needs.

These results, emerging from the ‘Force Field Workshop’ provides a snapshot of where the team was that day, which reinforces the observations by the evaluation team: a strong team with a strong, inner coherence and mutual respect, at the same time the work burden is a logical consequence of the size of the team and the amount of work they take on. As one of the post-its identified it: a **misalignment**, partly due to the resulting **growing pains to fulfil their work programme and meet their ambitions**.

In the CHwB Albania team's own, internal follow-up meeting, reflecting upon the analysis and presentation of the results in the debriefing to the Embassy and CHwB Albania, they appreciated the insights derived, at the same time as they found it challenging having had to score the categories for support and hindrances emerging from the force field analysis. They agreed that the results will be important in the forthcoming work with the strategic plan, for example how to achieve better work-life balances, but also that additional exploration and more peer-to-peer discussions are necessary to draw comprehensive conclusions.

2.3 CHwB ALBANIA'S NICHE IN THE HERITAGE SECTOR

One of the evaluation team's areas of interest has been to understand the role played and the niche filled by CHwB Albania in the cultural heritage sector in Albania, and the value that the organisation adds. Whereas new funds and more actors have joined since the earthquake in 2019, what has been demonstrated is that CHwB Albania is unique. It is the only organisation working exclusively to restore and conserve monuments in Albania, using traditional techniques combined with new technologies, engaging traditional master crafts people, building on their knowledge, sharing it with the Albanian youth and that of the region through their 'Regional Restoration Camps' (RRCs) and promoting community and civic action.

At present in Albania, the principle actors in the cultural heritage field are:

- **CHwB Albania**, working on the basis of a holistic approach, including planning, management, restoration, education and interpretation of cultural heritage. Running regional camps for restoration, learning and regional understanding - and integration;
- **Private companies**, licenced by Government to bid on major restoration works;
- **AADF**, a major 20 million USD funding package given in 1995 as a post-Communist regime 'German Marshall fund for Albania': "The AADF is a direct implementation organisation focused on the development of a sustainable private sector economy and a democratic society in Albania";
- **EU** pledged on the occasion of the earthquake (February 2020) 115 Million EUROS as an EU contribution for recovery of which 40 million EURO went to cultural heritage and 75 million for restoration of schools. They are also engaged in tourism development interventions and previously supported cultural heritage as part of Western Balkan reconciliation efforts.
- **UNOPS** was asked to manage EU's 40 million EUROS for cultural heritage and CHwB has accessed one of the grants provided via a series of three calls.
- **US Ambassador's Fund** from the US State Department at the same time pledged 800.000 USD, which were all provided for CHwB Albania works in Kruja, Dures and Preza.
- **The World Bank and EBRD** are also active funders of tourism and urban infrastructure projects.

- **Albanian Development Fund**, a World Bank funded programme on Cultural Tourism Development

With the exception of what several informants described as marginal organisations, sometimes making a lot of noise, but leaving behind no visible change, CHwB Albania stands out as a unique organisation: contributing to better historic urban environments, providing decent work opportunities, contributing to economic growth, reducing inequalities while supporting gender equality, and demonstrating an inclusive social outreach, – and all within an overall unique and strategic vision of generating positive socio-economic change.

Demonstrating that it is possible to engage in major physical investment works without corruption, within reasonable budgets and generating visible sustainable change – is, indeed, unique in Albania. These are the characteristics of CHwB Albania which were unanimously identified by informants.

3 Findings

This chapter presents the evaluation's findings under each of the six OECD-DAC evaluation criteria. The evaluation questions proposed in the Inception Report are used as an organising principle. Whereas the focus of this evaluation is not on '*a project*' but rather '*an organisation*', the evaluation team has made use of a mixed-methods approach including – aside from extensive both primary and secondary literature review - the qualitative data from our nearly 70 informants, providing the needed perspectives to evidence our core findings. Similarly, the review of the organisation itself has been informed by the above presented all-staff workshop, and by a management review of pertinent questions emerging from the information and data collected.

The evaluation team reconstructed a Theory of Change in the inception phase and have been using it in its Theory-based approach to examine the pathways of change from the activities to outputs to outcomes and impacts.

Our general, overall observations concluded that CHwB Albania is a widely recognized and admired NGO in the field of cultural heritage in Albania, in the region and internationally. By informants it was called 'the best cultural heritage NGO' by several, and by one 'the best NGO in Albania'. Here we checked: do you mean the best cultural heritage NGO, but the source – a lead donor in the Albanian landscape - insisted that no, it was the best to be found in Albania, addressing anything from their procedures, the products emerging and the whole transparent, non-corrupt model of working.

Furthermore, it was recognized that CHwB Albania had managed a complex transition well, after the departure of the co-founding and for several years lead person. Informants among others stressed that 'We used to have excellent, regular consultations with Lejla, as we now have with Elena'. And the Board agrees. Similarly, the quality of the financial officer is highly recognized for capacity, quality and punctuality.

Partnership qualities are recognized, highlighting among others the quality of contributions in events as well as evidence from partners in world hot spots stressing that CHwB Albania's work in restoration and conservation is of world class quality.

Finally, the CHwB Albania's staff, organisational approach and personal capacities are really appreciated: 'And they are just really nice to work with – and so professional'. This generates a strong social capital through emotional intelligence, which makes all work. At the same time, when you are so good, all want 'a bite of you', and want you to engage in their special priority areas. This, the evaluation addresses through our findings in the lessons learnt, in the evaluative conclusions, and in the recommendations.

3.1 RELEVANCE: IS THE INTERVENTION DOING THE RIGHT THING?

EQ1: To what extent have the intervention objectives and design responded to beneficiary, country and partner/institution needs, policies and priorities, and have they continued to do so if and when circumstances have changed?

The present evaluation has through in-depth interviews with users, collaboration partners and funders around the CHwB Albania seen a very positive reflection of their relevance in the present reality in Albania. Also, authority representatives refer to the high standards and values. CHwB supports rescuing buildings and historic urban centres at risk and developing a skilled workforce; they support policies such as contributing to national heritage and tourism policies; and ensure raising public awareness and elevating the contribution of cultural heritage to local economic development, while re-evaluating Albania's Communist past.

A recently retired heritage and restoration specialist, working in various positions in the Ministry of Culture, has worked closely with the CHwB Albania since the first, early contacts in 2003. She has also seen how they effectively re-oriented their priorities at the time of the earthquake in 2019:

“One of the best examples is the reaction of CHwB in the post-earthquake situation. They prepared project proposals for the three damaged Towers (Durreës, Prezeë, Krujë). These three objects were as well priority for the Ministry of Culture. The three projects were approved as we had strong belief that CHwB would perform very well as it is the only organisation with experience in this field and the quality of their work is very high. In addition, the staff of CHwB is composed of very good people.”

Also at the county and municipal levels, the directors expressed their recognition of CHwB Albania and their satisfaction in working with them. One municipal director said:

“I have only them as partners – others provide only words. For me what is important is real help. And here CHwB and their work really, very good... CHwB collaboration is and has been very helpful and friendly. We have open discussions. It is hard to find people in Albania who can do what they can. They are and they have really specialized. I am a civil engineer I have worked with other organisations with many kinds of problems. CHwB is different. I can say everything good for them. They are open, and I can trust them.”

A business owner stresses that she was working alongside CHwB Albania at the time of the earthquake. Due to damages caused, there were deviations from the initial project design, and it was difficult to make progress as approval of changes from the project had to come from the government institutions, while CHwB Albania itself was very flexible, in line with the cultural heritage regulations and laws.

All informants met have stressed CHwB Albania's continued relevance through systematic, solid processes and engagement. It was noted that CHwB Albania do this in an extremely complex reality where Government collaboration and buy-in is needed, yet the institutions change directors and ministers frequently, with little institutional memory or systematic hand-over processes in place. This often causes significant delays and challenges for CHwB Albania and their collaborators' planning.

How does CHwB Albania work with gender issues?

CHwB Albania works with a conscious gender approach. They ensure gender disaggregated registration of participants in their activities. In a documentation of the RRCs, they for instance report that they have had 996 participants in the camps of which 671 are women and 325 men. Inside their team there is an over-representation of women, for example two of three in the senior management team are women. CHwB Albania stressed that this over representation of women is noteworthy as they operate in a traditionally male dominated field and sector, inhabited by engineers and architects. Still, also students in the sector are mainly women. Reasons sought include that maybe it is because many young men emigrate.

The CHwB Albania has carried out a "Gender assessment for organisational and operational purposes", documenting a good level of awareness including an internal policy on ethics in the workplace with provisions on gender based discrimination, just like gender mainstreaming methods and tools are employed as an integral part of the working routines.

In their educational activities they consciously challenge youths' gender norms and create openings for discussion and information on LGBTIQ+ issues. An outstanding example of one such entry point is one of their children's books that feature men in traditional costumes who wear dresses and skirts.

EQ2: To what extent have lessons learned from what works well and less well been used to improve and adjust the intervention design and implementation?

Beyond the above quotes that illustrate the adaptability, versatility and flexibility of CHwB Albania, they have built ways to ensure continual learning and adjustment of work plans into their organisation. CHwB continually pay attention to project planning so that issues are addressed in a timely manner, learning from delays in Government approvals, like they have had to learn to work with a succession of Ministers of Culture. When asked how and when adjustments are carried out, the answer by a range of staff members is the same: "All the time!" Therefore, the organisation is particularly well oriented to improve the design, planning and execution of their various activities.

3.2 COHERENCE: HOW WELL DOES THE INTERVENTION FIT?

EQ3: To what extent has the intervention ensured complementarity and synergies with other interventions in Albania, the sector and the Western Balkans region?

CHwB Albania, by the broad range of partners with whom they work on an ongoing basis, was judged to be an open and good partner. Several informants considered CHwB Albania to be unique in their capacity to work effectively with all the relevant entities and systems both at the municipal, regional, national and - where relevant - international levels. Importantly, in terms of advancing the national EU Accession agenda, CHwB Albania was found to be an important shaper and mover among others by ensuring translation of EU and other international standards in cultural heritage⁵. CHwB has been translating international standards to bring experts and students to understand the concepts of restoration presently applied elsewhere. In Albania the 1964 Charter of Venice⁶ had been applied before.

CHwB has furthermore developed a digital application in collaboration with the Ministry of Culture and the National Institute of Cultural Heritage for a more systematic documentation of the condition of cultural heritage sites, and the restoration needs. Stakeholders find CHwB Albania's collaboration to be of major importance and highlight among others their role in the Balkan Museum Network and the Balkans Heritage Network and facilitating UNESCO engagement also in neighbouring countries. Several of the evaluation's informants have Memoranda of Understanding and as one international partner stressed: *"They are careful to preserve relationships."*

And another regional collaboration partner said:

"Learning from the experience of CHwB Albania, I have been involved in setting up a similar organisation in my country. It is inspired by CHwB and works in concert with the University and its labs."

Referring to the organisation's professionalism, reliability, strong collegiality, coordination and outstanding results, a significant number of informants were of the opinion that it was a pity that they were not more visible to the general public. They found that the interest and importance in their area of work merited that. Another interviewee was of an opposite opinion, stressing that with the over-populated media world in Albania, anyone could get the coverage desired, but that what mattered was that people to whom the work of CHwB Albania is important should know – and they do. An ongoing presence for the sake of being seen and heard, he found to be useless.

"When Spaç opens to the public, when a book is published, when you have concrete results to show, only then it is relevant to be visible. And they are!"

⁵ International standards are not the same as international conventions in that there is not a formal ratification process. The outcome from these standards is sound conversation leading to improved sustainability.

⁶ https://www.icomos.org/images/DOCUMENTS/Charters/venice_e.pdf.

As stated above, CHwB Albania is within its own niche sector looked to by partners and funders as an important player seeking ways to advance the National EU Accession agenda.

Coherence between CHwB and the Swedish development strategies

In terms of coherence between the work of the CHwB Albania and the Swedish development priorities, ‘Heritage for People - Phase II - Pioneering Models and Creating Opportunities for Sustainable and Inclusive Growth’, falls under SA 4: Inclusive economic development.

3.3 EFFECTIVENESS: IS THE INTERVENTION ACHIEVING ITS OBJECTIVES?

EQ4. To what extent has the intervention progressed as planned towards the achievement of its objectives and its results, including unexpected results and any differential results across groups?

Overall, the CHwB Albania is achieving its objectives, and is commended for the ways in which the organisation works in coherence and coordination with public priorities and in line with its own vision to ‘strive to guarantee the right to cultural heritage for all by creating landscapes of peaceful co-existence and equal opportunity’ and its mission ‘to restore and build relations by turning best conservation practices into inclusive, empowering and equitable processes of encounter for every-one’. As highlighted above, this requires adaptability and flexibility in the Albanian reality – influencing also the possible achievement of objectives set.

To answer the evaluation question’s request to address results across groups, we examine where possible skill development, social change, and economic development for each of the following six groups: (i) Individuals (owners, craftspeople, business people, citizens, and camp participants); (ii) Community level; (iii) the Cultural heritage sector; (iv) National level (institutional, legal, policy, and educational); (v) the Western Balkans neighbourhood; and finally (vi) Internationally.

Results and change found for individuals engaging with CHwB in different ways

When looking to the changes generated through the intervention in the lives and life conditions of individuals, CHwB Albania and their activities’ role in the lives of people was found by all to be profoundly appreciated and in some cases professionally decisive, whether making the choice to continue in the cultural heritage field, in the choice of MA or PhD dissertation topic or replicating the learning by doing approach of CHwB Albania. Often the change is seen on the backdrop of the Communist era’s absence of positive, individual developments.

House and Monument Owners

In the Network of Historical Houses (NHH) CHwB works with three houses and three artisans. The three houses include the below described Kokalari house, restoration of the kitchen of a woman, who will be giving traditional cooking classes to tourists, and

a house that will be turned into an art gallery. This NHH is a new CHwB process, for which they did not have major secured funding when starting up. Among others through the RCCs they instead saw the multi-faceted potential in restoring one or two rooms in houses where people still live, turning unused space productive for cultural activities and income-generating, advancing Government's cultural tourism agenda – and by having families still living in the house, also having caretakers built-in, so to say.

The Kokalari story below gives, as an example, an idea of how this NHH programme can develop.

A descendant of Musine Kokalari⁷, wishing to turn the family's more than two hundred year old house in Gjirokastra into an untraditional museum commemorating her life and suffering, has been in contact with CHwB since having been invited to a training two years ago. A business plan was developed and the plans prepared for the building to become an interactive way of communication with visitors. The house will have a special role: during 4-5 hours of their visit, the visitors will get to know Musine's history, to see objects related to her life, and taste traditional food. The house is spacious, with three large rooms and a space for video mapping⁸. The house owner is proud not only to bring the life of Musine Kokalari into public view, but as well to explain to visitors the life, sacrifices, and role of women in society under communism. The houseowner is grateful to be working with the CHwB Albania to turn her dreams and plans into reality and is very satisfied that the CHwB Albania office of Gjirokastra has been close to the project. She hopes and trusts that this collaboration will continue.

Craftspeople

The crafts people met described the change happening in their lives after the advent of the CHwB Albania programmes as positive and significant. First of all, the recognition of their skills, followed by both receiving training and being part of revitalisation of their traditional skills. For those working in the building trades, the legal recognition of their craft status via a certification system has been an important change and led to better earning capacity. CHwB developed a 3-year Vocational Training Programme including a full curriculum for each of the three traditional crafts, working in restoration with plaster, wood and stone.

⁷ Musine Kokalari was an Albanian prose writer and politician during the pre-communist period. Kokalari was one of the first published female writers of Albania. After a short involvement in politics, where she started the Social Democrat Party, she was persecuted by the communist regime, and not allowed to write anymore. She died in poverty and complete isolation.

⁸ Video mapping is the use of a virtual program to spatially map a 2D surface or 3D object.

These were approved at the national level and the Vocational Training Directorate have added these to the national list of professions, ready to be implemented. The curricula follow the EU standard qualification framework for lifelong learning.

One of the crafts people met worked with embroidery, learnt from her mother and through copying traditional woven fabrics. After taking part in a CHwB organised bootcamp, she received support from CHwB to set up a textile workshop in her old house. Minor restoration needs were met among others through an RRC, and she received a sewing machine and required furniture for her workshop. CHwB has stayed in touch, supporting the further development of her business, linking her with relevant networks also in neighbouring countries. This woman is one of the three crafts people referred to above in the section on ‘house and monument owners’, who are being supported on an ongoing basis, using their old – partly restored – houses as places for new crafts-driven businesses.

The woman working with embroidery had become a revered person in the bazaar, producing the high-quality handicrafts. By skilfully repairing and reproducing traditional styles, and by passing on the traditional embroidery and tailoring skills to a group of unemployed women, she has experienced an important, positive change in her life for the further development of her skills, the positive respect she enjoys, and the ability to earn a better income. Another one has received similar support to restore parts of her house – and needed the needed pots, cups, tables and chairs to establish a small, traditional coffee bar. The third has received help to set up a workshop for traditional work with wood. Another crafts person met was a master in woodwork. Based on 33 years of proficiency, originally before the 1990s trained and employed by Government, he had faced a lot of difficulties, when the reality changed with all the transition challenges and a new market economy. He was presented as producing the highest quality of roofs and wedding looms. At the time of the change there were 80 master wood crafts people in Gjirokastra, now there are only 2 left, and with the support by CHwB he works to transmit his skills among other through participation in RRCs. He described how the work with CHwB Albania had marked a wonderful change in his life:

“Gjirokastra is a treasure of cultural heritage. I have discovered so many new and fantastic techniques when working to restore an old house in Gjirokastra. Often I have very inspiring discussions with Elena about how much could and should be done in Gjirokastra. It should be done while the skills of proper restoration are known.”

Business people

A company owner, working on cultural heritage renovation projects, got to know CHwB Albania as they were trainers in a specialised training course in which she took part. Since then she has been in contact with them several times including on the reconstruction work of the Preza castle, where CHwB Albania was the contracting company and supervised restoration works. In August 2023, she was engaged by CHwB Albania to assess and revise the budget for “Musine Kokalari” museum, and she worked with the museum system in Gjirokastra, defined by CHwB Albania.

Through these work experiences she recognizes CHwB Albania as being very well prepared for the work they are doing in Albania. She particularly recognizes that CHwB Albania works in close contact with the project implementing companies. They monitor/supervise the projects very closely during the implementation phase, as she has seen it when working in Kruja on the “Clock Tower” and “Teqeja Dollmës”.

Citizens

As mentioned in the section about the effect of the work engaged with by CHwB Albania on craftspeople, citizens with traditional skills have benefited from employment and upskilling as well as support to smaller renovations in houses worth preserving by participants in RRCs.

A company owner highlighted that in her experience, working alongside CHwB Albania, restoration interventions have had a positive impact in the lives of communities and individuals. The value of restored objects has increased, local people have been engaged as operators, workers, masters, and the CHwB Albania work has provided them employment and increase of income.

Restoration Camp participants

The Regional Restoration Camps started in 2007 in Gjirokastra having as its main objective to leverage heritage as a means of fostering peacebuilding and reconciliation. Albania's status as a neutral country in the heart of the Balkans provided a secure refuge for individuals from conflicting nations. The evaluators met three former camp participants with very different camp experiences. One had taken part in her first camp in 2011 and since then 14 more times in different roles; of the other two participants, one had taken part in 3 camps, the last person in one only. All three, however, agreed that the camps were a very powerful way of combining the development of very practical restoration skills, and making friends from different backgrounds. The collaborative format was by all identified as the bridge:

“The camp was a tool to heal. You get away from the conflict zone, the pressure, the feeling of being scared. You find yourself in a completely different reality with new people, which helps you overcome the suffering. It is a safe space where you find yourself for three weeks, and you are kept busy – too busy to talk about your ordinary life.”

