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Sida Decentralised Evaluation

Nordic Consulting Group (NCG)

Final evaluation of the core support to the Kosovo Foundation for Cultural Heritage without Borders (CHwB Kosovo) 2016–2022

Final Report



Final evaluation of the core support
to the Kosovo Foundation for Cultural
Heritage without Borders
(CHwB Kosovo) 2016–2022

Final Report
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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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Table of contents

Table of contents	1
List of Figures	3
Abbreviations and Acronyms	4
Executive Summary	5
1 Introduction	8
2 The Evaluated Intervention	9
2.1 Evaluation object – The CHwB Kosovo Strategic Plan	9
2.2 Rationale for the Evaluation	9
2.2.1 Evaluation purpose	10
2.2.2 Evaluation scope	10
2.2.3 Intended users of the evaluation	10
2.3 Evaluation approach and methodology	10
2.3.1 Inception phase (planning)	10
2.3.2 Field phase	11
2.3.3 Synthesis and reporting phase	12
3 Findings	13
3.1 Relevance	13
3.2 Effectiveness	15
3.2.1 Culture of Growth	16
3.2.2 Culture for Creativity – Heritage Space	17
3.2.3 Adaptive Reuse	18
3.2.4 CHWB KOSOVO - Voice of Cultural Heritage in Kosovo	19
3.2.5 Heritage as Human Right	19
3.3 Efficiency	20
3.3.1 The CHwB Kosovo Theory of Change	20
3.3.2 Planning systems and processes	21
3.3.3 Monitoring	21
3.3.4 Reporting	21
3.3.5 Finances	22
3.4 Impact	22
3.4.1 The CHwB Kosovo Theory of Change	22
3.4.2 Planning systems and processes	23
3.4.3 Monitoring	23
3.4.4 Reporting	23

3.4.5	Finances.....	24
3.5	Sustainability.....	24
3.6	Coherence and coordination.....	25
3.7	Human Rights, Gender Equality and leaving no one behind.....	27
4	Evaluative Conclusions.....	30
4.1	Relevance.....	30
4.2	Effectiveness.....	30
4.3	Efficiency.....	30
4.4	Impact.....	31
4.5	Sustainability.....	31
4.6	Coherence and coordination.....	31
4.7	Coherence and coordination.....	31
5	Lessons Learned	33
5.1	Regional Cultural Heritage Groups	33
5.2	Professionalism.....	33
6	Recommendations.....	34
6.1	Recommendations for sida/ the embassy.....	34
6.2	Recommendations for chwb kosovo	34
6.2.1	Gender equality	34
6.2.2	Conflict resolution.....	34
6.2.3	Civil Society Networking.....	34
6.2.4	Economic empowerment.....	35
6.2.5	Reporting.....	35
Annex 1	– Terms of Reference	36
Annex 2	– Evaluation matrix.....	44
Annex 3	– Document review list.....	52
Annex 4	– CHWB Kosovo’s Theory of Change.....	59
4.1	The Result Framework	59
4.2	Description of the Theory of Change.....	63
Annex 5	– Analysis and questions to be addressed by the evaluation.....	64
Annex 6	– Agreed Evaluation questions	69

List of Figures

Figure 1 - Beneficiary survey inputs on alignment of priorities.....14

Figure 2 - Beneficiary survey on communication and coordination with municipalities.....25

Figure 3 - Beneficiary survey on communicating and coordinating with national agencies.25

Figure 4 - Beneficiary survey on communication and collaboration with CSOs.....26

Figure 5 - Beneficiary survey on gender equality.28

Abbreviations and Acronyms

CHwB Kosovo	The Kosovo Foundation for Cultural Heritage without Borders
ILUCIDARE	An EU-funded programme focused on heritage-led innovation and international relations in Europe.
OECD DAC	Organization for Economic Cooperation and Development - Development Assistance Committee
Sida	Swedish International Development Cooperation Agency

Executive Summary

The project

The project being evaluated provides *core support* to the Kosovo Foundation for Cultural Heritage without Borders (CHwB Kosovo) for the implementation of their strategic plan. The total budget of the Swedish support is 27,6 MSEK. The project was awarded in April 2016 based on the CHwB Kosovo Strategic Plan 2016-2019. At the end of 2017, CHwB Kosovo made several changes to the Strategic plan, including the addition of a new objective and revision to others, and created a new Strategic Plan 2018-2022. According to this Strategic Plan 2018-2022,¹ CHwB's overall goal is 'that conditions and opportunities to enjoy cultural freedom and cultural diversity (are) improved and that cultural heritage is increasingly used as a tool to promote human rights, peace-building and democratic development.'