The sample of participants explained that they had developed friendships which continued to nurture them in their life afterwards, and how working side by side, singing, dancing, cooking and sharing in any possible way was powerful. The participants talked about how the most surprising experience during their first experience, was to realise that “we are all the same” as one expressed it.

Besides this important social change, the three participants all gained important professional skills, which put them in a position to advance in their fields. The one no longer working in the cultural heritage profession, highlighted the many additional benefits from the camps, from which she profited in her new role as a project manager.

Results and change found at the community level

As mentioned in the section above, focusing on results emerging from CHwB Albania interventions at the individual level, in composite makes up ‘the community’.

Communities in and around the cultural heritage sites have benefited because CHwB Albania and the construction companies they engaged, as they have called on local crafts people to take part in restoration work; stones or other materials were purchased from local people; and the restored houses were in many cases (where the ownership relations were clarified) turned into income generating operations as hotels, guest houses, restaurants, memory sites or shops.

In this way the interventions have had a positive economic impact on the communities. Where sites have been restored and become more accessible and with more information shared about them, the number of visitors and tourists has increased significantly in several locations. For inhabitants and visitors alike, the change from derelict or abandoned to restored and in use has a strong impact on the sense of a safe and sustainable urban area, and was presented as decisive for the feeling of identity and healing of local communities. Furthermore, local taxes have been paid by the companies engaged to the respective municipalities.

Results and change found in the cultural heritage sector

As mentioned above, collaboration partners locally, at the national level and within the region recognise CHwB Albania to be a unique and important actor in the cultural heritage field at the mentioned levels. Being identified by collaboration and funding partners as the best NGO in the field, and by some as the best NGO in Albania in general, quality professionalism, respect for tradition and history along with honesty and kindness makes the organisation and its work stand out.

Technically, CHwB Albania is recognized as an innovator at many levels, for instance introducing changes in the field of project planning and monitoring during restoration works. Furthermore, they are seen to having been instrumental in ensuring through their project interventions the rescue of cultural monuments; that restorations are done in a high quality and to standards. The restored historic buildings are returned to a safe condition. Without the intervention there was risk for local inhabitants from unsecured stones; in Kruja for instance, without the interventions, the school and houses would have become ruins and life of people put at risk. CHwB Albania has also contributed to updating national legislation related to cultural heritage.

Results and change found at national level (institutional, legal, policy, educational)

In terms of results and change found at national level the following stand out:

- Through the RRCs, the relevant academic courses at among others the University of Tirana, can offer their students high quality, practical, real life restoration experience. This was mentioned by all the academics and students met as a unique learning opportunity. Beyond the individual level, it helps build and maintain the very specialized conservation capacity in Albania and the region. One academic quoted a high-level Italian restoration specialist for

having found the quality of the CHwB Albania at an extraordinary international level.

- Working closely with the national cultural heritage authorities, CHwB Albania's international experience and knowledge benefits the country broadly. Talking with a former Director in the Ministry of Culture, she stressed that the work approach and methodology by CHwB Albania is unique and is a good model:

“Spaç prison is another case. In Spaç area there are several actors/institutions involved that have different interests on the area. They include Municipality, Ministry of Infrastructure, concession company, inhabitants, etc., Considering that and other factors, based on discussions it resulted that a management plan of interventions was important. Spaç management plan was prepared.”

- Changes in the legal status of building crafts people⁹. Working closely with the national cultural heritage authorities, CHwB helped institute a certification system of craftspeople¹⁰ who can now work on listed buildings.

A key informant highlights:

“A key contribution is its work to certify craftsmen. This move to certification was not possible without their efforts. They took the initiative. It is critical that craftspeople are properly trained and understand historic buildings. CHwB championed the concept that heritage is something for vocational training. It is aligned with the EU Blueprint for Heritage Skills which identifies the different occupations that need to be recognized in the value chain for cultural conservation.”

- In regard to policy and legal impacts, CHwB Albania has influenced policy and legislation in explicit and more subtle ways¹¹. By the donor community CHwB is considered ideally suited to support the Albanian authorities as they further advance the legislation, bylaws and regulation in the area of cultural heritage.

⁹ With the approved curricula, crafts people can be certified to work in restoration. This certification is required for businesses to be approved by the authorities to take on restoration work.

¹⁰ The certification is based on the approved national curricula mentioned above (page 27 comment/clarification). Ministry of economy and Ministry of Culture then (now same ministry) approved the curricula and introduced them on the National List of Professions.

¹¹ CHwB has advised Ministry of Culture when preparing the new law on Museums. This has included change in the supervision framework for works. Before only the Institute of Cultural Heritage had the authority to supervise cultural heritage restoration works, but could not cover the required need. CHwB recommended to develop a system where also individuals, duly certified, could also do this. One of the merits qualifying professionals for this certification is participation in RRCs for a specific number of hours.

- Perhaps more subtly, they have changed the dynamic from top-down restoration of single monuments to community-based urban revitalisation. This has profound implications for the residents of historic towns such as Gjirokastra as well as for the development of tourism in the country. CHwB Albania furthermore inspires the national level debate by translating into the Albanian language EU and other international standards on cultural heritage and promoting these standards in Albania.
- Special educational efforts include the development of games and books for schools and families. They are in use in the Castle/museum in Kruja and in the national Historical Museum in Tirana and the ethnographic museum in Elbasan, as well as through activities organised by CHwB with schoolchildren in various cities like Durres, Kruja, Preza, Kavaja, Rrogozhine). These educational materials have brought the strengthening of professional interpreters to the fore, again strengthening national capacity in and around cultural heritage.

Results and change found internationally

Interviews with the CHwB international network revealed that CHwB Albania contributes to the outreach of Albania to neighbouring countries, such as Turkey and Greece where it has cooperated on activities, so much that:

“The CHwB brand is known outside the Western Balkans.”

CHwB is seen as a unit for effectively addressing crisis situations. For example on the occasion of the blast in Lebanon, there was a request for assistance to the Swedish office. Discussions are underway for eventual CHwB support to Ukraine.

3.4 EFFICIENCY: HOW WELL ARE RESOURCES BEING USED?

Donors highlight how modest and precise both financial proposals and financial reports are - no space left for ‘corruption, smearing or pocket-stuffing’ as one donor stressed. The Restoration Camps can also be assessed as strong value for money as they disseminate the ethics of CHwB Albania, inspire students and employ craftspeople and senior experts. This can be seen as an efficient investment in sustainability in the sense that the camps produce a pipeline of younger skilled professionals.

In section 3.6 below on financial sustainability we address the issue of the Swedish proportion of the funding available to and spent by CHwB during the evaluation period. As, however, the evaluation has been explicitly requested to evaluate not only the activities covered by Swedish funding, but the organisation as such, This is our focus hereunder, when answering the evaluation questions.

EQ5. To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely manner?

CHwB Albania, as evident in the sections above, is recognized as a well-managed and performing NGO, which always meets deadlines, provides agreed contributions,

communicates effectively and is recognized by collaboration partners locally, nationally and internationally.

There are some drawbacks, however. As elaborated upon with some detail above in section 2.2.6 on CHwB Albania as a workplace, the strong results and cost-effectiveness appears to come at a cost: the work-life balance has been suffering lately. This is often the case in value-driven organisations, and as mentioned above the very strong positive assessment of the value found in working in CHwB Albania stands out very clearly. Finding a tolerable balance is a challenge that the CHwB Albania management is very much aware of and working to regulate.

CHwB Albania, has by all parameters and measures delivered results in an economic and timely manner – these include delivery on time, delivery within planned costs/no overruns, and the potential multiplier effects.

Results-based Management (RBM) – staying on track

CHwB's RBM overviews and workplans 2021-2023 presents CHwB work with annual planning and budgeting in a systematic Results-based Management (RBM) framework. Being a mission-based organisation, CHwB works based on one strategic plan of which the Swedish Embassy has been the main donor during the three-year phase being evaluated. In the RBM matrixes it is highlighted from which donor which funds have been received. This ensures an inner coherence in the organisation, working on one set of goals, in one direction. This also means that CHwB avoids the trap of 'hunting for Calls', which many CSOs feel forced to do, thus, frequently, loose focus.

When going over RBM plans sequence of Baseline, Target (of the year) and Result, it can be seen that CHwB most often overachieves. In this report's section 1.2 presenting CHwB Albania's history, some overviews developed for this report, based on the three years' budgets, show that the Key Objective 1 is naturally the by far biggest including major investments in building conservation with the smaller regionally oriented Key Objective 2 and the organisational development-focused Key Objective 3. (The three annual RBMs for 2021, 2022 and 2023 in the footnote, here¹².)

How does CHwB Albania ensure well-coordinated work within the team?

There are a number of procedures in place that ensure good coordination within the CHwB Albania team. Overall, it is a non-hieratic organisation in which all staff are encouraged to contribute their views and experience. To review the annual work

¹² 2021: https://empowerhouse.dk/wp-content/uploads/2023/11/2021_RBM-MATRIX-WITH-a-BUDGET-AND-PLANS.xlsx; 2022: https://empowerhouse.dk/wp-content/uploads/2023/11/2022_RBM-MATRIX-WITH-A-BUDGET-AND-PLANS.xlsx; 2023: https://empowerhouse.dk/wp-content/uploads/2023/11/2023_RBM-MATRIX-WITH-A-BUDGET-AND-PLANS.xlsx.

plans¹³ formal review meetings with all staff present are organised twice a year, and staff meetings are held every 2-3 weeks, when all staff is present at the same time. Here every staff member and teams report on the status of work they are engaged in, including both evaluation of how things are developing and together planning the best way forward. The management team is made up by the CHwB Executive Director and her deputy as well as the project manager based in the Gjirokastra office, and they meet frequently and as needed – but at least on a weekly basis. Most staff members are engaged in more than one work team and are in daily contact. As several staff members said: “If we had not worked together so closely, overlapping in functions, we had not been able to make our intense work programme, work!”

In view of collaboration with the other national CHwB organisations in the regions, they do not at present have regular coordination meetings, but meet when there are issues to be dealt with. This has so far meant that the four organisations¹⁴ have roughly met on a quarterly basis. They do, however, plan to make their meetings regular. CHwB stresses that they benefit from having these strong sister-organisations in the region, which amplifies the effect due to their strong reputation and network of partners in each of the countries. Whereas the Swedish ‘mother’ CHwB no longer has an organisation, but merely a board, they are important in the group’s collaboration. Not least now where the four are planning to extract a model CHwB for use in other countries. Presently they are planning to pilot this in Ukraine.

3.5 IMPACT: WHAT DIFFERENCE DOES THE INTERVENTION MAKE?

EQ6. To what extent has the intervention generated, or is expected to generate, significant positive or negative, intended or unintended, high-level effects??

CHwB Albania has been central to the professional development of the cultural heritage sector in Albania and beyond. In the sections preceding this, ample evidence has been shared. Whereas most effects are intended, seeing the CHwB’s systematic, strategic and holistic approach to their work, a number of unexpected outcomes can be identified. This is most evident in the positive effects on the lives of crafts people, artisans, communities and academia alike, listed under ‘Effectiveness’ which beneficiaries define as welcome.

Whereas some high-level impacts will further unfold during the years to come, CHwB Albania has been in existence (and funded by Sweden) for about 15 years, and nearly 9 years as an independently registered NGO. It is therefore possible to say that there is

¹³ The RBM-based annual work plans for the period under evaluation are shared in annex 6.

¹⁴ CHwB have since 2015 till today existed in Sweden, Bosnia-Herzegovina, Kosovo and Albania.

evidence of the following cumulative and important effects deriving from CHwB Albania's work and their special working methods: improved condition of (quite a number of) heritage assets; ongoing maintenance and use and sound management practices; (growing) community participation in heritage activities; appropriate heritage site interpretation along with dissemination of CHwB children's books and toys; development of new skills and products; respect for the right to cultural heritage and inclusive practice; evidence of (beginning) change in economic circumstances for (some) craftspeople, heritage asset owners and surrounding communities; evidence of the beginning of women's economic empowerment, so far on an individual basis; and (the basis build for) meeting EU heritage conservation standards. It is not possible with certainty, however, to discern which of these effects is solely attributable to the 2020-2023 programme.

3.6 SUSTAINABILITY: WILL THE BENEFITS LAST?

EQ7. To what extent are the results and benefits of the Sida support to CHwB likely to continue after the intervention ends?

The evaluation team considers sustainability as linked not only to financial well-being, but just as much to social and organisational capacity. Furthermore, as a basis for those 'sustainabilities' is the enabling environment, which CHwB Albania has also worked to influence in positive ways for the good of Albania's cultural heritage.

Social sustainability: the social capital and reputational positioning is extremely high. CHwB's core values and ethics are subscribed to by staff and partners respect it. The organisation is recognized to provide cutting edge / standard respecting services and quality.

Organisational sustainability: great results from the workshop (see 2.6.6) in terms of team spirit and belief in the organisation, along with the realisation of the necessity for a more thorough analysis to comprehend the intricacies related to organisational sustainability, when moving ahead with the revision of the strategic plan.

Financial sustainability: CHwB Albania has during the period in question (2020-2023) been funded by Sweden for an average of 50% of its budget, primarily to cover core operating costs. During the past two years, the Swedish share of the funding has comparatively increased (2020: 47% Swedish funding; 2021: 68%; 2022: 70%; 2023: 60%). The organisation addresses these questions and has started winning bigger restoration projects. It will be interesting to see how this could develop. A better funding facility would be deserved for a high-performing organisation, with a strategic plan and mission-based operation, and a high-capacity staff. The full and updated financial overview for the period under evaluation is presented in 3.4 above.

Which CHwB interventions bring systemic changes with sustainability potential?

Sustainability is determined by the context in which ChwB works, and the continued relevance of their work. Among CHwB's particular systemic achievements, the following could be mentioned:

- The camps, which have MoUs with numerous universities in Albania and beyond. RRC participation is a part of several universities' practical curricula;
- The holistic cultural heritage-focused tourism advancement including restoration of houses becoming museums, restaurants/cafés, hotels, Airbnb guesthouses, galleries and shops;
- Activities including intangible cultural heritage often taking place in the restored buildings including cooking classes, wood carving, embroidery etc.
- Vocational training ongoing, institutionalised
- The digital application for assessment of cultural heritage sites
- Books and games for kids

Being sustainable?

What is it to be sustainable? An NGO/CSO is never (at least not to the experience of the evaluation team) self-sustainable. For sustainability in a broader sense, a useful definition of financial sustainability could be:

*'...the ability of an organisation to secure and manage sufficient resources to enable it to meet its mission effectively and consistently over time without excessive dependence on any single funding source [...] Sustainable organisations have, at minimum, a clear mission and strategic direction; the skills to attract resources from a variety of local, national and international sources and the know-how to manage them efficiently [...].'*⁴⁵

In that perspective, CHwB Albania is sustainable – also when not self-sustainable.

¹⁵ Lisa Canon 1999, Life beyond Aid. Initiative for Participatory Development.

4 Evaluative Conclusions

4.1 RELEVANCE AND COHERENCE

In terms of relevance, through in-depth interviews with users, collaboration partners, funders and national authorities around the CHwB the present evaluation has observed a very positive reflection of their relevance in the present reality in Albania and express appreciation of CHwB Albania's ability to work effectively within current legal frameworks and standards, and in light of national priorities. With reference to the 2019 earthquake, all partners consulted gave evidence that CHwB Albania was swift and flexible in its request to donors to reorient efforts to areas most in need including to advance new needs and opportunities arising from the rapid increase in tourism activity.

In terms of CHwB Albania's work with gender issues they were found to have a sound gender awareness with an anti-gender discrimination policy in place. In their work with partners CHwB Albania has a conscious gender approach ensuring both gender-balanced representation in activities whenever possible and securing gender disaggregated documentation. Furthermore, in view of other traditionally marginalised groups, CHwB works systematically with low income groups and includes youth and students especially through camps along with its range of activities to secure children's involvement. Roma children benefit from educational cultural heritage education.

The evaluation shares extensive evidence of CHwB Albania's adaptability, versatility and flexibility, documenting how it ensures continual learning and adjustment of work plans into their organisation – as staff members said: *'We adjust our plans all the time!'*

CHwB Albania is, by the broad range of partners with whom it works on an ongoing basis, presented as being open and good partners, always ensuring synergies and coherence in their practice. Several informants found CHwB Albania to be unique in their capacity to work effectively with all the relevant entities and systems both at the municipal, regional, national and - where relevant - international levels. Stakeholders find CHwB Albania's collaboration both in the region and internationally to be of major importance highlight facilitation of UNESCO engagement also in neighbouring countries.

In terms of coherence between the work of the CHwB Albania and the Swedish development priorities, full coherence between strategies and approach was determined. CHwB operates in a very specialised niche and has collaboration experience with all relevant actors in the field, as mapped in section 2.3. As the sector works in extension of government priorities and is one of the pillars of the country's economy, CHwB finds that whereas EoS has been a special not only donor, but partner, they work well and effectively with other ongoing donors.

4.2 EFFECTIVENESS AND EFFICIENCY

The CHwB Albania is achieving its objectives, and is commended for the ways in which the organisation works with public priorities and in line with its own vision to 'strive to guarantee the right to cultural heritage for all by creating landscapes of peaceful co-existence and equal opportunity' and its mission 'to restore and build relations by turning best conservation practices into inclusive, empowering and equitable processes of encounter for every-one'. As highlighted, this requires adaptability and flexibility in the complex and ever-changing Albanian reality.

In answer the evaluation question, the 'Effectiveness' section provides evidence collected in the data-collection phase of skill development, social change, and economic development for each of the following six groups: (i) Individuals (owners, craftspeople, business people, citizens, and camp participants); (ii) Community level; (iii) the Cultural heritage sector; (iv) National level (institutional, legal, policy, and educational); (v) the Western Balkans neighbourhood; and finally (vi) Internationally. Only positive evidence was found. Unusually there were no negative remarks.

As it has made plain in earlier sections, CHwB is recognized as a well-managed and performing NGO, which always meets deadlines, provides agreed contributions, communicates effectively and recognized by collaboration partners locally, nationally and internationally. It has maintained a high degree of professionalism.

As elaborated upon with some detail above in section 2.2.6 presenting CHwB Albania as a workplace, its strong results and cost-effectiveness appear to be achieved at a price: the work-life balance has been suffering lately. This is often the case in value-driven organisations, and in the mentioned section the very strong positive assessment of the value found in working in CHwB Albania stands out very clearly. Balancing the demand for ever more initiatives and supply side of human and financial resources is a challenge that the CHwB Albania management is aware of and working to regulate.

The organisation manages its internal operation through semi-annual work-plan review meetings, all-staff meetings every two to three weeks, management meetings at least once a week, and coordinating work meetings within operational teams every day.

CHwB was found to be both a highly effective and an efficient organisation.

4.3 IMPACT AND SUSTAINABILITY

CHwB Albania has been central to the professional development of the cultural heritage sector in Albania and beyond. It has been a leader in the sector, in tune with international best practice. In the preceding sections ample evidence has been shared. Whereas most effects are intended, there are important unintended effects. We can begin to identify positive changes as seen when ordinary people, crafts people, artisans, communities and academics alike shared the welcome, often unforeseen positive outcomes, with importance to their livelihoods.

Whereas some high-level impacts will further unfold during the years to come, CHwB Albania has been in existence (and funded by Sweden) for about 15 years, and nearly 9 years as an independently registered NGO. It is therefore possible to say that there is **evidence of important effects** to the condition of physical heritage assets, such as buildings; ongoing maintenance and use and sound management practices; engagement by children and community participation in heritage activities; development of new skills and products – often based on traditional handicrafts; and respect for the right to cultural heritage and inclusive practice; as well as women’s economic empowerment. Also CHwB Albania has secured long-term impact by translating into in the Albanian language international – including EU – standards in cultural heritage and conservation for an Albanian audience.

The evaluation team considers sustainability as linked not only to financial well-being, but just as much to social and organisational capacity and sustainability. Furthermore, as a basis for those ‘sustainabilities’ is the enabling environment, which CHwB Albania has also worked to influence in positive ways for the good of Albania’s cultural heritage.

Social sustainability: the social capital and reputational positioning is very high. CHwB Albania’s core values and ethics are subscribed to by staff and partners respect it.

Organisational sustainability: strong team spirit and belief in the values of the organisation, but a certain misalignment between ambition and staff capacity found.

Financial sustainability: CHwB Albania has during the period in question (2020-2023) been funded by Sweden for an average of 50% of its budget, primarily to meet core operating costs. During the past two years, the Swedish share of the funding has, however, increased (2022: 70%; 2023: 60%). This increase can be attributed to a host of external factors: an inflationary environment, the Covid pandemic and also an increasingly competitive situation with the entry of UNOPS which offers considerably higher salaries. Mindful that an NGO/CSO is rarely self-sustainable, a healthy funding mix, a broad group of funding partners, a strong strategic plan and orientation and a sound financial management are ingredients for a viable future. The evaluation team trusts that this can be achieved!

5 Lessons Learned

5.1 BEING REALISTIC AND FLEXIBLE

CHwB Albania has received important recognition through its flexibility in the face of changing circumstances while maintaining quality standards. Working with cultural heritage in Albania, and simply working in Albania – not least when interventions need public approval or other contributions – being realistic and flexible is a pre-condition for success. Similarly, having a realistic assessment of time required to see results of complex interventions in historic centres is much needed.

5.2 VALUE-LED ENGAGEMENT, INNOVATION

CHwB Albania is recognized by collaboration and funding partners alike as a strong, mission-driven organisation, led not only by its work plan, but with an intent to see the sector in which it engages develop in the best way possible. This is also the case when new types of intervention and actions are needed. CHwB Albania's engagement with the Spaç museum project is one such area of demonstrated willingness to pioneer new areas of activity. The Spaç museum project represents an opportunity to acknowledge an uncomfortable episode of Albania's recent past, thus a sort of national reconciliation.

5.3 BENEFITS OF COLLEGIAL WORKING

CHwB Albania high standing among partners and colleagues – as documented all through this report – is linked to its collegial working practices, within and outside Albania. This openness to learning from others and sharing of knowledge and experience has increased both the quality of work and its impact.

5.4 CHWB: MODEL IN CONFLICT COUNTRIES

CHwB Albania is becoming aware that its experience can be a model for other countries, regions in conflict, not only in the Western Balkans but in the Middle East (for example Beirut) and in Ukraine. They are exploring ways in which they could contribute to international reconstruction efforts.

5.5 ATTRACTING AND RETAINING STAFF

The CHwB Albania staff clearly expressed their commitment to and motivation by the way the organisation works, its team spirit and management style. Operating in an increasingly competitive environment, however, means that the organisation will need to identify how to position itself to continue to attract and retain quality staff.

6 Recommendations

6.1 RECOMMENDATIONS TO EOS

The Swedish Embassy in Tirana has been much more than a donor, a funder, to CHwB Albania. The Swedish Embassy has been a powerful, likeminded partner, and together they have, with the Swedish own CHwB history in mind, charted the course of a holistic peace broker, supporting important identity building through the protection and preservation of cultural heritage in a country with a troubled past – in a troubled region. With the present geopolitical developments – thinking Ukraine, but not only – it would seem that a strong and powerful CHwB in Albania could be needed more than ever.

In the evaluation team's meetings with the other donors and funding partners, it became clear that the EoS's backing gave additional credibility to CHwB Albania. This relation had made CHwB Albania's access to other funding considerably easier.

Recommendation to EoS – Background Considerations

While mindful that the EoS in our introduction meeting mentioned that they planned to support CHwB Albania for another, final three-year period, the evaluators recommend consideration of flexibility in their further support. This recommendation is based on the quality and value of CHwB Albania and its uniqueness in Albania, its clear contribution to Swedish development priorities in Albania and the region, and the inherent difficulties of an NGO to find another reliable source of core funding without possibly compromising strings attached. To be considered are the following factors:

- On average for the past three years CHwB Albania is supported by EoS for about 50% of its budget. This is despite considerable effort to reduce its dependence on EoS funding. The organisation spends considerable staff time on proposal writing, usually carried out by the management team, which while it sharpens the competitiveness of the organisation, is time spent away from other activities. It can be argued that without core operational support, CHwB could be forced to abandon some of its projects with less market value but high social value.
- In the evaluation team's consultations with the other cultural heritage-interested donors present in Albania, it is apparent that there are no other funding organisations who could replace the role the EoS has.
- CHwB Albania is posed to advance to a new phase, with a new, in-depth strategic plan to guide them in determining their future priorities and course.

Recommendation to EoS: Exploring possible funding options:

In this reality, the evaluators recommend exploring possible funding options, inter alia:

Whereas the evaluation team would have liked to propose the consideration of taking up the endowment-fund mechanism¹⁶, tested by Sweden with partners among others in Southern Africa, for many obvious reasons, it has been clearly understood that this was and is not an option presently. The embassy operated under a strategy which expires in 2027, which will need to be the end of a next funding phase. This being said, the Embassy is committed to engage in such a new 3-year phase including core funding.

- **Continued funding for another phase** As mentioned, Sida is an important partner to CHwB with shared values and aspirations. A new phase is important and will, with the planned strategic planning process forthcoming, need to focus on establishment of structures that can help render CHwB more resilient.
- **A three-year extension is recommended, 2024-2027** as this is what is possible. The evaluation has met a healthy, high-quality organisation with a recognized and high quality staff in place. From this consolidated starting point, it is recommended to explore, when the new strategy is in place, whether a further 2-3 year extension / new collaboration phase could be envisaged within the next EoS strategic cycle.
- **Access Sida's best practice experience**, on how to most effectively rendering civil society organisations sustainable.
- **It is recommended for EoS to discuss with CHwB whether the restoration of a possible onward 'CHwB Centre of Excellence' in Gjirokastra** could be a desirable dedicated part of the next phase funding, as a powerful way of rounding off Sida's (for now) 15-year funding. The establishment, from where the onward work could be directed in Albania and beyond, could be seen as a strong transitional engagement (see recommendations to CHwB).
- **Sale of books and games**, which has so far not been permitted by the EoS. Recognizing that this will most likely only bring modest income to the CHwB, it would represent a much wanted way to further amplify the work with children and cultural heritage in Albania.

6.2 RECOMMENDATIONS TO CHwB

Recognising the time required by an evaluated organisation to achieve the evaluation's utilization focus, the evaluators wish to recognize the CHwB for its excellent collaboration in turning the participatory and learning-focused approach real. Our recommendations and suggestions are therefore no surprise to the CHwB Albania team. We wish to stress, that it is very inspiring to evaluate a well-run organisation with a

¹⁶ Some 20 years ago Sida chose to test an extraordinary way of support to civil society organisations, recognizing that this is where renewal and public engagement in rights-based agendas unfold. Endowment grants were therefore piloted to test the creation of a possibly sustainable, donor-independent future. The scheme was discontinued. However, the trust and honesty needed at the core of such an arrangement was by this evaluation found to be qualities highlighted by CHwB Albania's other funding partners and stakeholders.

strong mission-driven ethic, integrity, and adherence to its core values. Our recommendations to CHwB Albania are intended to further support their work along this course, in its next phase.

Core Recommendation: Thorough and in-depth Strategic Planning Process:

The year 2024 marks the conclusion of the current Strategic Plan. In the review and revision of it, it is recommended to use the process to ensure an in-depth analysis of where CHwB could and should work towards in the future. The present strategic plan¹⁷ presents the organisation and its engagement areas. The evaluation finds that this presentation is valuable as a ‘business card’ and recommends that the next strategic plan has both an internal in-depth analytical version and – again – naturally – a ‘business card’ external version. The internal version of a strategy will, as mentioned in the ToRs, include a comprehensive set of cultural and socio-economic (and other relevant) indicators helping the organisation to track progress, assess impact, and measure the effectiveness of its activities in achieving the set goals and objectives.

Please find an outline and some suggestions for such an in-depth strategic planning process in annex 5. As mentioned there, this evaluation is found to include a good part of the initial steps in such a process, analysing your internal and your external contextual realities.

Besides this, the following elements have been identified by the evaluation, and are reflected among this report’s findings and thus shared here:

- **The strategic plan needs to ensure that CHwB Albania:**
 - Seeks means to balance the work portfolio and the staffing;
 - Becomes as competitive as possible to attract and retain quality staff;
 - Tackles growing pains, along with salary levels;
 - Prepares a set of goals short-, medium- and long-term (CHwB Albania has a solid, ongoing RMB planning framework – build the team into this);
- **Have a business plan to accompany the strategy**, where CHwB Albania identifies, systematically:
 - Development plans: Continue with the current portfolio? Consider sharpening the already existing profile as a **‘Centre of Excellence’ in Albania**, Western Balkans – and beyond? (academic credits; [more] professional training, being a clearing house with documents, tools, tutorials, films, models, technology, space for visiting researchers from abroad).

¹⁷ https://chwbalbania.org/wp-content/uploads/2023/06/Final_Strategic-plan_english_web.pdf.

- Centre of excellence: Gjirokastra has the attention by UNESCO and donors. Find an appropriate house with agreement by owners to use it for 10-15 years. Sida funds restoration. There would be no rent needed for office space. It would be a powerful centre, with a dynamic and innovative energy both at the local, community level, nationally, regionally, internationally
- Review possible, realistic funding streams including donor-funding, sale of services, fees from participants in RRCs and other events;
 - Develop a systematic fundraising framework with the assistance of a professional development officer/fund raiser, as a part of this, keep careful track of new EU funding opportunities¹⁸.
 - Assess upcoming RFP opportunities.
- **Plan for the board transition in 2024** – this takes time. Ensure having strong profiles in all the areas where CHwB Albania could require assistance including cultural heritage developments internationally, fundraising and maybe access to international philanthropic circles of wealthy individuals and foundations.
- **Enhance visibility:** identify ways to systematically ensure that individuals, organisations, and institutions important to the CHwB Albania's work have access to their success stories and activities. This would be important both to attract collaboration partners, funders, and new staff. It should not be visibility for the sake of visibility, but to achieve clearly identified goals and objectives.

Consider:

- Raise the visibility of CHwB Albania through participation by the Executive Director and Deputy Director in important European or international conferences.
- Monthly, bi-monthly, or quarterly newsletter with brief news items – and links to background stories.
- Small video-success stories with programme: crafts people, house owners, cultural tourism operators, ministry, Universities / students. It could be called: Our heritage, Our identity.

¹⁸ Some of these presently available for the short- to medium-term are: (i) The EU support for Balkan Countries called "Growth plan for Balkan" 2024-2027, with a EU fund of 6 billion EUR. (to be explored on cultural heritage, community development, tourism opportunities - all related to culture heritage) (ii) Vjosa National Park - Europe's first wild river National Park declared in March 2023 (among others along the river sides are located many cultural heritage objects of high values); (iii) Transhumance practice as part of UNESCO Intangible Cultural Heritage (along the transhumance paths there are many monuments - very old churches, monasteries of high values that need restoration), and (iv) a new Western Balkans programme that provides financing for cultural heritage.

- Utilise the RRC network to spread the reputation of CHwB Albania.

Strengthen team satisfaction, work-life balance:

- **Incorporate measures such as secondments** to international organisations for staff as a means to encourage professional development and increase staff retention;
- **Continue to provide internships to promising young graduates** who are interested in a career in cultural conservation.

On the work with cultural heritage, some recommendations:

- **Clarify ownership relations of houses and monuments** in need of restoration—whenever possible - prior to engagement in renovation - to not waste time and money. The CHwB team has already considered ownership as one of the main criteria in the selection of the houses for the Network of Historical Houses;
- **Consider securing contributions from house/monument owners** for renovation. When having contributed (with funds or in-kind) efforts are usually valued higher – and it would make existing funding reach farther. CHwB has been exploring various methods of contributions from the owners, by testing of different contribution models. This will contribute to the needed more strategic and integrated approach
- **Consider additional ways to ensure visibility of and support to women's intangible** heritage areas with a focus on women's empowerment.

Annex 1 Terms of Reference

Terms of Reference for the Evaluation of the contribution 14205 Heritage for People Phase II, Albania

Date:

2023-09-25

1. General information

1.1 Introduction

The strategy for Sweden's reform cooperation with the Western Balkans and Turkey applies between 2021 and 2027. The project Heritage for People - Phase II - Pioneering Models and Creating Opportunities for Sustainable and inclusive growth, implemented by the Cultural Heritage without Borders (ChWB), falls under SA 4 - Inclusive economic development. The project started its implementation period in December 1st 2020 and is planned to be concluded by 31 December 2023. A no cost extension is expected from CHwB up to end of April 2023. The focus the project lies in an approach that builds on sustainable management, education and conservation of assets which are then accessible, interpreted and are generating income of public interest.

The current project is a follow up of the contribution Heritage for People implemented by Cultural Heritage without Border (CHwB) Albania during 2016-2020.

While Albania continues its path toward EU membership, in recognition of the reform steps undertaken thus far, major reforms still need to be made. The cultural and cultural heritage sectors have also been affected seeming to be much more on the government attention especially the Ministry of Culture, which affirms the need for a new vision to overarch a more sustainable development for the sector. Actually, the intervention is also in line both the Albanian National Strategy for Sustainable Tourism Development 2019-23 and new National Strategy for Culture (2019-25).

The low capacities of cultural heritage sector hinder the full realization of heritage potential for economic development, well-being and a sustainable future. It exists an inadequate resources (financial and human) to manage, maintain and enhance heritage assets. There is no holistic and comprehensive approach toward heritage preservation. There is an under-utilisation and underestimation of heritage socio-economic value. There is a lack of access and opportunities to thrive on heritage based education and training. There are no insufficient training opportunities in the field of practical conservation on a local and regional level. All of these mentioned problems were aimed to be addressed through this 3 year programme.

1.2 Evaluation object: Intervention to be evaluated

The evaluation object is the intervention Heritage for People, Phase II in Albania. The assessment is meant to provide objective information on the progress and the fulfilment of the programmes' objectives. The objective of the project is two fold and is divided into 2 main ones;

KEY OBJECTIVE 1 - Sustainable management and preservation processes lead to increased care, demand and enjoyment about and for historical assets and,

KEY OBJECTIVE 2 – Expanding boundaries of action by bringing people and skills together for increased trust and peaceful co-existence.

CHwB Albania being a non-governmental organisation is in a unique position to objectively identify the niches of need. Those identified needs due to lack of capacities and due to lack of clear strategies remain to be unfulfilled. This opens a horizon for developing new models from the scratch as well to improve existing models. However both the needs and the designed interventions to fulfil them are discussed with wide arrays of stakeholders and beneficiaries, hence the contribution is to be seen as a part of an overall effort of all actors in the field.

The interventions of this programme were planned to promote the full realization of the multi-dimensional potential of heritage and a sustainable utilization of heritage as a capital of irreplaceable cultural, social, environmental, and economic value. The foreseen change is designed to be achieved through set of 8 areas of interventions including: practical conservation; cultural heritage management; spatial planning; vocational learning; interpretation; site development; heritage guiding and heritage tech.

The programme is currently funded by two large donors (Swedish and US governments) and a couple of smaller donors (Prince Claus Fund, UNOPS).

CHwB is seeking to explore and develop comprehensive indicators of impact which would be used for implementation and communication purposes.

The findings of the assessment shall inform and guide the organisation in defining a future development path for its own programmes. The purpose or intended use of the evaluation is to provide Sida with an input to upcoming discussions concerning the support to CHwB and relevant area of intervention. The primary intended user of the evaluation is Embassy of Sweden in Tirana.

The total budget for this contrubution financed by Sida is 16 500 000 SEK.

For further information, the intervention proposal is attached as Annex D.

The intervention logic or theory of change of the intervention may be further elaborated by the evaluator in the inception report, if deemed necessary.

1.3 Evaluation rationale

CHwB Albania has been operating as a Non-Governmental Organisation unifying its interventions in one single programme financed by different donors. Given the relatively unexplored field of impact of their interventions the organisation would like to develop a comprehensive set of cultural, social economic and other identified indicators which would help them track the impact of their programme and would allow them to adjust the programme to growing needs and changed contexts.

Cultural heritage provides an essential stimulus to education and lifelong learning, including a better understanding of history, as well as a feeling of civic pride and belonging. It also fosters cooperation and personal development.

Since the intervention will come to an end in 31 December 2023, the second half of 2023 is a good timing for the Embassy to prepare this evaluation which shall serve also an input for the discussion with CHwB on the support beyond 2023.

2. The assignment

2.1 Evaluation purpose: Intended use and intended users

The purpose or intended use of the evaluation is to provide Sida with an input to the realization of the programme's objective and upcoming discussions concerning the support to CHwB and relevant area of intervention and help Sida to assess its portofoglio which may effect its strategic decision making. The assessment report will serve also as a crucial input for CHwB Albania in the process of revising their current Strategic Plan (2020-24).

The primary intended user of the evaluation is Embassy of Sweden in Tirana.

The evaluation will include the entire period of the intervention to the end date and if needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the tender how this will be ensured during the evaluation process. Other stakeholders that should be kept informed about the evaluation include Sida and the Embassy of Sweden in Tirana.

During the inception phase, the evaluator and the users will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

2.2 Evaluation scope

The evaluation scope is limited to the entire period of the intervention in Albania to the end date and if needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report. In general terms, the assessment will focus on:

- The impact of management planning on sites' development and capacity building of stakeholders and beneficiaries
- The effect of management plans on local employment and mobility
- The impact of management planning on bringing the community together while realizing different potentials of cultural heritage
- The benefit of the unified standards in conservation and their usability in academia and practice
- The impact of physical conservation on better usability and appreciation of cultural heritage

- The effect of educational efforts in cultural heritage
- The impact of changed cultural heritage perception and appreciation with youth and young
- The effect of the Regional Restoring Camps (RCC) on intercultural relationships and whether those can be seen as a step in the direction of peaceful co-existence;
- The effect that RRC activities have on the local community (inclusive and not limited to monument owners, local business, local stakeholders and authorities);

The above areas will be analysed from the perspective of the following orbits of influence of the intervention:

- **Universities engaged:** University of Tirana
- **National and regional authorities:** Ministries of Culture; Institutes of Monuments of Culture in Regional Directorates of National Culture; Museums and other relevant institutions.
- **Final beneficiaries:** Alumni of the RRC; monument owners whose buildings were repaired
- **Service providers:** Consultants and craftsperson's involved; small businesses in the locations of the activities
- **Donors:** Embassy of Sweden, US Embassy, Prince Claus
- **Partners**

If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

2.3 Evaluation objective: Criteria and questions

Perspective of preparing the evaluation shall be based on Relevance, Coherence, Effectiveness, Efficiency, Sustainability, impact and sustainability.

The objective/objectives of this evaluation is/are to:

- **Evaluate the impact of intervention** Heritage for People II and formulate recommendations on how its management team can improve and adjust implementation. The assessment report will serve as crucial input for CHwB Albania in the process of revising their current Strategic Plan (2020-24).
- **Evaluate the efficiency of the intervention and formulate recommendations** as an input to upcoming discussions concerning the preparation of a new phase of the intervention.

The evaluation questions are:

Relevance:

- To what extent has the intervention objectives and design responded to beneficiaries', , country, and partner/institution needs, policies, and priorities, and have they continued to do so if/when circumstances have changed?
- To what extent have lessons learned from what works well and less well been used to improve and adjust intervention implementation?