The project is in line with the Strategy for Sweden's reform cooperation with the Western Balkans and Turkey 2021-2027² through contributions to better democratic governance and greater respect for human rights and the rule of law, better conditions for inclusive reconciliation processes and conflict and violence prevention efforts, and improved opportunities for productive employment with decent working conditions.

The evaluation

The evaluation was called:

- To provide Sida with an assessment of the progress achieved by the core support 2016-2021 and implementation of the Strategic Plans of CHwB Kosovo, as the project ends in December 2022.
- To provide Sida with what lessons have been learned and what impact the support has generated so that we can learn from this contribution.

The evaluation had three phases. During the *inception phase* all evaluation planning was undertaken including start-up meetings, stakeholder mapping, initial document review, review and revision to the evaluation questions, preparation of an evaluation matrix, detailed planning of field research and preparation of an inception report. During the *field phase* a more detailed document review was undertaken, interviews and focus group discussions were done with 35 stakeholders and a survey was issued

¹ *Strategic Plan 2018-2022*, Kosovo Foundation for Cultural Heritage without Borders (CHwB Kosovo).

² <https://www.government.se/4a81c2/globalassets/regeringen/dokument/strategy-reform-cooperation-western-balkans-and-turkey-2021-27.pdf>

to all CHwB Kosovo beneficiaries. The evaluation team also undertook observation at several restoration sites across Kosovo. During the *synthesis and reporting phase* the evaluation team drew together its research into this evaluation report.

Findings and Conclusions

Relevance. The CHwB Kosovo programme and approach are relevant to Sida, to the national and Municipal institutions of Kosovo and to civil society in Kosovo, particularly those engaged in work on protecting and promoting both tangible and intangible cultural heritage.

Effectiveness. CHwB Kosovo is effectively delivering its intended outcomes and moving toward impact level change. The report provides detail/ examples of effectiveness in each of the five impact areas.

Efficiency. CHwB Kosovo's management and administrative systems are well-developed, efficient and contribute to overall organisational effectiveness. Systems of planning provide a clear logical framework to the organisation's work, albeit with some areas where linkages and cohesion could be improved between the Strategic Plan, the results framework and annual reporting.

Impact. CHwB Kosovo demonstrates impact on cultural heritage management and promotion through the development of a database on sites in Kosovo, in the developing relationships/ partnerships that increase the influence of CHwB Kosovo through the work of these partners, and through sites of significant cultural heritage are being protected, adapted, and given new leases on life.

Sustainability. CHwB Kosovo is delivering a sustainability of effort and result in a number of areas, most importantly though in the work and change visible in national and Municipal policy and practice on the preservation and promotion of cultural heritage, including as an economic driver.

Coherence. CHwB Kosovo's collaboration with national agencies, municipalities, civil society, and international organisations such as the EU, UNDP and ILUCIDARE is demonstrative of its approach to communication, collaboration, and coordination.

Human rights, gender equality and leaving no one behind. A broadening of focus in terms of gender equality, as well as more strategizing and detailed planning in relation to gender equality, disability inclusion and conflict sensitivity is required.

Lessons Learned

Regional cultural heritage groups. It is not sufficient to have *only* good policies and government will and interest to act, nor *only* the relevant expertise. Both are required, in a cooperative approach. The development of the regional council in west Kosovo is indicative of a workable model and has driven expressions of need in other regions, including where minority groups are more present.

Professionalism - There is a balance being demonstrated between an almost ‘artistic enthusiasm’ and the administrative needs of agencies and donors – both sides of this remain important moving forward.

Recommendations for Sida/ the Embassy

It is recommended that Sida/ the Embassy engage in discussions with CHwB Kosovo to pursue the possibility of a funding/ granting mechanism that uses the existing knowledge and skills available in CHwB Kosovo. The evaluation is not specifically recommending the establishment of such a mechanism, but discussions to canvass the possibilities and potential benefits.

Recommendations for CHwB Kosovo

To take its gender equality focus to a more impactful level, *it is recommended* that CHwB Kosovo engage with a suitably focused and prepared organisation for assistance with and collaboration in planning. Specifically, an organisation such as the Kosovo Women’s Network or Kvinna till Kvinna could be approached to facilitate a one- or two-day thinking/ planning workshop with CHwB Kosovo staff that will focus on exactly what and how the organisation can have a greater impact on gender equality in cultural heritage initiatives.