Coherence:

- How compatible has the intervention been with other interventions in the country, sector or organisation where it is being implemented?

Effectiveness:

How compatible has the intervention been with other interventions in the country, sector or organisation where it is being implemented?

Efficiency:

- To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way?

Impact:

- To what extent has the project or programme generated, or is expected to generate, significant positive or negative, intended or unintended, high-level effects?

Sustainability:

- To what extent will the net benefits of the intervention continue, or are likely to continue?

Questions are expected to be developed in the tender by the tenderer and further refined during the inception phase of the evaluation.

2.4 Evaluation approach and methods

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Innovative and flexible approaches/methodologies and methods for remote data collection should be suggested when appropriate.

The evaluator is to suggest an approach/methodology that provides credible answers (evidence) to the evaluation questions. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

A *gender-responsive* approach/methodology, methods, tools and data analysis techniques should be used¹⁹.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

The assessment will be based on both qualitative and quantitative techniques, and on primary and secondary data. An inception report shall be prepared as per section 2.7.

The assessor will familiarise him/herself with available and relevant documentation including, but not necessarily confined to:

- Project document
- Progress reports and other material documenting project implementation
- Conceptual and methodological work produced under the project
- Training and advocacy materials produced under the project
- Evaluations of trainings and any other written reflections

These documents will be provided by the project team.²⁰

Individual interviews and/or mixed focus groups (as appropriate) will be a key instrument in the assessment process. Meetings will be scheduled in advance in the field with the assistance of the project staff, in accordance with the assessor's requests and consistent with these terms of reference.

Adequate measures will be taken to ensure that the process responds to quality and ethical requirements. Interviewees should be protected (i.e. references to information sources should remain confidential and the report will not contain names unless explicit permission is granted).

Following the completion of the fact-finding and analysis phase, a draft appraisal report (in English) will be prepared. The draft should be circulated to the CHwB Albania and Sida key personnel to comment.

2.5 Organisation of evaluation management

¹⁹ See for example UNEG United Nations Evaluation Group (2014) Integrating Human Rights and Gender Equality in Evaluations <http://uneval.org/document/detail/1616>

²⁰ Documents that are considered confidential, including the action plan, will not be shared.

This evaluation is commissioned Swedish Embassy in Tirana, Albania. The intended user(s) is/are Swedish Embassy in Tirana, Albania and CHwB. The intended users of the evaluation form a steering group, which has contributed to and agreed on the ToR for this evaluation. The steering group is a decision-making body. It will approve the inception report and the final report of the evaluation. The steering group will participate in the start-up meeting of the evaluation, as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

2.6 Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation²¹. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation²² and the OECD/DAC Better Criteria for Better Evaluation²³. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

2.7 Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out between 26 October 2023 – 1 March 2024. The timing of any field visits, surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The table below lists key deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

Upon completion of the assessment report, the assessor will provide a debriefing to CHwB Albania staff and Sida on the assessment findings, conclusions and recommendations, as well as the assessment process. Possibly prepare a PPT.

Deliverables	Participants	Deadlines
1. Start-up meeting/s virtual meeting (meeting 1)	Swedish Embassy CHwB	Tentative 26 October 2023
2. Draft inception report		Tentative November 24 th , 2023

²¹ OECD/DAC (2010) Quality Standards for Development Evaluation.

²² Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

²³ OECD/DAC (2019) Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use.

3. Inception meeting virtual meeting	Swedish Embassy CHwB	Tentative December 4 th , 2023
4. Comments from intended users to evaluators (alternatively these may be sent to evaluators ahead of the inception meeting)		Tentative one week after inception meeting
5. Data collection, analysis, report writing and quality assurance	Evaluators	Tentative January 15 th 2024
6. Debriefing/validation workshop (meeting)	Swedish Embassy CHwB	Tentative January 22 nd 2024
7. Draft evaluation report		Tentative February 15 th 2023
8. Comments from intended users to evaluators		Tentative February 22 nd 2023
9. Final evaluation report (both hard copy and e- copy)		Tentative March 1 st 2024

The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology *including how a utilization-focused and gender-responsive approach will be ensured*, methods for data collection and analysis as well as the full evaluation design, including an *evaluation matrix* and a *stakeholder mapping/analysis*. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed.

A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English and be professionally proof read. The final report should have clear structure and follow the layout format of Sida's template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages.

The report shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two. The report shall describe how the utilization-focused approach has been

implemented i.e. how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the gender-responsive approach shall be described and reflected in the findings, conclusions and recommendations along with other identified and relevant cross-cutting issues. Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as a short-term, medium-term and long-term.

The report should be no more than 25 pages excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes shall always include the Terms of Reference, the Inception Report, the stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviewees shall only include personal data if deemed relevant (i.e. when it is contributing to the credibility of the evaluation) based on a case based assessment by the evaluator and the commissioning unit/embassy. The inclusion of personal data in the report must always be based on a written consent.

The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation²⁴.

The evaluator shall, upon approval by Sida/Embassy of the final report, insert the report into Sida's template for decentralised evaluations (see Annex C) and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication database. The order is placed by sending the approved report to Nordic Morning (sida@atta45.se), with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference "ZZ980601".
4. Type of allocation: "sakanslag".
5. Type of order: "digital publicering/publikationsdatabas".

2.8 Evaluation team qualification

²⁴ Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

The assessor shall act independently and have the following qualifications:

- Relevant experience at a senior level
- Experience in conducting development project assessments, small surveys, focus group discussions and evaluations
- Experience in quantitative and qualitative data analysis and report preparation;
- Fluency in English is required.

It is desirable that the evaluation team includes the following competencies;

- Experience around cultural heritage and preservation in general, is preferable but not mandatory
- Familiarity and prior work in the region is considered an asset;
- Working proficiency in Albanian is also an asset.

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local evaluation consultants are included in the team, as they often have contextual knowledge that is of great value to the evaluation. In addition, and in a situation with Covid-19, the inclusion of local evaluators may also enhance the understanding of feasible ways to conduct the evaluation.

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time including core team members, specialists and all support functions, but excluding time for the quality assurance expert.

2.9 Financial and human resources

The maximum budget amount available for the evaluation is 500 000 SEK, including travel and relevant reimbursables.

Invoicing and payment shall be managed according to the following:

- 1st Payment: First payment of 50% upon receipt of the inception report.
- 2nd Payment: Final payment (50%) at the end of the consultancy, upon satisfactory completion of all expected deliverables.

The contact person at Swedish Embassy is Ervilda Smajlaj, Responsible Programme Officer. The contact person should be consulted if any problems arise during the evaluation process. Relevant Sida documentation will be provided by Ervilda Smajlaj. Contact details to intended users (cooperation partners, other donors etc.) will be provided by Elena Mamani, Executive Director, Cultural Heritage without Borders – Albania (elena.mamani@chwb-albania.org)

The evaluator will be required to arrange the logistics, such as meetings with relevant stakeholders including any necessary security arrangements.

3. Annexes

Annex A: List of key documentation

1. Project Proposal
2. Annual reports 2020-2021 (Financial and Narrative)
3. Annual Report 2021-2022 (Financial and Narrative)

Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. intervention)	
Title of the evaluation object	Heritage for People Phase II - Albania
ID no. in PLANIt	14205
Dox no./Archive case no.	UM2020/33612
Activity period (if applicable)	2020-12-01 - 2023-12-31
Agreed budget (if applicable)	16 500 000 kr
Main sector	Inclusive Economic Development
Name and type of implementing organisation	CHWB Albania - NGO
Aid type	Project type
Swedish strategy	2021-2027

Information on the evaluation assignment	
Commissioning unit/Swedish Embassy	Embassy of Sweden in Tirana
Contact person at unit/Swedish Embassy	Ervilda Smajlaj
Timing of evaluation (mid-term, end-of-programme, ex-post, or other)	End of programme covering the whole period of its implementation Dec 1 st 2020- dec 31 st 2023
ID no. in PLANIt (if other than above).	NA

Annex C: Decentralised evaluation report template

4. Annual reports 2020-2021 (Financial and Narrative)
5. Annual Report 2021-2022 (Financial and Narrative)

Annex 2 CHwB Documentation Reviewed

Foundational registration documents CHwB and Statutes with court decisions

Legal documents

- CHwB Albania Court Decision – Albanian version
- CHwB Albania Court decision - English version
- CHwB Albania Foundation Act
- CHwB Albania NIPT_Tirana office
- CHwB Albania NIPTGjirokastra office
- CHwB Albania Statute - English version
- CHwB Albania Statute– Albanian version
- Court Decision

Strategic Plan

- 2020 Strategic Plan ENG

CHwB policies and regulations

Administrative Guidelines - CHwB Albania, with following annexes:

• ToR for annual audit • Vision _ Mission • Template Cooperation agreement (more general) • Template cooperation agreement Albania Examples: • Procurement notification for conservation works • Procurement minutes • Evaluation table • Template of a decision • CHwB Contract for construction • List of PPE Templates: • Service Contract Albanian • Service Contract English • ToR consultant • Time sheet consultant • Time sheet • Appraisal meeting	• Employment contract • Job Description • Travel authorization form Other Documents • Visual guidelines • Regulation for Staff Meetings • Template for Staff Meeting minutes • Meeting Report template • CHwB Albania Procurement rules • Reporting regulations (for Sida) • Financial guidelines • Communication Strategy • Risk Management Regulations and policies • Draft_CHwB - IT security regulation • CHwB - Vehicles Policy • CHwB - Vehicles Policy ALB • Sida-procurement-guidelines • Environmental Impact Assessment • Gender analysis • Self-assessment
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Board documents

- CHWB Albania - Statute English version
- CHWB Albania board members
- CHWB Albania Court Decision 23.11.2022
- Internal Rules and Regulations of the Board of directors

Board meeting minutes

- 2021 (Agenda and draft minutes)
- 2022 (Agenda and draft minutes)
- 2023 (Agenda and draft minutes)

Organigram and related explanations

- Organigram

Job descriptions of staff members

- Job Description Administration / Finance Officer
- Job Description Administrative officer
- Job Description Community Engagement Assistant
- Job Description Deputy head of office/ Programme manager
- Job Description Executive Director (Head of Office)
- Job Description Logistics officer
- Job Description Office sanitary
- Job Description Programme architect
- Job Description Programme architect
- Job Description Programme architect
- Job Description Programme architect
- Job Description Programme manager
- Job Description Programme officer
- Job Description Project Coordinator
- Job Description Project Coordinator - Heritage-based public engagement and education

Workplans, budgets, M&E

- Monitoring framework and plans
- RBM MATRIX WITH A BUDGET AND PLANS – 2021
- RBM MATRIX WITH A BUDGET AND PLANS – 2022
- RBM MATRIX WITH A BUDGET AND PLANS – 2023

Studies undertaken and Conceptual and methodological work produced

- Network of Historical House - Report of Findings and Recommendations
- Spac Prison Memorialization:
 - Proposal ToR to MoCulture
 - Spac Historical Study
 - Spac Memorialization Concept
- CAMP 50
 - Decision Nr. 439_ Gjirokaster Bridge
 - Kokalari Gate_Project report
 - Kokalari Gate
 - Kokalari house, Decision No. 441 date 31.08.2022, Restoration Saraci gate
 - Saraci gate_Project
 - Bridge Drawings, Pathology_01
 - Bridge_Specifications.
 - Decision No. 440 dated 31.08.2022, restoration of external door
 - Gjirokaster Bridge_Project Report
 - Saraci Gate_Restoration project report
- DURRES
 - Act of approval Durres
 - Decision No. 21_IKTK
 - Durres Castle proposal
 - Permission for Qoshku
 - Project_Provisional structure Durres
 - TOWER C_Project Proposal_CHwB-A
 - TOWER C_Project_Existing Condition_CHwB-A
 - TOWER C_Report and technical specifications
- GJIROKASTRA
 - 003_Kokalari project
 - 004_Report_Kokalari
 - k0-2
 - k1-2
 - k1
- KRUJA
 - Clock Tower_Existing condition
 - Clock Tower Kruja
 - Clock Tower, Pathology 2022
 - FINAL, Clock Tower_Intervention
 - Technical Report_Clock Tower_2022
 - Technical Specifications_Kruje
 - -Tekke of Dollma
- PREZA

- Decision_signed
- Notice on the decision of KKTKM
- Preze Castle_Conservation project report
- Project, Preza Castle
- Project, Preza Castle_01
- Signed_Permit 1756_Preze.
- Conventions_Charters_CHwB
- IKTK_Report_Community Consultation_PMI Berat-Gjirokastër_2022
- Memorial Kokalari concept
- Guide for students_Questionnaire

Training and advocacy materials produced under the project Studies

- 20 June_B+CARE_Agenda
- Agenda- Bootcamp Musine Kokalari
- Agenda-Reinvent Tradition2
- Book_Recreate the tradition_draft_
- INVITATION Reinvent Tradition 2 (video)
- Reinventing Traditional Fashion -December 2022
- RRC 51_ full info pack
- RRC48 info documents
- RRC49_full_info_pack
- RRC50 info documents

Evaluations of training and other written evaluations/reflections of project work

- (upcoming) Link to questionnaire on RRC Future
- (upcoming) RRC future workshop November 15-16
- 48RRC_Evaluation results
- 49RRC_Evaluation from participants
- 50RRC_Evaluation results
- 51RRC Evaluation from participants (1)
- Bootcamp Reinvent Tradition 2 - Evaluation from participants
- Musine Kokalari BootCamp (Responses)

- ReinventTradition Bootcamp (Responses)

Communication and Visibility

- Communication strategy
- 5.1 Annex 18 Communication Strategy
- Social Media Calendar - CHwB 2023
- Websites and social media presence
 - Social Media Overview_August 2023
 - 51st Regional Restoration Camp
 - Heritage Empowering and Learning platforms
- Advocacy materials produced under the project – and in general by CHwB
- Publications and publications
 - Children publication LIST FULL 2023
 - FAC_HANDBOOK_Final ALB
 - FAC_TOOLKIT_ ALB.
 - Press Release_B+CARE

Relations with Albanian and Donor Organisations

- MoUs with partner organisations
 - Activity 1.4.1 (MoU with faculties)
 - Activity 1.4.3 (MoU with Museums)
 - 50th RRC MoU DRTK
 - MoU with DRTK Korçë
 - MoU with North Macedonia & Albania
 - Agreement CHwB_IKTK
 - MoU_Hub B+CARE_Annex IV

Reports

- Durres_Final Narrative Report
- Kruja Castle - Final Geological Report (i) Kruja Rock (ii) Kruja_Report 5
- Preza_FINAL Narrative Report
- Report of slope interventions_Kruja Rock
- Durres Close Out Letter CHWB
- Preza Close Out Letter CHWB
- UNOPS Final Narrative Summary Report

Overall budget across all funding cooperation partners

- CHwB_Financial overview 2022_Agreements
- CHwB_Financial overview 2022

Annex 3 Overview of Stakeholders Interviewed/met

	Name	Title	Organisation
Embassies			
1.	Respondent	Head of development Cooperation	Embassy of Sweden in Tirana, Albania
2.	Respondent	Program Administrator	Embassy of Sweden in Tirana, Albania
National			
3.	Respondent	Executive Director	CHwB
4.	Respondent	Deputy Director	CHwB
5.	Respondent	Architect	CHwB
6.	Respondent	Archaeologist	CHwB
7.	Respondent	Architect	CHwB
8.	Respondent	Administration Officer	CHwB (Gjirokaster office)
9.	Respondent	Office Manager	CHwB (Gjirokaster office)
10.	Respondent	Finance officer	CHwB
11.	Respondent	Architect, internship	CHwB
12.	Respondent	Internship	CHwB

13.	Respondent	Internship	CHwB (Gjirokastra office)
14.	Respondent	Driver	CHwB
15.	Respondent	Dean of faculty of Architecture and Urban Planning	Polytechnic University of Tirana
16.	Respondent	Director	House of Leaves
17.	Respondent	Head of the archeology and Cultural Heritage Department	University of Tirana, Faculty of History and Philology
18.	Respondent	Assistant Lecturer	POLIS University
19.	Respondent	Former Director of Cultural Policy Department	Ministry of Culture
20.	Respondent	Coordinator Master Restoration Program	Polytechnic University of Tirana
21.	Respondent	Former long – tenured representative	National Institute of Cultural Heritage
22.	Respondent	Archaeologist	AD-STAR Company
23.	Respondent	Camp Participant, Heritage professional	RRC
24.	Respondent	Camp Participant, Heritage professional	RRC
25.	Respondent	Camp Participant, heritage professional	RRC
26.	Respondent	Education and Cultural Specialist	US Ambassador's -fund
27.	Respondent	Project manager for Eco and Cultural Tourism	AADF
28.	Respondent	Graphic Artist	Trevet
29.	Respondent	Board Member, Heritage professional	CHwB
30.	Respondent	Architect, Freelance	Freelance
31.	Respondent	Professor	Faculty of History, Polytechnic University of Tirana
32.	Respondent	National Project coordinator Resilience, Albania	UNDP

33.	Respondent	Project Management Support. Specialist	UNOPS
34.	Respondent	Programme Officer, Transport, Tourism/culture, telecommunication	EU
35.	Respondent	Associated Civil Engineer	UNOPS
36.	Respondent	Cultural Heritage Adviser	UNOPS
37.	Respondent	CHAIR of the BOARD Ambassador,	Permanent Representative of Austria to OSCE
38.	Respondent	Spac Prisoner	Head of Prisoners Association
39.	Respondent	Head of Research Department	Institute for the Studies of Communist Crimes and Consequences in Albania ISCC, Tirana
40.	Respondent	Vice Dean,	Faculty of History and Philology, Department of History Tirana
41.	Respondent	Heritage professional, Former head of CHwB	UNOPS
Local level			
42.	Respondent	Head of Craftsperson's	Private
43.	Respondent	Deputy Mayer	Gjirokastra Municipality
44.	Respondent	Engineer	GED Company
45.	Respondent	Retired English teacher	
46.	Respondent	Retired History teacher	
47.	Respondent	Agonomist	Research institute
48.	Respondent	Agonomist	Administration
49.	Respondent	Business man, investor	
50.	Respondent	House Administrator	Musine Kokalari house
County level			
51.	Respondent	School Director	9 Year school, Myrteza Hamit Pengili, Kruje
52.	Respondent	Director	Museal Center Gjergj Kastrioti Skenderbeu, Kruje
53.	Respondent	Head of Sector	Museal Center Gjergj Kastrioti Skenderbeu, Kruje

54.	Respondent	Heritage interpretation and education expert	Ministry of Culture
55.	Respondent	Heritage interpretation and education expert	Ministry of Culture
56.	Respondent	Head of Museal Center Durres	Ministry of Culture
Regional level			
57.	Respondent	Director	Regional Directorate, Gjirokastra
58.	Respondent	Conservation Specialist	Swiss Helvetas
59.	Respondent	Volunteer	Inhabitant in Spac
60.	Respondent	Artisan	Self-employed
61.	Respondent	Artisan	Self-employed
62.	Respondent	Artisan	Self-employed
Regional level			
63.	Respondent	Associate Professor	National Polytechnic University of Athens, Department of Building Technology, Greece
64.	Respondent	Associate Professor	Göteborg University
65.	Respondent	Researcher	University of Genoa, Faculty of Architecture, Italy
66.	Respondent	Conservation architect	Institute for the Protection of Cultural Heritage of North Macedonia, Ohrid Regional Office
67.	Respondent	Conservation architect	Independent

Annex 4 Updated CHwB Financial Overview 2020-2023

Donor	Total Grant according the agreement	Total Grant 2020	Total Grant 2021	Total Grant 2022	Total Grant 2023	
Sida 2020-2023	1.535.376	197.404	492.616	578.297	301.276	
Princ Claus Fond (Emergency stabilisation in Kruja)	66.171	32.487	33.684			finalised
AFCP - Emergency response Durres	227.069	79.917	67.975	52.527		finalised
AFCP - Emergency response Kruje	389.482	53.271	64.987	25.357		ongoing
AFCP - Emergency response Preze	131.816	53.271	43.764	63.037		finalised
Prince Claus Bcare	48.000		17.143	24.000		finalised
AFCP - Kruja rock soil	20.000			20.000		finalised
UNOPS	63.286			35.758	27.528	finalised
AFCP Monasteries	300.000				66.177	ongoing
ADF-Castle of Kanina,Borsh and Spile	138.975			20.199	58.416	ongoing
TOTAL	2.920.174	416.350	720.169	819.175	453.397	

Annex 5 Strategic Planning with Indicators

To get started with strategic planning with strong cultural and socio-economic indicators for an organisation like the CHwB, the most important starting point **is a thorough analysis of where you are – and a clear focus on where you want to go**. The indicators will grow out of this analysis, pointing towards the measures, engagements to bridge the gap. Below we share some frameworks and tools – but actually, **this evaluation is a good starting point for your development work!**

Strategic planning can be done in many different ways. A framework for the longer, internal strategic planning exercise hereunder, could be a place to begin:

I. Background and Introduction

II. The strategic plan

A. *The Strategic Direction*

1. Vision
2. Mission
3. Values and principles

B. *An Analysis*

1. Where are we – strategic issues:

External environment of CHwB

Internal: CHwB SWOT & internal evaluation – Use ForceField workshop results

2. The gap between where CHwB is today and its vision

C. *Implementation*

1. Strategic Themes and Goals
2. The Structure of the organisation
 - Statutes and other regulation frameworks
 - Organogram
 - Roles and responsibilities described with reference to organogram
 - Work responsibilities of teams, working groups and other frameworks
 - Development plan to strengthen the organisation – to meet dreams/vision?
3. A Sustainability Plan
 - Social Sustainability (ownership, buy-in, reputation, communication strategy)
 - Organisational Sustainability (How can CHwB strengthen ourselves, our work?)
 - Financial Sustainability (How can we strengthen our financial sustainability?)
4. Policies and Procedures

- Statutes
- Guiding Documents
- Code of Conduct /Ethics
- Communication policy and communication strategy
- Financial and administrative policy / guidelines
- Financial sustainability strategy
- Other essential policies

5. Ensuring that we are on the right track: Monitoring & Evaluation framework

III. Action Plans and Budgets

To consider in elaboration of the strategic plan. Much you already have

- 1. Define Your Goals and Objectives:**
 - Clearly articulate your CHwB's mission, vision, and specific objectives.
 - Break down your objectives into smaller, measurable goals.
- 2. Understand the Context:**
 - Consider the socio-economic and cultural context in which CHwB operates.
 - Identify the key challenges and opportunities that may affect your programme outcomes.
- 3. Involve Stakeholders:**
 - Engage key stakeholders, including community members, beneficiaries, donors, and partners.
 - Gather input on the indicators that matter most to them and align with their needs.
- 4. SMART Criteria:**
 - Ensure your indicators are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART).
 - Specific: Clearly define what you want to measure.
 - Measurable: Use quantifiable metrics whenever possible.
 - Achievable: Ensure that the indicator is realistic and feasible.
 - Relevant: Ensure the indicator is directly related to your objectives.
 - Time-bound: Set a timeframe for achieving or assessing the indicator.
- 5. Quantitative and Qualitative Indicators:**
 - Use a mix of quantitative and qualitative indicators to capture both numerical data and the richness of stories and experiences.
 - Quantitative indicators might include numbers, percentages, or other measurable metrics.
 - Qualitative indicators can include narratives, case studies, and testimonials.
- 6. Baseline Data:**
 - Establish baseline data to measure the starting point of your program's impact.
 - This helps you track changes and demonstrate the effectiveness of your interventions over time.
- 7. Monitoring and Evaluation Plan:**

- Develop a comprehensive Monitoring and Evaluation (M&E) plan that outlines how indicators will be tracked and assessed.
 - Define roles and responsibilities for data collection, analysis, and reporting.
- 8. Data Collection Methods:**
- Choose appropriate data collection methods such as surveys, interviews, focus group discussions, and observations.
 - Consider both primary (collected by your organisation) and secondary (existing data) sources.
- 9. Regular Review and Adaptation:**
- Regularly review and update your indicators based on feedback, changes in the operating environment, and evolving organisational priorities.
- 10. Reporting and Communication:**
- Clearly communicate your indicators, progress, and outcomes to stakeholders through reports, presentations, and other channels.
 - Use data visualization tools to make information more accessible and understandable.
- 11. Continuous Learning:**
- Embrace a culture of continuous learning, where you analyze results, learn from successes and challenges, and adapt your strategies accordingly.

Remember that indicators should be dynamic and adaptable, reflecting the evolving nature of the CHwB work and the communities you serve. Regularly reassess and refine your indicators to ensure they remain relevant and effective.

Developing indicators – some inputs for consideration

For an organisation like CHwB, working on cultural heritage conservation, it's important to develop indicators that capture both the cultural and socio-economic dimensions of your work. These indicators will help you assess the impact of your conservation efforts on the communities and heritage sites you are involved with.

Cultural Indicators – some ideas hereunder - you will develop your own:

- 1. Heritage Site Integrity:**
 - Percentage increase in the preservation and restoration of cultural heritage sites.
- 2. Community Engagement:**
 - Number of community members actively involved in heritage conservation initiatives.
 - Participation rates in cultural events, workshops, and training programs organized by CHwB.
- 3. Cultural Awareness:**
 - Surveys or assessments measuring the level of cultural awareness and appreciation in the community.
 - Number of educational materials distributed or cultural awareness campaigns conducted.

4. Traditional Practices Preservation:

- Number of traditional practices or craftsmanship skills preserved through heritage conservation efforts.

5. Cultural Diversity Promotion:

- Number of cultural heritage projects that promote and preserve diverse cultural elements within a community – like the houses or monuments that the CHwB works with, considered worthy of preservation.

6. Documentation and Archiving:

- Number of heritage items or cultural practices documented and archived.
- Availability and accessibility of digital or physical archives for researchers and the community.

7. Heritage Tourism:

- Increase in the number of tourists visiting heritage sites.
- Revenue generated from heritage tourism benefiting local communities.

Socio-Economic Indicators – you will develop your own:**1. Employment Opportunities:**

- Number of jobs created through heritage conservation projects.
- Percentage increase in local employment related to heritage site management.

2. Income Generation:

- Increase in income for local artisans, tour guides, or individuals engaged in heritage-related activities.
- Revenue generated from cultural products or services, such as handicrafts or cultural events.

3. Infrastructure Development:

- Investments in local infrastructure improvements related to heritage conservation.
- Number of heritage-related facilities developed (e.g., visitor centers, walking paths).

4. Community Well-being:

- Surveys measuring the well-being and satisfaction of community members regarding the socio-economic impact of heritage conservation.

5. Local Business Development:

- Number of new businesses or enterprises developed around heritage sites.
- Growth in local businesses linked to heritage tourism or cultural products.

6. Education and Training Opportunities:

- Number of educational programs and training sessions provided to the local community.
- Increase in the level of education and skills among community members involved in heritage-related activities.

7. Public-Private Partnerships:

- Number of partnerships formed with local businesses, government entities, or other organisations to support heritage conservation and socio-economic development.

8. Quality of Life Improvement:

- Assessments or surveys measuring improvements in the quality of life for community members as a result of heritage conservation efforts.

It's important to customize these indicators based on the specific CHwB goals and objectives that you identify in your strategic planning exercise. The above represent what we have met in the evaluation of CHwB and the unique cultural context in which you are working. As you already do now, it is important to regularly monitor and evaluate these indicators to assess and strengthen the success of your cultural heritage conservation initiatives and make informed decisions for ongoing and future projects.

Annex 6 Inception Report



Evaluation of the Heritage for People Phase II, Albania.

Inception report

Embassy of Sweden in Tirana, Albania

Date: December 12, 2023

Abbreviations

AADF	Albanian-American Development Foundation
CHwB	Cultural Heritage without Borders
CSO	Civil Society Organisation
DANIDA	Danish International Development Agency
EoS	Embassy of Sweden
EQ	Evaluation Question
EU	European Union
GRES	Gender Results Effectiveness Scale
HQ	Headquarters
HRBA	Human Rights Based Approach
INTO	International National Trusts Organisation
IPAI	Instrument for Pre-Accession Assistance
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MFA	Ministry of Foreign Affairs
MOU	Memorandum of Understanding
QA	Quality Assurance
RBM	Results based management
RC	Regional Restoration Camps
SEE	Southeast European
Sida	Swedish International Development Cooperation Agency
ToC	Theory of Change
ToRs	Terms of Reference
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNOPS	United Nations Office for Project Services
UNDP	United Nations Development Programme
US	United States (of America)
WB	World Bank

1. Scope and Context of the Evaluation

The evaluation's object is the project "Heritage for People – Phase II – Pioneering Models and Creating Opportunities for Sustainable and Inclusive Growth", which started December 2020, originally meant to end 31st December 2023. A no-cost programme extension has however been requested – and granted – from December 2023 to March 31, 2024. The Terms of Reference (ToRs) suggest that the evaluation covers the entire intervention period, and the evaluation team will keep this perspective while we can address implementation only fully until the start of the Niras evaluation contract in October 2023. The primary users of the evaluation are the Embassy of Sweden (EoS) in Tirana and the Cultural Heritage without Borders (CHwB) Albania. The two organisations make up an evaluation steering group, which is the decision-making body for the evaluation. They have contributed to and agreed on the Terms of Reference (ToRs), will comment on the evaluation report drafts and take part in important meetings throughout the evaluation. The Embassy of Sweden (EoS) in Tirana approves the evaluation reports.

1.1 Evaluation context and purpose

The Context of evaluation

Albania is a small, mountainous country in the Balkan peninsula, which after World War II, became a dictatorial state under Enver Hoxha, and remained isolated from the rest of the world until its transition to democracy beginning in the 1990s.

With a population of 2.79 million people (in 2022)²⁵, the country has graduated to become a middle-income country. After weathering the consequences of the COVID-19 epidemic, a price crisis and a major earthquake in 2019, the government focus is on full recovery with particular attention to tourism, agriculture and digitalization. There is also increased attention to climate change and environmentally friendly interventions across a swath of economic sectors. In 2022 growth reached 4.8%²⁶ as exports, investment and private consumption increased, with exceptional growth in tourism. Poverty is expected to decline as wages and employment rise. Challenges include more and better jobs, better use of human capital, and increased resilience to natural disasters and other shocks.

The culture and cultural heritage sector in Albania are dynamic with an impressive growth in professional capacity in the last decade. Government has instituted new policies²⁷, spurred by several donor organisations that have been instrumental in setting the pace for investment in cultural heritage. This includes attention to the identification and safeguarding of intangible cultural heritage, site management plans for World Heritage sites (Butrint, Durres), modernisation of museums, and post-earthquake reconstruction.

Among the most prominent culture sector donors are the Albanian American Foundation, United Nations Office for Project Services (UNOPS)²⁸, the World Bank, the European Union (EU), the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the Embassy of the United States (through the

²⁵ INSTAT. The Population of Albania. <https://www.instat.gov.al/en/statistical-literacy/the-population-of-albania>

²⁶ The World Bank in Albania. Last update, October 10th, 2023. www.worldbank.org/en/country/albania/overview

²⁷ These new policies can be found here: [Cultural Policies & Trends; Albanian-American Development Foundation \(aadf.org\) in regard to legal reform](#) and [Albanian-American Development Foundation \(aadf.org\) in regard to intangible cultural heritage](#); perspective report on Cultural Heritage conservation in Albania: https://wbc-rti.info/object/document/24400/attach/Report-1_2-REACH.pdf

²⁸ <https://www.unops.org/news-and-stories/news/restoring-the-rich-history-of-albanias-cultural-heritage-sites>

American Ambassador's Fund), and Embassy of Italy. Another important factor are university level courses related to conservation architecture and planning which are contributing to the sector's workforce. CHwB Albania, as an autonomous organisation, has earned its place as a respected professional body, working throughout Albania and the Western Balkans. It has also developed an international presence, for example through its membership in the International National Trusts Organisation (INTO). As will be discussed in the following sections, CHwB has enlarged thinking about the role of cultural heritage in society with its emphasis on community participation, activities to revive historic towns such as Gjirokastra and Berat and recent museum work in Spac to reconsider Albania's dark past.

Albanian constitution guarantees political rights for citizens regardless of their ethnic, racial, gender, or religious identity. However, Roma and other marginalized communities remain vulnerable to political exploitation and have difficulty participating in politics. Women's representation, however, has increased and in the Assembly, they hold 35.7²⁹ percent of its seats and a record 10 women were appointed to the 17-member cabinet in September 2023³⁰.

Box 1: Albania's Cultural Heritage

The United Nations Educational, Scientific and Cultural Organization (UNESCO), World Heritage Center has inscribed on the World Heritage list four Albanian cultural and natural and mixed sites including the Ancient City of Butrint (1992, 1999); Historic Centres of Berat and Gjirokastra (2005, 2008); the Gashi River and Rrajcë regions as part of the Ancient and Primeval Beech Forests of the Carpathians and Other Regions of Europe (2007, 2011, 2017, 2020); and Natural and Cultural Heritage of the Ohrid region, including both North Macedonia and Albanian part of the lake coast (1979, 2019). Furthermore, four sites are included in the World Heritage Tentative List for Albania: the Amphitheatre of Durrës (1996); the Tombs of Basse Selca (1996); the Ancient City of Apollonia (2014); and the Castle of Bashtova (2017).

Two elements are inscribed on the UNESCO Intangible Cultural Heritage listing: Xhubleta, skills, craftsmanship and forms of usage (2022) and Albanian folk polyphony (2008). In addition, there are two ongoing nominations, K'cimi dancing of Tropoje (2024) and Transhumance, the seasonal droving of livestock (2023).

With Albania's rich cultural past history, including archaeological sites and historic towns located throughout Albania and its natural endowments, tourism has become a strategic sector, and the number of tourists increased from 4 million in 2016 to 8.3 million tourists for the first 9- months of 2023³¹. While it is an important and welcome boost to the economy, it at the same time is a challenge to be managed properly. International agencies, including the World Bank, the EU and the Albanian American Development Foundation, are supporting a variety of projects at heritage sites which aim to enhance the country's tourism

²⁹ INSTAT. Women and Men in Albania. 2023

³⁰ Albania Council of Ministers.

³¹ INSTAT. 2023. Number of tourists first 9 months of 2023.

potential and contribute to local and regional socio-economic recovery. An element of the EU's Instrument for Pre-Accession Assistance (IPAI) 2014-2020 was a 'Tourism-led Local Economic Development with Focus on Culture Heritage' which highlights the need of conservation and better projection for both built and intangible heritage³².

Cultural Heritage without Borders (CHwB)

It is in this reality that the organisation CHwB works to realise their two objectives:

- Sustainable management and preservation processes lead to increased care, demand and enjoyment about and for historical assets,
- Expanding boundaries of action by bringing people and skills together for increased trust and peaceful co-existence.

The CHwB project Heritage for People II is supported by the Embassy of Sweden

The strategy for Sweden's reform cooperation with the Western Balkans and Turkey applies between 2021 and 2027. The project Heritage for People - Phase II, implemented by Cultural Heritage without Borders (CHwB), falls under SA 4 - Inclusive economic development. The project³³ started its implementation period December 1, 2020, and is planned to be concluded by 31 December 2023. A no-cost extension is expected for CHwB up to end of April 2024. The focus of the project is to support an increased and effective realization of the role and potential of heritage as a capital of irreplaceable cultural, social, environmental, and economic value to enhance economic development, well-being and a sustainable future. Heritage for People II is based on an approach that builds on sustainable management, education and conservation of assets which are then accessible, interpreted and generate income. The total budget for this contribution financed by Sida is 16 500 000 SEK. (1,370,000 EURO)

The Purpose of the Evaluation

The purpose or intended use of the evaluation is to provide Sida with an input for upcoming discussions concerning future support to CHwB and relevant area of intervention. The evaluation findings shall inform and guide the organisation in defining a future development path for its own programs. The primary intended user of the evaluation is EoS in Tirana, along with CHwB.

The evaluation objective is to:

- Evaluate the impact of intervention 'Heritage for People II' and formulate recommendations on how its management team can improve and adjust implementation. The assessment report will serve as crucial input for CHwB Albania in the process of revising their current Strategic Plan (2020-24).

³² https://neighbourhood-enlargement.ec.europa.eu/system/files/2018-12/ipa_2018_040215_al_05_eu_for_economic_development.pdf.
(ipa_2018_040215_al_05_eu_for_economic_development.pdf (europa.eu))

³³ 'The project' here refers to the Swedish support to the CHwB programme, the CHwB organisation. As noted elsewhere, CHwB does not operate with many separate donor-funded 'projects', but rather with a full CHwB Albania programme: mission-based in the organisation's pursuit of its strategic plan. This is funded by the EoS and by other organisations. 'Project' here refers to the Swedish funding. The evaluation team recognizes the value of CHwB's strategic focus as important for onward sustainability.

- Evaluate the efficiency of the intervention and formulate recommendations as an input to upcoming discussions concerning the preparation of a new phase of the intervention.

In more general terms the evaluation will focus on:

- The impact of management planning on sites' development and capacity building of stakeholders and beneficiaries;
- The effect of management plans on local employment and mobility;
- The impact of management planning on bringing the community together while realizing different potentials of cultural heritage;
- The benefit of the unified standards in conservation and their usability in academia and practice;
- The impact of physical conservation on better usability and appreciation of cultural heritage;
- The effect of educational efforts in cultural heritage;
- The impact of changed cultural heritage perception and appreciation with youth and young;
- The effect of the Regional Restoration Camps (RCC) on intercultural relationships and whether those can be seen as a step in the direction of peaceful co-existence;
- The effect that RRC activities have on the local community (inclusive and not limited to monument owners, local business, local stakeholders and authorities).

The above areas will be analysed from the perspective of the project's 'orbits of influence', the stakeholders presented hereunder.

The evaluation will follow the OECD DAC evaluation criteria, as per the ToRs, based on Relevance, Coherence, Effectiveness, Efficiency, Sustainability and Impact and the OECD/DAC standards for evaluation.

1.2 CHwB – The Programme

Founded in Sweden in **1995**, Cultural Heritage without Borders started its cooperation in Bosnia and Herzegovina, after which it expanded to Kosovo. The cooperation in Albania started with the second Southeast European (SEE) Heritage meeting in city of Gjirokastra in **2006** and a first Regional Restoration Camp in **2007**. With the Albanian authorities expressing an interest to have CHwB activities in Albania, an application for funding from the Swedish International Development Cooperation Agency (Sida) saw a national CHwB programme take off for the period **2008-2011**. This was the first cooperation agreement that envisaged a country-specific focus on Albania³⁴.

CHwB opened its first office in Albania in late **2009** in Gjirokastra and with a head office in Tirana. In June **2015**, CHwB Albania was officially registered as an independent local NGO – a process parallel to that in many other Western Balkan CHwB country programmes, all still with the CHwB name and holding onto the same values. In **2016-2019** a Swedish-funded "Skills of Employability of Tomorrow" programme active in Gjirokastra, Berat, Korca, and Durres continued vocational, certified training of young craftspeople in historical repair techniques, work with restoration/conservation of historical buildings while engaging the

³⁴ Inspiration to this section is from the CHwB website: <https://chwb-albania.org/about-us/>

local authorities in the area, and in general advancing a rights-based approach to cultural and national heritage while, regionally continuing work to advance cooperation and peaceful relations.

The present CHwB Albania programme under evaluation started in December **2020** and runs until the end of March **2024** (originally intended to end in December **2023**). In the Project Document the programme is called 'Pioneering Models and Creating Opportunities for Sustainable and Inclusive Growth', stressing that "The safeguarding and promotion of culture is an end in itself. At the same time, it contributes directly to safe and sustainable cities, decent work and economic growth, reduced inequalities, the environment, promoting gender equality and peaceful and inclusive societies." It is all this the evaluation will examine.

CHwB works with three core engagement areas: (i) A major national sustainable management, preservation and restoration programme; (ii) an important regionally focused programme 'bringing people and skills together for increased trust and peaceful co-existence'; and (iii) an internally focused attention to organisationally be a duty-bearer and voice for rights to culture and cultural heritage, with the highest professional standards and moving towards financial sustainability.

The present evaluation's focus, as per the ToRs, is on the first two areas, presented as 'Key Objectives':

KEY OBJECTIVE 1 - Sustainable management and preservation processes lead to increased care, demand and enjoyment about and for historical assets and,

KEY OBJECTIVE 2 – Expanding boundaries of action by bringing people and skills together for increased trust and peaceful co-existence.

During the period of this phase II (2020-2023) the organisation of the key objectives has undergone some adjustments, starting out in the project document (November. 2020) with one key objective with six connected 'Specific Objectives' along with a set of three organisational objectives: (i) Duty bearer and accountable voice for rights to culture and preservation of cultural heritage; (ii) Dynamic and growing organisation spearheading highest professional standards in heritage conservation, management and interpretation in Albania and outside; and (iii) 'Financially sustainable organisation exploring sustainable financial and management models'.

During the programme period, the organisation turned from having one Key Objective with a mention of internal strengthening separately, to, in the RBM-based workplans and budgets, having 3 de-facto distinct 'objectives' as mentioned above: the national, the regional and the internal.

This re-arrangement is very logical and clear in the CHwB documentation and has come about by turning the 6th sub-objective within Key Objective 1, into a separate Key Objective 2. In the CHwB Albania Strategy (2020-2024) CHwB also presents these two Key Objectives, whereas the third, the internally focused work, is not called 'Key Objective', but simply 'Organisational activities'. The evaluation team finds it both agreeable and good to 'uplift' the internal objectives into a key objective in its own right: without a strong internal organisation, no systematic and high quality activities.

Whereas the two last engagement areas are self-contained with their focus on regional and internal strengthening, the first area, nationally focused, carried five sub-programmes within:

Key Objective 1:

- Site development and management plans delivered in cooperation with local authorities and communities lead to increased revenues ensuring continuous upkeep;
- EU standards in conservation, developing inventories and assessment of assets lead to improved capacities towards site and asset development and preservation in regular and post-disaster times.

- Buildings conserved in partnership with local authorities and monument owners boost local economic development and local participation.
- On-the-job and on-the-site learning accessible to all the groups in a society lead to economic and social empowerment.
- Enhanced capacities and new models created to lead to better preservation policies at the local and national level (internal).

Key objective 2:

Establishing neighbourhood cooperation to serve as a platform for building peaceful relations while responsibly preserving and interpreting cultural heritage in the Western Balkans.

Key objective 3:

- 'Organisational Objectives'

The financial weight carried by each of these objectives was in 2023³⁵:

CHwB total budget by component per year 2021-2023. Does not only include Swedish funding, but the full portfolio. All amounts are in Euro	Budget share 2021	Budget share 2022	Budget share 2023	Total by objectiv e	% By objectiv e
Key Objective 1: National Cultural Heritage Programme	578170	605735	97902	1281807	82
1. Site development and management plans delivered in cooperation with local authorities and communities lead to increased revenues ensuring continuous upkeep;	66540	66540	32312		
2. EU Standards in conservation, developing inventories and assessment of assets lead to improved capacities towards site and asset development and preservation in regular and post disaster times;	52565	62070	0		
3. Buildings conserved in partnership with local authorities and monument owners boost local economic development and local participation.	412010	435775	28515		
4. On-the-job and on-the-site learning accessible to all the groups in a society lead to economic and social empowerment.	37550	37550	33275		
5. Enhanced capacities and new models created to lead to better preservation policies at the local and national level (internal).	9505	3800	3800		
Key objective 2: Regional Cultural Heritage Programme	52285	52285	52285	156855	10
Establishing neighbourhood cooperation to serve as a platform for building peaceful relations while responsibly preserving and interpreting cultural heritage in the Western Balkans.	52285	52285	52285		
Key objective 3: Organisational Development	43250	43250	43250	129750	8
Organisational Development of CHwB	43250	43250	43250		
Total	673705	701270	193437	1568412	100

This shows that the weight / financial cost and priority among the three objectives is as follows:

- **Objective 1** - National Cultural Heritage Programme
- **Objective 2** - Regional Cultural Heritage Programme
- **Objective 3** - Organisational Development

³⁵ These budget amounts are derived from the CHwB annual RBM Budget and Plan Matrixes – see Annex 5 for links and comments.

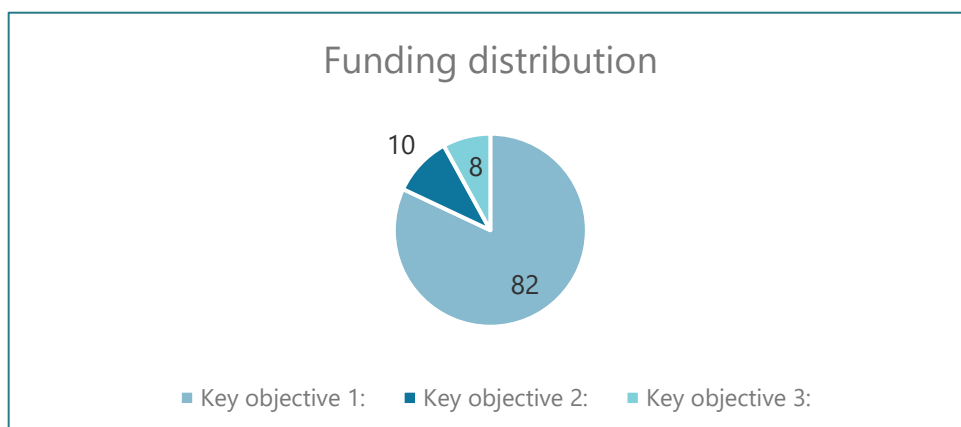


Figure 111 Funding distribution between the three CHwB Key Objectives

And the distribution between **Objective 1's five sub-programmes**, its specific objectives, is:

- **Specific Objective 1** – Site development and management plans delivered in cooperation with local authorities and communities lead to increased revenues ensuring continuous upkeep;
- **Specific Objective 2** – EU Standards in conservation, developing inventories and assessment of assets lead to improved capacities towards site and asset development and preservation in regular and post disaster times
- **Specific Objective 3** - Buildings conserved in partnership with local authorities and monument owners boost local economic development and local participation
- **Specific Objective 4** - On-the-job and on-the-site learning accessible to all the groups in a society lead to economic and social empowerment
- **Specific Objective 5** - Enhanced capacities and new models created to lead to better preservation policies at the local and national level (internal)

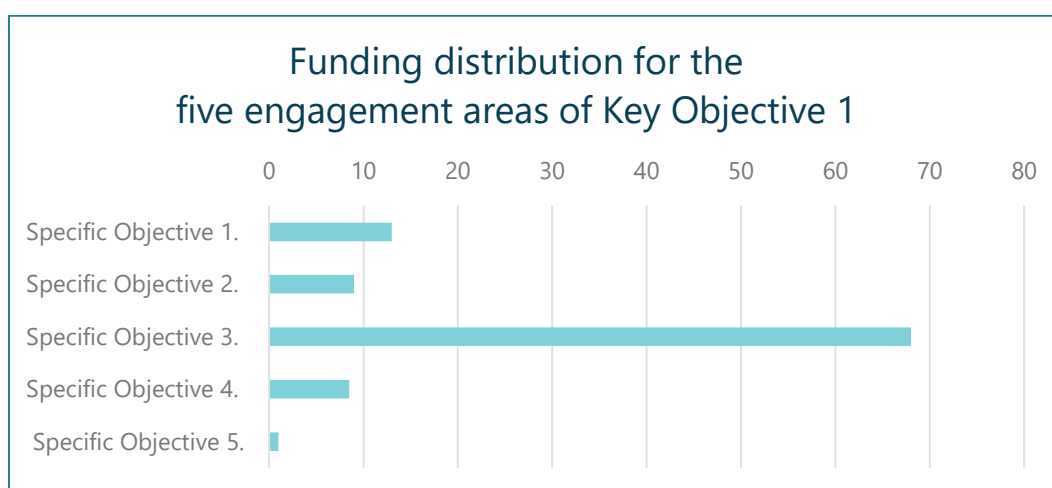


Figure 2 Funding distribution in % for each of the five engagement areas/specific objectives of Key Objective 1

1.3 CHwB Stakeholders

Relevant stakeholders expected to be included and consulted in the framework of the assignment are listed hereunder. The CHwB stakeholders of the evaluation, referred to in the ToRs as 'orbits of influence of the intervention', include the following, whose perspective on the evaluation focus will be sought:

- Universities engaged: University of Tirana.
- National and regional authorities: Ministries of Culture; National Institute of Cultural Heritage; Institutes of Monuments of Culture in Regional Directorates of National Culture; Museums and other relevant institutions.
- Final beneficiaries: Alumni of the Regional Restoring Camps (RRC); monument owners whose buildings were repaired.
- Service providers: Consultants and crafts-persons involved; small businesses in the locations of the activities.
- Donors: Embassy of Sweden, US Embassy, Prince Claus Fund.

CHwB Stakeholders	What is their level of interest in the evaluation?	How will they be kept informed / engaged in the evaluation?	Will they be participants or respondents in evaluation?
CHwB The implementing team	The implementer. They are interested in a good, fair and useful evaluation documenting what has been achieved while – based on findings - looking forward	They will participate as evaluation clients, informants and participants in the participatory /utilization focused evaluation process evaluation questionnaire	The most narrowly engaged part of the CHwB team (see Appendix 2) will both take part as part of the steering group and be respondents.
CHwB immediate stakeholders – 'orbit of influence' (see listing above)	Their interest can be to share their experience of collaboration, reflections and suggestions on way forward - and additional needs	They will take part in consultative meetings, Key Informant Interviews (KIIs) and Focus Group Discussions (FGD) as relevant	They will primarily be respondents / informants
Collaboration partners at local, national, and international levels	*Other funding partners *Prince Claus Found (now the Cultural Emergency Response) *CHwB Kosovo, Bosnia Herzegovina *RRC collaboration partners from North Macedonia and Greece	Respondents in the evaluation – of importance and value when assessing the relevance, effectiveness and potential sustainability	They will be informants, i.e., respondents.
Funding partners, other than Embassy of Sweden	US Embassy UNOPS		
The Embassy of Sweden in Tirana	The funder, initiating this evaluation of the CHwB to assess perspectives for way forward	The Sida programme officer working with CHwB will take part in validation meetings as a steering group member	The Sida programme officer will be one of the evaluation's KIIs and one of the core onward users of it

As further developed in the evaluation matrix below, special data collection tools and processes are presented in section 3, to effectively engage the different stakeholder groups.

2. Evaluability and Evaluation Matrix

This section gives the results of the evaluability assessment which is based on desk research during the current Inception Phase. This assessment determines the extent to which the object under evaluation can be evaluated in a reliable and credible manner, producing useful results. In doing so, it looks at these two dimensions of evaluability³⁶: Evaluability in principle and evaluability in practice.

Important factors considered in assessing the evaluability "in principle" includes the clarity of the goals and objectives of the evaluation, CHwB, and the clarity/relevance of evaluation questions given in the evaluation ToRs. Regarding the evaluation questions, the ToRs propose a set of seven questions (see the Box below) that are grouped under six OECD-DAC evaluation criteria. It is the team's assessment that with minor tweaks these provide a clear framework for our evaluation in principle. The Evaluation Matrix below unfolds how we will do this.

ToRs' Evaluation Questions Related to the OECD DAC Evaluation Criteria:

Relevance:

EQ1: To what extent has the intervention objectives and design responded to beneficiaries', country, and partner /Institution needs, policies, and priorities, and have they continued to do so if/when circumstances have changed?

EQ2: To what extent have lessons learned from what works well and less well been used to improve and adjust intervention implementation?

Coherence:

EQ3: How compatible has the intervention been with other interventions in the country, sector or organisation where it is being implemented?

Effectiveness:

EQ4: To what extent has the intervention achieved its objectives, its results, including any differential results across groups?

Efficiency:

EQ5: To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way?

Impact:

EQ6: To what extent has the project or programme generated, or is expected to generate, significant positive or negative, intended or unintended, high-level effects?

Sustainability:

EQ7: To what extent will the net benefits of the intervention continue, or are likely to continue?

Table 1 Evaluation questions from ToRs

³⁶ As given in the DFID Working Paper (Davies 2013) on Evaluability Assessment.

2.1 The Evaluation Matrix

Please find the proposed Evaluation Matrix hereunder, presenting how the evaluation will address the evaluation questions above through (i) Indicators to be used in Evaluation, over (ii) the Methods to be used to answer them, the (iii) Sources from where we will find the answers and the likelihood to be able to access those, (iv) Availability and reliability of the data.

Questions raised in ToRs (Qs tweaked)	Indicators to be used in Evaluation	Methods	Sources	Availability and Reliability of Data – assumptions and comments/
Relevance				
EQ1. To what extent have the intervention objectives and design responded to beneficiary, country and partner/institution needs, policies and priorities, and have they continued to do so if and when circumstances have changed?	- Intervention responses to CHwB needs assessment and policies - Intervention responses to needs assessment and policies by Government of Albania and/or other agencies - Intervention responses to community needs (men/women) - Responses to Sida policies - Evidence of changed circumstances and CHwB mitigation action(s) - To what degree management systems meet the needs policies and priorities of partners - Existing description of government needs at the beginning of the project. - Evidence of adjustments made during implementation based on regular M&E and feed-back from target group - Existence of gender analysis and that it has informed the project design	Document review Site visits Key Informant Interviews Group interviews	Project document Annual progress reports The annual RBM-based workplans presenting baseline, target and results Stakeholders The CHwB team	Assessed as available and reliable if findings are well triangulated. There might be different views on priorities, in that case it will be important to assess how CHwB has managed the different positions.
EQ2. To what extent have lessons learned from what works well and less well been	- Changes in approach and methods after 2019 - Adjustments made during implementation based on lessons learned and regular M&E at	Primarily document review and Site visits	Project document	Assessed as available and reliable

used to improve and adjust the intervention design and implementation?	heritage sites and feed-back from target groups and coordinating partners documented. Adjustment of work plans based on above	Supported by : Key Informant Interviews Group interviews	Annual progress reports Stakeholders The CHwB team	
Coherence				
EQ3. To what extent has the intervention ensured complementarity and synergies with other interventions in Albania, the sector and the Western Balkans region?	- Evidence of CHwB consultation and coordination with other sector actors - Evidence of sharing lessons learned with sector actors - Evidence of joint/co-funded activities with other sector actors	Document review Key Informant Interviews Including online interviews with informants outside of Albania Group interviews on/off line Any minutes of coordination meetings	Project document Annual progress reports Stakeholders The CHwB team	Assessed as available and reliable – if informants can be reached in time. Important for triangulation to enhance credibility
Effectiveness				
EQ4. To what extent has the intervention progressed as planned towards the achievement of its objectives and its results, including unexpected results and	- Documented change at - heritage asset condition and access level - organisational level - community level - policy level - individual participant level (women/men)	Document review ; Site visits Key Informant Interviews	Project document Annual progress reports Stakeholders The CHwB team	Assessed as available and reliable – if sufficient informants can be reached in time. Important for triangulation to enhance credibility

any differential results across groups?		Group interviews on/off line Information and communication product and processes, visibility Press coverage Social Media		
Efficiency:				
EQ5. To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely manner?	- Resources from other projects/donors benefitting the project - Evidence of compliance with agreed time frame for activity delivery - Evidence of on-budget activity delivery # monthly/quarterly/annual reports delivered on time ('Return on investment')	Technical document review Key Informant Interviews Group interviews	Project document Annual progress reports Stakeholders The CHwB team	Assessed as available and reliable
Impact				
EQ6. To what extent has the intervention generated, or is expected to generate, significant positive or negative, intended or unintended, high-level effects?	- Evidence of improved condition of heritage assets - Evidence of meeting EU heritage conservation standards - Evidence of ongoing maintenance and use and sound management practices - Evidence of appropriate heritage site interpretation - Evidence of dissemination of CHwB children's	Document review Key Informant Interviews Group interviews	Annual progress reports Stakeholder publications The CHwB team	Assessed as available and reliable. May require the use of contribution analysis to get at some of this / the likelihood, given it may happen in the future.

	books and toys • Evidence of community participation in heritage activities • Evidence of development of new skills and products • Evidence of respect for right to cultural heritage and inclusive practice • Evidence of change in economic circumstances for craftspeople, heritage asset owners and surrounding communities • Evidence of Women's economic empowerment			
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• Sustainability				
EQ7. To what extent are the results and benefits of the Sida support to CHwB likely to continue after the intervention ends?	• Management systems and procedures in place • Number of students who have participated in RCC camps • Number of apprentices or newly qualified craftspeople • Change in cultural heritage perception and appreciation among youth • Success rate of CHwB proposals for new works • Documentation of CHwB's professionalism (how?) •	Document review Key Informant Interviews Group interviews	Project documents Annual progress reports Stakeholders – with a focus on funding /cooperation partners The CHwB team	Assessed as available and reliable – if sufficient informants can be reached

Questions raised in ToRs (Qs tweaked)	Indicators to be used in Evaluation	Methods	Sources	Availability and Reliability of Data – assumptions and comments/
Relevance				
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EQ2. To what extent have lessons learned from what works well and less well been	- Changes in approach and methods after 2019 - Adjustments made during implementation based on lessons learned and regular M&E at	Primarily document review and Site visits	Project document	Assessed as available and reliable

used to improve and adjust the intervention design and implementation?	heritage sites and feed-back from target groups and coordinating partners documented. Adjustment of work plans based on above	Supported by : Key Informant Interviews Group interviews	Annual progress reports Stakeholders The CHwB team	
Coherence				
EQ3. To what extent has the intervention ensured complementarity and synergies with other interventions in Albania, the sector and the Western Balkans region?	- Evidence of CHwB consultation and coordination with other sector actors - Evidence of sharing lessons learned with sector actors - Evidence of joint/co-funded activities with other sector actors	Document review Key Informant Interviews Including online interviews with informants outside of Albania Group interviews on/off line Any minutes of coordination meetings	Project document Annual progress reports Stakeholders The CHwB team	Assessed as available and reliable – if informants can be reached in time. Important for triangulation to enhance credibility
Effectiveness				
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any differential results across groups?		Group interviews on/off line Information and communication product and processes, visibility Press coverage Social Media		
Efficiency:				
EQ5. To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely manner?	- Resources from other projects/donors benefitting the project - Evidence of compliance with agreed time frame for activity delivery - Evidence of on-budget activity delivery # monthly/quarterly/annual reports delivered on time ('Return on investment')	Technical document review Key Informant Interviews Group interviews	Project document Annual progress reports Stakeholders The CHwB team	Assessed as available and reliable
Impact				
EQ6. To what extent has the intervention generated, or is expected to generate, significant positive or negative, intended or unintended, high-level effects?	- Evidence of improved condition of heritage assets - Evidence of meeting EU heritage conservation standards - Evidence of ongoing maintenance and use and sound management practices - Evidence of appropriate heritage site interpretation - Evidence of dissemination of CHwB children's	Document review Key Informant Interviews Group interviews	Annual progress reports Stakeholder publications The CHwB team	Assessed as available and reliable. May require the use of contribution analysis to get at some of this / the likelihood, given it may happen in the future.

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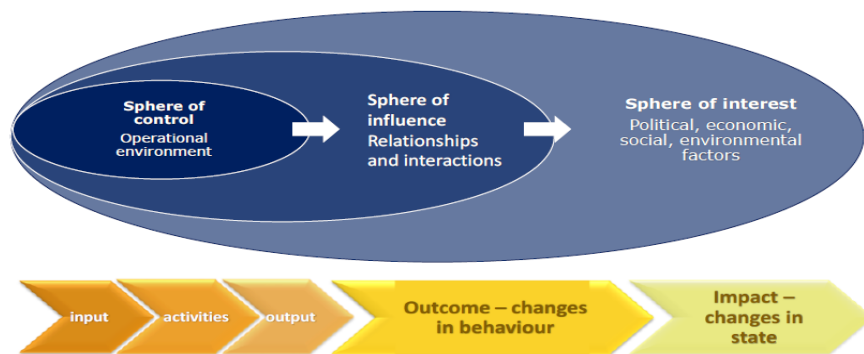
Table 2 Evaluation Matrix

Evaluability “in practice”

The evaluation team believes that the number of evaluation questions is reasonable and can be covered within the available resources and time frame. However, the team acknowledges that there may be challenges in accessing all relevant information and reaching all potential stakeholders for the evaluation. With good, timely planning and a strong utilization focus and approach it is expected that all possible efforts will be done by all involved to overcome these. Any such limitations will be clearly indicated in the final evaluation report.

2.2 Theory of Change

The ‘Heritage for People – Phase II’ programme does not operate with an active, dynamically used Theory of Change (ToC) but rather with a (dynamic) results’ framework, to monitor and document the advancement of the programme. The reconstructed ToC hereunder underscores through the three decisive spheres of a programme³⁷, how and why a complex change process will succeed to achieve the longer-term goals of the intervention given the specific assumptions at play. The elaboration of this ToC is meant to be used as a tool for discussion with the ‘Heritage for People’ programme, to fully understand how they see the interrelation between the different parts of the Results Framework.



For the purpose of establishing an overview, ‘Heritage for People’s sequence of Outcomes, Outputs and Activities is presented below, to facilitate the flow from one sphere to the next. We have also listed the key assumptions formulated by the programme in relation to these. In our discussion with CHwB, it may be possible to arrive at a new level of understanding of the inner coherence of the ‘Heritage for People’ programme.

³⁷ Outputs achieved after an activity has taken place are considered within **the sphere of control** of the programme. Outcomes which may take a few years to achieve are in the **sphere of influence** of the programme. The impact, the highest level potential result and often the ultimate goal, that may take many years to change, and outside the sphere of control or influence by the programme, but by working with a wide range of stakeholders, the programme can build a likely story that it is making a stronger contribution towards the desired longerterm impact – happening in **the sphere of interest** of the programme, often the reason for it all.

Sphere of control		Sphere of influence	Sphere of interest
Key Activities	Key Outputs	Key outcomes	Impact
'Heritage for People' implements the following activities: Heritage management & development models; Management model for Spac Capacity development and site, asset development Int'l charters, conventions published in Albanian language; Earthquake-hit monuments restored; Tourism in Gjirokastra; Students, children engaged, learning; Local staffs and supporters empowered to continuously engage children and adults in heritage-based learning activities; Policy development Planning and implementing regional restoration camps Strategic Communication; Org/staff development; Fund raising	'Heritage for People' provides its target groups with access to: 1.Site Development, management plans w/authorities 2.Improved capacities site, asset development 3.Buildings conserved w/local partners 4.Learning for all: social, economic empowerment 5.Capacities, models for better policies local, national Established neighbourhood cooperation through RRCs held, supporting responsible preservation and interpretation of the cultural heritage in the Western Balkans. 1.Revised Communication plan; 2. Org / staff development assessment & plan; 3. Fundraising plan	'Heritage for People' expects to see target groups benefit from: Sustainable management and preservation processes lead to increased care, demand and enjoyment about and for historical assets Neighbourhood based cooperation is created to serve as a platform for building peaceful relations while responsibly preserving and interpreting cultural heritage in the Western Balkans. CHwB strengthened organisationally to be a duty-bearer and voice for rights to culture and cultural heritage, with the highest professional standards and moving towards financial sustainability	'Heritage for People' hopes to contribute to: The right to cultural heritage for all by creating landscapes of peaceful co-existence and equal opportunity.

The key outcome and output assumptions as formulated by the 'Heritage for People' programme:

Key outcome assumptions:	
1	Sustainable management and conservation processes will lead to increased care, demand and enjoyment about and for historical assets
2	There is a clear link between restoring a building and building up human relations, trust, economies, societies – and indeed nations. A building is more than just bricks and mortar: it is also a link to the past and part of people's history, security and identity as well as a door into the future and people will recognize that and act accordingly.
3.	Cultural heritage is an engine for local and regional development that also attracts tourists.
4.	Relations that are built up during shared work processes generate a "we" in the discussion over who makes the decisions about a particular place and how that place should be used. Locally, nationally, regionally.
5	Continued staff and organisational development strengthens work satisfaction and professionalism
6.	Financial sustainability will be possible over time if resources are managed well and outcomes are protected

7.	A strong educational programme will lead to increased understanding, appreciation and that people will act for preservation
8.	Following EU standards inspires strengthened RRC licensing criteria
Key output assumptions:	
7	Through the tools, services and community provided by CHwB, CHwB step-by-step increases the Albanian people's access to their rights to their physical as well as intangible heritage. Extending this to the region, strengthens opportunities, the basis for a peaceful co-existence
8	Through professional skills training, craftspeople, ordinary people are better able to retain Albania's cultural heritage and to financially sustain themselves.
9	That the benefits of the immediate CHwB work are amplified through effective communication

3. Proposed approach and methodology

"We restore cultural heritage and help to build futures...As we see it, there is a clear link between restoring a building and building up human relations, trust, economies, societies – and indeed nations. A building is more than just bricks and mortar. It is also a link to the past and part of people's history, security and identity... We promote cultural heritage as an engine for local and regional development that also attract tourists. That is one result. Another is the relations that are built up during the work. The emergence of a "we" in the discussion over who makes the decisions about a particular place and how that place should be used."

From the CHwB Albania website.

In this section we present our overall approach, the design and conceptual framework of the evaluation, and the data collection strategies we intend to apply.

3.1 Overall approach

The evaluation will apply a theory-based, utilization-and learning-focused approach which is participatory, gender-responsive and rights-based. This approach has been chosen to ensure that the expressed purpose and intended use of the evaluation presented above can be met most effectively and of the highest quality possible.

Participation and stakeholder engagement – Participation will be sought wherever possible during the evaluation both in the design of it as presented in this report, and in the team approach to key informant interviews and group interviews. The evaluation will kick off with a force field workshop with the CHwB team to engage them in the evaluative process from the beginning – and for them in this way to inform it. The evaluation team will secure the evaluation steering group's ownership of the findings and recommendations, as well as ensure appropriate and targeted coverage of the key results.

It is our experience that the best way to ensure that both independence and stakeholder ownership are achieved is through i) triangulation of information from different sources, ii) balancing the perspectives of different types of stakeholders, and iii) ongoing dialogue with the EoS in Tirana and the CHwB management, as well as key stakeholders throughout the duration of the assignment.

Stakeholder cooperation will help with the utilization focus presented hereunder, and will be achieved through:

- Engaging stakeholders in reflecting upon needs, challenges overcome in cooperation with the CHwB support, key drivers of changes and factors of success.
- Inviting them to share their cooperation with CHwB in a storytelling format to determine the most significant achievements as well as to collect case stories and examples.
- Maintaining dialogue with the EoS in Tirana throughout the assignment (see more below on 'Utilization focus').

The evaluation team has agreed with the Embassy and the CHwB team that they will assist in documentation retrieval and in the identification and mobilization of key stakeholders for interviews and consultative meetings based on our criteria shared by us.

Our principles of cooperation are: i) All views are solicited and heard, ii) Stakeholders have access to the Evaluation Team; iii) Permission and anonymity, i.e. part of the rights-based approach, are ensured where relevant; iv) Ensuring views are not misrepresented or taken out of context; v) Pre-judgement on motives is not made; vi) Focus is on systems, structures, processes, institutional procedures and governance, not undue focus on individuals or groups.

Utilisation and learning focus - The ToRs underscore its intent to make use of this evaluation as a learning process and the approach of the evaluation will be utilisation-oriented and guided by a continuous focus on

allowing CHwB to assess its effectiveness and capacities. This will be done by i) building on documentation already existing within the framework of the work undertaken by CHwB, the Embassy and other stakeholders; ii) building on the work already outlined above, among others making use of narrative inquiry, and storytelling; iii) ensuring succinct presentation of findings and recommendations. This process will need to be undertaken jointly among the different stakeholders involved in the evaluation and our team.

An important aspect of how we promote utility is by stimulating a constructive working relationship between the evaluation team and the key evaluation stakeholders in the evaluation's steering group. For both utility and learning, applying an open, participatory, and inclusive approach to the evaluation process is critical throughout the evaluation process. One component in such an approach has been the agreement during the inception phase to hold weekly meetings on a fixed weekday and time. When moving forward, we will agree how to best proceed during the data collection and reporting phase.

Gender Responsive Approach - To ensure that the evaluation is gender-responsive, the team will, wherever relevant, secure a gender-balanced representation of stakeholder groups invited to take part in the evaluation process, and that gender representation is viewed not only from a binary perspective but is based on an intersectional understanding³⁸. In addition, the evaluation team will ensure that the methodological approaches include explicit questions related to gender equality issues, outcomes, and normative values, including discussions on how the CHwB promotes (or not) a gender transformative approach (see more in the interview guides in annex 6). The data analysis, conclusions and recommendations will include explicit analysis related to gender equality outcomes stemming from the CHwB work as well as identify any related gaps where relevant and possible.

Harvested outcomes will be weighted on a scale – from gender negative/blind to gender transformative, using Sida's gender scale and drawing on the **Gender Results Effectiveness Scale** (GRES).

³⁸ 'Intersectional' relates to the interconnected nature of social categorizations such as race, class, and gender as they apply to an individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

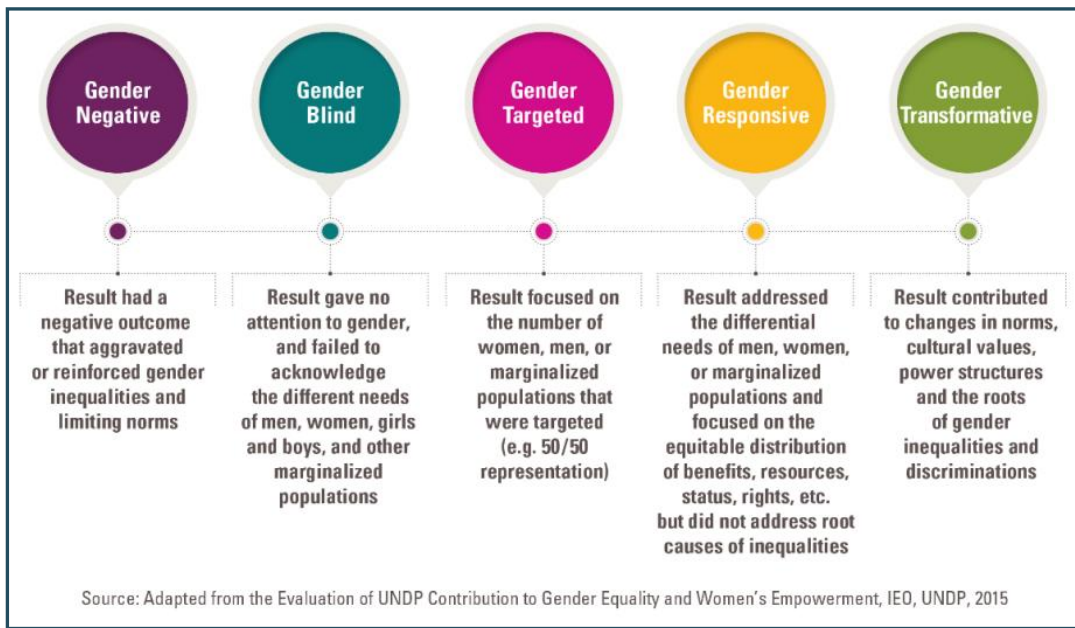


Figure 3 Gender Results Effectiveness Scale (GRES)

3.2

Data collection methods

Data collection will primarily rely on qualitative data collection methods using interview guides tailored to the specific stakeholders (Annex 6A), as well as available quantitative data from CHwB's progress reports and commissioned studies. Data collection will include:

3.2.1 Document review

The document review comprises all relevant CHwB documentation including the CHwB strategy as well as the EoS project document and information on/from other funding sources, CHwB progress reports, publications and promotional materials, CHwB studies, partnership agreements and Memorandum of Understanding (MoU), training/educational documentation, to mention the most important (see exhaustive list shared by CHwB at the beginning of the inception phase in Annex 4). Finally, we will review internal organisational documentation including job descriptions and work plans of the CHwB secretariat and visit relevant online presence. Besides from this, the evaluation team will consider other partners and key stakeholders active in the same area of intervention as CHwB, for the purpose of activating the key steps of a sound contribution analysis. We will also review contextual information related to disaster responses, tourism development, and other heritage related areas.

3.2.2 Interviews and (Focus) Group discussions

Interviews – open-ended or semi-structured, Focus Group Discussions (FGDs) and/or Key Informant Interviews (KIIs) with individuals, will be a key form of data collection throughout the evaluation to capture contribution narratives and validate emerging findings.

To ensure a balanced understanding and presentation of the 'orbit of influence's view of project results, the evaluation team has ensured to always meet separately with several representatives of the different types of stakeholders in the CHwB programme's wide range of collaboration partners. We recognise the need to be mindful of having a sensitive approach based on safeguarding ethics and relevant principles when addressing business-internal matters both when working with the CHwB and their stakeholders.

3.2.3 Force Field Analysis – A collective assessment of CHwB as a workplace and a change agent

A Force Field Analysis is based on the idea that any current situation or state is the result of a balance of power between driving forces and restraining forces. Driving forces are those that push for the desired change while restraining forces are those that resist or hinder it. This method is therefore often used as a part of strategic planning and organisational development. Whereas neither of these are the core objective of this evaluation, the evaluation team has decided to use this framework for our Field Visit Day 1 engagement with the CHwB team.

The 'force field workshop' will provide the evaluation team with a deep insight into what CHwB is all about to the team – and we will ensure to keep a dual focus: on CHwB as a workplace, and CHwB as a change agent. At the same time, the process will also engage the CHwB team in the evaluative process: strengths and weaknesses, opportunities, and threats.

Practically, the team will employ the force field method by asking the CHwB team to list five supportive factors on individual cards, which they see to be helping CHwB achieve the organisation's mission. The cards are presented by the individual staff member and collected and grouped into thematic clusters. These are then scored by the participants, i.e., the CHwB staff members, which results in a ranking of the staff's identification of the most significant factors for success. The second part of the exercise deals with the hindering factors. Each participant has to write five hindering factors to achieve the mission. The rest of the exercise is the same. These rankings will then form the basis for a concluding conversation of how the organisation could most productively advance. The derived insight will be important for the evaluation team – and hopefully also for the staff.

3.2.4 Site visits and observation

Observation is one more way of gathering data of particular importance in a Cultural Heritage organisation like CHwB, working with restoration, conservation and construction with an aim to protect and preserve selected parts of Albania's cultural heritage. In this particular evaluation, we will, during the site visits, be working with and visiting CHwB partners and stakeholders, who will accompany us and point out points of particular importance. The evaluation team is working on tools to ensure that our 'observation' can be systematic and provide a balanced set insights of importance for this evaluation. The observation of the conservation work will focus on the human interactions and work of the organisation, rather than on the physical conservation works due to evaluation budget constraints. We will, however, try to gain an understanding of how the buildings are being used and what sort of maintenance plans are in place.

3.2.5 Contribution Analysis and Story Telling

When relevant the evaluation team will conduct a contribution analysis to provide examples of results and frame them in the wider context. The contribution analysis would look at:

- The challenge to be addressed
- The significant change achieved
- CHwB and their interventions role and added value in achieving the change
- Other significant factors

The contribution analysis will gather information through interviews' 'storytelling' format, which is an effective means to obtain information on a CHwB's outcomes from participants' experiences and viewpoints, highlighting both the strong points and weaknesses of the way the organisation operates or processes in question, as well as any unintended consequences. Among the most outstanding benefits of storytelling are the opportunity to (i) Understanding the object of the evaluation from the viewpoint of the participants step-by-step; (ii) Reflecting the importance of context and its impact on outcomes; (iii) Allowing the identification of unintended

consequences – and possible reasons for those; and (iv) Gather stories systematically and verify claims from independent sources or methods through triangulation.

3.2.6 Outcome Harvesting

CHwB's wish to be a change-agent, by openly and innovatively identifying ways to continually strengthen and improve the organisation's work for change, the evaluation team will employ 'Outcome Harvesting' as and where possible. With the evaluation team's open and exploratory approach when meeting CHwB and its work, Outcome Harvesting can be useful to help determine what outcomes have been achieved and the degree to which the programme contributed to such outcomes.

Unlike many evaluation approaches, outcome harvesting does not measure progress towards predetermined objectives or outcomes, but rather collects evidence of what has changed and then works backwards to try and determine whether and how an intervention contributed to these changes. This can be done by retrospectively identifying emergent impact by collecting examples of what has changed in actions, relationships, policies, practices and behaviour, and then work backwards to determine whether, and how, CHwB's intervention has contributed to these changes. Outcome Harvesting is useful for determining contributions to 'higher-level' effects, which fits within the OECD/DAC definition of impact. While a fully unfolded outcome harvesting process may not be possible, the evaluation team will use Outcome Harvesting's way of approaching identified change to the extent possible.

3.2.7 Mixed-Method Data Triangulations and Analysis

We will adopt a mixed-method evaluation approach to deliver the expected outputs of this evaluation. In our analysis, we will assess outcome-level and situate our assessment in the analysis and interpretation of the logical consistency: linking CHwB's activities and outputs with changes towards the organisation's formulated goals, based on desk review, KII, FGD observations and data collected along the results chain. This analysis will serve as the basis for the evaluation team's judgment on how well CHwB has contributed to the achievement of intended results in for instance linking investment to outcomes. Given varied regional and country contexts, we will take account of the links between context, intervention mechanisms and outcomes at each level (national and regional) including differences between different geographic areas.

While our approach is also grounded in contribution analysis as a tool for establishing links between outputs and outcomes, a combined assessment of a wide range of data sources and evidence will be triangulated to support robust analysis of CHwB's outcomes. Qualitative evaluation methods will be used to collect first-hand information and perspectives from different stakeholders, and quantitative information has been received in the CHwB's systematic documentation shared. Triangulation of data collected through desk review and qualitative data collection will enable the team to generate a sound contribution analysis. The data collection tools are further elaborated in the table below summarising what tool will be used for the different types of stakeholders.

3.3 Evaluation process

3.3.1 Inception Phase

With the presentation of this inception report, the inception phase is coming to a close, to be concluded when this report is approved. The phase has included the following activities: establish overview of available data followed by a preliminary document review of background documents and available data; identification and mapping of known stakeholders; analysis and reconstruction of the ToC and implementation logic of CHwB; analysing the evaluation questions and the scope of the evaluation with the evaluation steering group (EoS and CHwB), and preparation of the evaluation matrix; refining the approach and development of the methods and

tools to be used for the data collection. Finally, a detailed plan for the data collection has been prepared in order to finalise the work plan and identify key dates.

3.3.2 Data Collection Phase

In this phase, the team will gather primary and further secondary data. The on-site data collection will primarily take place in Tirana, with a one-day site visit to Durrës and Kruja. Additional online data collection will take place both before and after the on-site work period as needed, but also possibly during the on-site period, to ensure the possibility of being informed by stakeholders and partners in other geographic locations.

The field work will end with a **debriefing-cum-validation-session** at the EoS in Tirana – probably on Monday January 15 in the morning, with participation of the steering group. This meeting will enable the core evaluation ‘users’ to discuss, ask questions, and raise issues with the evaluation team before the report drafting process.

3.3.3 Verification, analysis and reporting

Analysis and verification of collected data will begin towards the end of the data collection phase. Data will be triangulated and analysed to refine the ‘contribution story’ and firm up understanding and conclusions. Analysis will be based on triangulation of collected evidence. It will be important to maintain contact with key informants during the analysis to verify information if necessary.

The **draft report** will be prepared in line with the instructions in the ToRs in terms of length, format and content (see an outline of it in Annex 9). The report will address the EQs and present findings, conclusions, lessons learnt and recommendations, and with a clear logical interconnection between the sections. Comments to the draft report from the key stakeholders (evaluation steering group) will be submitted to the NIRAS team, using a comments matrix that will be provided by the team.

After having received the comments, the **final evaluation report** will be drafted. It will include recommendations that are specific, directed to relevant stakeholders. The report will be submitted with a comment response matrix that explains how comments have been considered.

3.3.4 Seminar – virtual meeting

After approval of the final report, a presentation seminar can be held, online, possibly with participation by the broader group of stakeholders, as agreed between the Evaluation steering group and the NIRAS team. The focus here could be presentation of and reflection upon findings – and taking the recommendations of the evaluation one step further towards the overall objective of the evaluation: to provide an input into a review of the CHwB strategy and towards discussions concerning the preparation of a new phase of intervention.

3.4 Planning the Field Work

The field work in Albania will be focused in Tirana with a one-day visit to important CHwB sites, probably Durrës and Kruja supplemented by online KIs and group discussions with other potential stakeholders as need may be arising during the field work. This can be done either during the field work period or thereafter. The evaluation team will ensure that informants are aware of the anonymity secured along with appropriate data protection.

The evaluation team is planning data collection through individual and group interviews. The team will receive names and contacts from CHwB – and for the donor community, from the EoS, based on criteria shared. For both types of field work it has been stressed that the stakeholders we have asked CHwB to propose for our data collection, naturally need to be gender balanced and to meet with at least two and ideally more (time permitting) of the different categories of stakeholders and collaboration partners in the CHwB’s ‘orbit of influence’.

3.4.1 Key Informant Interviews

Key Informant Interviews are qualitative in-depth interviews with people who have in-depth knowledge and experience of relevance to be able to answer the Evaluations Questions with as much depth and perspective as possible. We will in this way collect information from a wide range of stakeholders to capture contribution narratives and validate emerging findings.

Towards this purpose we are ensuring to have at least two, ideally three representatives of each different type of partner-engagement with CHwB. This to ensure that the evaluation has and provides as extensive and as representative an understanding of CHwB's way of collaborating and of generating results. This includes a mapping of their way of leading innovating the field and the special niche they have carved out for themselves Albania's rich range of Cultural Heritage actors and activities.

Through interview guides (see annex 6A) informed by the Evaluation Matrix in Section 2 above, we will meet with representatives of at least the following groups:

- The Embassy of Sweden Tirana
- CHwB team and board members
- CHwB stakeholders engaged in the network of historical houses, the management and reconstruction of cultural heritage sites including museums, preservation policies, education of crafts people to carry out the innovations.
- CHwB Academia stakeholders
- CHwB Ministry of Culture collaborators and relevant local authorities near cultural heritage sites
- CHwB stakeholders developing on-site (educational) activities with and for children and young people – including artists developing children's books
- CHwB regional partners engaged in RRCs and other regional cooperation and exchange
- Partners and donors engaging in activities complementary to those Sida-supported of CHwB
- Communities in relevant areas

3.4.2 Group Discussions

Will be carried out as and where possible, especially with practical implementation partners. Group discussions (GD) carry a special dynamic. Whereas it may not provide the deep reflection that can be achieved through Key Informant Interviews, the group discussion participants often inspire each other, and they may end up with new perspectives. Some of these group discussions may develop into '**Storytelling workshops**' discovering a clear contribution sequence in terms of CHwB work methods, or more structured, facilitated '**Focus Group Discussions**' lending themselves to more exploratory ways of understanding the participants' experience and view on – in this case – the CHwB's many different intervention forms, the style and process, and the emerging results. **Group discussions** can also simply be a systematic evaluative conversation.

3.4.3 Utilization-focused 'touch base' meetings with steering committee

As described in Section 3.1, the team of evaluators will, during the field work in Albania, hold regular meetings with the evaluation steering group, to share preliminary observations and reflections, and to have access to ask for clarification of issues arising.

3.5 Proposed field work plan

Planned field and on-site work has been elaborated during the inception phase and discussed during the Friday meetings held between the evaluation team and the CHwB management. The following reflects the status of the plans at the time of presenting this Inception Report. More KIIs and GDs will be set up and from that it is

naturally possible that some revisions or refinements will take place thereafter. It has been agreed that the team leader will be travelling to Albania and be present between the 8th and 15th of January 2024.

3.5.1 Field work outline and Evaluation sampling size

During the field work the evaluation team is planning to conduct around **50 on-site KIIs** with different CHwB stakeholders, partners and end users of the CHwB work processes and events, and a handful Group Discussions along with a full-day force-field analysis workshop with the CHwB team. Most of this work will take place in Tirana, but one day will be dedicated to site visits in Durrës and Kruja. The sampling of informants has been carried out on a purposive basis, securing as extensive and as representative a basis for the evaluation's results. The team is aware of potential positive bias and will take steps to minimize such among others through triangulation.

The field work will be carried out by the team-leader and the national evaluation expert. Whereas they will spend the first day together at the Embassy and the CHwB office and will move together during the one-day site visits – also for language reasons – the interviews and group interviews will be carried out individually during the days spent in Tirana. Please find a draft mission schedule as Annex 7 in a close to final form.

Besides from the one-week work period spent in and around Tirana, the two NIRAS team members in the field along with a third team member, the cultural heritage specialist, will carry out **additional on-line interviews** to broaden the sample possible to reach with the relatively short field work period. See a list of possible interviewees online in Annex 8. A summary of online interviewees below presents both for KIIs and for GDs, those that are a priority as KII and those that are desirable as KII. The same logic is followed for the GDs.

The proposed structure of **field consultations per location** is presented hereunder, followed by the summary overview of the **proposed online interviews** (next pages):

ON-SITE interviews and field consultations during the Albania-based work period January 2024				
PROFILE	LOCATION	KII	GD	Observations
CHwB Team				
• Tirana-based management	Tirana	1		After day 1 workshop, an in-depth interview
• Tirana-based team, 6	Tirana		8	A Force-field analysis-workshop will take up 4 hours day 1, with the Gjirokastra team beamed in
• Gjirokastra team, 2	Online			
• CHwB board	Tirana/online	2		Board chair online, Vice-chair in Tirana
Swedish Embassy				
• Head of Cooperation	Tirana	1	1	It is intended to both have a start-up courtesy call at the Embassy and a later in-depth KII
• Programme officer	Tirana	1	1	
Site visit to Durrës and Kruja				
• Senior experts & partners	Durrës		2	In tower C project
• Museum	Durrës/Kruja	2		Archaeology museum

• Heritage interpretation and education experts	Durrës/Kruja	3		Partners in project with children and youth
• Local Development	Kruja	1		Local inhabitant, Cultural entrepreneur, former municipality representative
• Mayor of Durrës, architect	Durrës	?		
Tirana-based 'orbit of influence'				
• Education experts	Tirana	2		Partners in multiple projects with children, youth
• Academia	Tirana	4		Partner, beneficiary RRCs and other engagement
• Central Government	Tirana	4		Ministry of Culture and other cooperation partners
• Local Government	Tirana	2		
• Museum	Tirana	2		National museum
• Archaeologist	Tirana	1		
• Heritage Professionals	Tirana	5		
• Heritage-savvy crafts people	Tirana	1		
• RRC alumni	Tirana		4	Alumni, active in different culture and heritage related initiatives
• Artists and writers	Tirana		2	Engaged in E KA KUSH E KA children series
• Private Sector		2		
• Local Community, entrepreneurship (+other on Saturday tour)	Tirana	1	1 (5-6)	What does it mean when heritage is restored in the reality where you live?
• Donors, funding partners	Tirana/online	5		Most online before or after field work period, June
• Entrepreneurs, artisans, local community	Gjirokastra	4		
• Other?				
Total at the time of Inception Report delivery.		44	19+	

ON-LINE Interviews					
PROFILE	KII ¹	KII ²	GD ¹	GD ²	Observations
Conservation specialists and decision-makers: (All Albanian Speakers only, except for Albert Kasi)					
Respondent	1				Senior craftsperson from Kosovo, partners in the implementation of Camps in different countries in the region; the design and implementation of the Vocational and Educational Training curricula in traditional building techniques, etc.
Respondent		1			
Respondent				2	Senior craftsperson's from Gjirokastra, partners in the implementation of Camps in the city and partners in many conservation interventions over the years
Respondent	1				Former director of the Regional Directorates for National Culture respectively in Gjirokastra and Be-rat (both UNESCO cities), partners in multiple project. (together with the below)

Respondent	1				Same profile as Albert Kasi above. Furthermore, Eugen was recently serving as director of the National Institute of Cultural Heritage in Tirana and can also provide an overview of CHwB's work impact on a wider scale.
Regional Restoration Camps (All English Speakers)					
Respondent		1			Institutional partner representing the National Institution for the protection of monuments of culture and Museum – Ohrid, co-organizer of the 51st Regional Restoration Camp in the Ohrid Lake region
Respondent	1				Formerly head of the Conservation Department at the University of Gothenburg, lecturer in the RRCs across the region
Respondent	1				Conservation architect/ heritage documentation, field instructor in the RRCs across the region
Respondent		1			National Technical University of Athens, lecturer in the RRCs across the region
Respondent	1				Former RRC participant and heritage-focused research and educational activities
Spac prison memorialization (All Albanian Speakers only, except for Fabian Kati and Brisejda Lala)					
Respondent	1				Former political prisoner in Spaç, partner in many activities ⁷³
Respondent	1				Former political prisoner in Spaç, partner in many activities, documentaries screen writer and research (English speaker)
Respondent	1				Historian, co-author of the CHwB published book on Spaç (2023)
Respondent		1			Caretaker of the Spaç prison, representative of the local community in Spaç
Respondent		1			Researcher at the Institute for the Studies of Crimes of Communism
CHwB Albania					
Respondent	1				Chairperson, Member of the Board, based in Austria
Total:	10	5		2	

Whereas it is possible that not all appointments can be realised, the above overviews provide a solid basis for carrying out a well-balanced and representative evaluation of the CHwB Albania's Swedish funded second phase of 'Heritage for People II' programme. With **44 individual KIIs** carried out on-site in Albania and **10 priority KIIs carried out online**, along with more than **19 informants met through participation in GDs**, a **total of 73 persons with a wide variety of points of contact with the CHwB** will be met and systematically interviewed for this evaluation. **These 73 persons may become 80**, if the 'desirables' above also were to be met in online conversations.

This robust source of evidence provides a sound basis for triangulation and in-depth scrutiny – along with the study and analysis of the systematic wealth of documentation provided by CHwB up front - found in Annex 4.r

4. Limitations, risks, and challenges

A number of limitations potentially affect the evaluation. We identified the following at the time of tender process: a) Data availability and quality; b) Availability of people for interviews and meetings; c) Attribution and

contribution; d) The limited financial framework made available for this evaluation; and e) The (maybe?) continued uncertainty with regard to the Covid-19 pandemic / other pandemics.

Data Availability and Quality – At this point in time, we are not in a position to fully assess what documentation and other data (and its quality) is available for the evaluation. Given recent experiences with Sida evaluations, we have confidence in the quality of the meta-level data (Annual Reports, previous evaluations etc.). While to some extent, missing written data can be supplemented by stakeholder interviews, this has its own risks, given that often, beneficiaries are not familiar with evaluation terminology or processes, and it is more challenging to sift out findings from such interviews. We suggest mitigating this limitation by designing in-country data collection instruments in an accessible, jargon-free way (in particular semi-structured interview questionnaires) with view to completing missing data.

Availability of people for interviews and meetings – While we will do our utmost to meet and learn from the people and organisations of importance for our evaluation – and we know that the steering group is also available to provide support – there may be situations where this is not possible. We will highlight these in the final report, as well as any implication on the reliability and representativity of the findings. To the extent later zoom or other online conversations can fill in any void, these will be used.

Limited budget for site visits – the selection of sites has been done during the inception phase in discussion with CHwB, guided also by funding available. While the project has recently been especially active in Gjirokastra, where they have a field office, and also in Berat, visiting these sites would require more time than what is available to the evaluation. Two sites closer to Tirana: Durrës and Kruja will be visited. The team is aware of potential positive bias and will take steps to minimize them among others through triangulation.

The concepts of attribution and contribution – are central methodological issues in all evaluations. In some cases, it will be difficult to demonstrate a clear causal link between the Embassy of Sweden contribution and policy/ strategies/ behaviour/ public service changes. Interviews will be used to identify and triangulate evidence. Contribution analysis through short case stories and logic-based analysis also allow to identify other factor of change.

The limited financial frame made available to this evaluation – means that the team in the inception phase (and in the inception report) will pay great attention to the core information and results the primary evaluation users wish to see brought forward, so as to make most effective use of the funding space available.

Continued uncertainty with regard to the Covid-19 pandemic, or any other emerging health crisis – At the time of writing, the global Covid-19 pandemic appears to have ended its acute stage. Unless there is a new, vaccine-resistant variant by the time of the in-country work, we are working on the assumption of a full-fledged evaluation with an in-person mission to Albania. We suggest assessing the situation closer to the time of the in-country work and to discuss with the country office alternative scenarios, if need be.

The above listed limitations, risks and challenges are hereunder weighed, and mitigation efforts planned as a part of the evaluation, are shared.

Risks and challenges	Likelihood	Impact	Mitigation efforts
Data Availability and Quality	Moderate	High	Through early planning and close collaboration with CHwB and the Embassy, this risk is considered lessened
Availability of people for interviews and meetings	Moderate	High	As above
Limited budget for site visits	Moderate to high	Moderate	In view of the size and dispersion of project sites, it is unfortunate that funds

			have been so limited. The team of evaluators are, however doing their utmost to overcome this by adding online tools and methods, but this does not replace site visits
The concepts of attribution and contribution	Low	High	By the evaluation teams' mixed-methods approach this should be mitigated
The limited financial frame made available to this evaluation	Moderate to high	Moderate	The evaluation team is doing our utmost to mitigate this challenge together with the evaluation steering group
Covid-19 or other health risk	Low	Moderate	There is presently no harsh measures to follow. Should the situation change, the team will make use of alternative methods.

5. Proposed overall work plan

Preliminary Workplan					October				November				December				January				February				March							
2023-2024					BJ	JT	VY	QA	w42	w43	w44	w45	w46	w47	w48	w49	w50	w51	w52	w1	w2	w3	w4	w5	w6	w7	w8	w9	w10	w11	w12	w13
Inception Phase																																
Start-up meeting, October 26	0,25	0,25	0,25																													
Desk review and methods development	2,5	1																														
Drafting inception report	3	1	0,5																													
QA inception report				1																												
Submission of draft inception report, November 27																																
Inception meeting (virtual),	0,25	0,25	0,25																													
Comments/no-objection sent by Stakeholders,																																
Revision of inception report based on comments	1,0	0,5	0,5																													
Submission of final inception report, 14 december																																
Approval of inception report, 18 December																																
Sub-total, inception phase:	7,00	3,00	1,50	1,00																												
Data Collection Phase																																
Preparations	1		1																													
Field visits / Key informant interviews	7		5																													
Remote key information interviews (online/telephone)	1	2																														
Additional desk review	1		0,5																													
Debriefing/validation workshop,	0,5	0,5	0,5																													
Sub-total, data collection:	10,50	2,50	7,00	0,00																												
Data Analysis and Reporting Phase																																
Report writing	7	1,5	1,5																													
QA draft report				1																												
Submission of draft evaluation report, February 21																																
Feedback from stakeholders on draft report																																
Finalization of the report	1	0,5	0,5	0,5																												
Submission of final evaluation report, March 6																																
Dissemination workshops	0,5	0,5	0,5																													
Sub-total, analysis and reporting:	8,50	2,50	2,50	1,50																												
Total days					26,00	8,00	11,00	2,50												2024												

2024

Initials: BJ = Birgitte Jallof; JT = June Taboroff; VY = Valbona Ylli; QA = Quality Assurance

5.1 Deliverables and Milestones

Below is our proposed implementation plan with confirmed dates:

What	Who	When (2023-2024)
Start-up meeting/s virtual meeting	<i>Swedish Embassy CHwB and NIRAS</i>	Tentative 26 October 2023
Submission of the draft inception report	<i>NIRAS</i>	November 27th, 2023
Inception meeting (virtual)	<i>Swedish Embassy, CHwB, NIRAS</i>	December 1 st , 2023
Comments on inception report	<i>Sida & stakeholders</i>	December 11 th , 2023
Submission of inception report	<i>NIRAS</i>	December 14 th , 2023
Approval of inception report	<i>Sida</i>	December 18 th , 2023
Data collection in Albania	<i>NIRAS (stakeholders)</i>	January 8-15 th , 2024
Debriefing/validation workshop (meeting)	<i>Sida, NIRAS</i>	January 15 th , 2024
Submission of draft evaluation report	<i>NIRAS</i>	February 21st, 2024
Comments from intended users to evaluator	<i>Sida & NIRAS</i>	February 28 th , 2024
Final evaluation report (both hard copy and e-copy)	<i>NIRAS</i>	Tentative March 6 th , 2024

Annexes

- 6.1. Annex 1 – Terms of References
- 6.2. Annex 2 – The NIRAS and CHwB teams
- 6.3. Annex 3 – Communication channels during evaluation
- 6.4. Annex 4 – List of documentation shared by CHwB and reviewed by the team

- 6.5. Annex 5 - CHwB's Results-based Management framework
- 6.6. Annex 6 - Interview guides
- 6.7. Annex 7 – Draft mission programme
- 6.8. Annex 8 - Listing of proposed online KIs
- 6.9. Annex 9 - Outline of draft report



Evaluation of the Heritage for People Phase II, Albania

The Cultural Heritage without Borders (CHwB) is an independent non-governmental organisation that works to save and care for tangible and intangible cultural heritage, threatened by war, natural disasters, neglect, poverty or political and social conflicts. CHwB Albania has CHwB partners in Bosnia-Herzegovina, Kosovo and Sweden. The purpose of this evaluation, commissioned by the Embassy of Sweden in Albania, was to provide the Embassy and CHwB with input to the preparation of a new phase. This evaluation found CHwB to be on the path to visible impact in the cultural heritage sector, being recognized in the field in Albania, in the region and internationally, called 'the best cultural heritage NGO' by many. The Embassy is recommended to continue supporting CHwB also possibly to find a home for their 'Centre of Excellence'. Recommendations to CHwB are to have a thorough strategic planning process with business and sustainability focus – and strategic scenario for a future-oriented 'Centre of Excellence'; prepare board transition; strengthen visibility; secure support to women's intangible heritage, secure clarity on ownership relations of houses, and to support youth in the sector.

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