It is recommended that CHwB Kosovo leadership, including all component team leaders, engage in a one- or two-day thinking/ planning workshop that will explore a) the intent of the impact and outcome statements in the Cultural Heritage as a Human Right impact area and b) develop further detail in related activities that will better ensure the delivery of the defined results. Emphasis should be placed on disability inclusion, diversity, and peacebuilding.

It is recommended that CHwB Kosovo enter discussion with Sida/ the Embassy and with the current partner civil society organisations, about CHwB Kosovo overseeing/ administering a cultural heritage platform, providing grants to partner civil society organisations that are focused on developing their knowledge, skills, and practice as independent, cultural heritage organisations.

It is recommended that CHwB Kosovo engage with relevant Ministries and Municipalities in the implementation of the *50 Villages* programme. Using the work done on the regional council in west Kosovo, CHwB Kosovo can provide leadership and facilitation across all aspects of this national programme.

It is recommended that CHwB Kosovo engage internally in a discussion on how its analysis of its work and its reporting on activities, outputs and outcomes can contribute also to analysis of its contributions to the defined impact statements and overall goal. As well as the external reader (donor, evaluator, other stakeholders) this analysis would also benefit CHwB Kosovo in its own planning – giving insight into where adjustments might be made that would have an impact on effectiveness and impact.

1 Introduction

The project being evaluated provides *core support* to the Kosovo Foundation for Cultural Heritage without Borders (CHwB Kosovo) for the implementation of its strategic plan. The total budget of the Swedish support is 27,6 MSEK. CHwB Kosovo is a legacy of the Swedish Foundation CHwB which became a local organisation in 2016.

The project is in line with the Strategy for Sweden's reform cooperation with the Western Balkans and Turkey 2021-2027³ through contributions to the following objectives:

- Better democratic governance and greater respect for human rights and the rule of law.
- Better conditions for inclusive reconciliation processes and conflict and violence prevention efforts.
- Improved opportunities for productive employment with decent working conditions.

The project was awarded in April 2016 based on the CHwB Kosovo Strategic Plan 2016-2019. At the end of 2017, CHwB Kosovo made several changes to the Strategic plan, including the addition of a new objective and revision to others, and created a new Strategic Plan for 2018-2022. Based on this change, Sida agreed on a cost amendment in December 2021. This evaluation was planned for the final year with the intention of assisting CHwB Kosovo in the preparation of their new Strategic Plan while also assisting Sida in planning its new phase of support.

³ <https://www.government.se/4a81c2/globalassets/regeringen/dokument/strategy-reform-cooperation-western-balkans-and-turkey-2021-27.pdf>

2 The Evaluated Intervention

2.1 EVALUATION OBJECT – THE CHWB KOSOVO STRATEGIC PLAN

The project was approved in April 2016 based on the CHwB Kosovo Strategic Plan 2016-2019. Following changes in the project, nearing the end of 2017, where new objectives were added and others revised, a new Strategic Plan 2018-2022 was created.

Based on these changes, Sida agreed on cost amendments in June 2018 and December 2021. This evaluation fits within this programme and these changes, assisting Sida in the new phase of support, and for CHwB Kosovo in the preparation processes for their new Strategic Plan - *the evaluation object is the implementation of the Strategic Plan of CHwB Kosovo.*

According to its Strategic Plan 2018-2022,⁴ CHwB's overall goal is 'that conditions and opportunities to enjoy cultural freedom and cultural diversity (are) improved and that cultural heritage is increasingly used as a tool to promote human rights, peace-building and democratic development.' According to CHwB's result framework for 2018-2022, the aim is that 'Everyone has the right to enjoy, access and benefit from cultural heritage.'⁵ This goal is to be delivered through 5 impact areas:

- Impact 1: Culture for Growth.
- Impact 2: Culture for Creativity.
- Impact 3: Adaptive Reuse.
- Impact 4: CHwB Kosovo.
- Impact 5: Heritage as a Human Right.

2.2 RATIONALE FOR THE EVALUATION

What does it mean to evaluate 'the implementation of the Strategic Plan?' The Terms of Reference state that the evaluation has been called:

- To provide Sida with an assessment of the progress achieved by the core support 2016-2021 and implementation of the Strategic Plans of CHwB Kosovo, as the project ends in December 2022.

⁴ *Strategic Plan 2018-2022*, Kosovo Foundation for Cultural Heritage without Borders (CHwB Kosovo).

⁵ *Results framework 2018-2022*, Kosovo Foundation for Cultural Heritage without Borders (CHwB Kosovo).

- To provide Sida with what lessons have been learned and what impact the support has generated.

2.2.1 Evaluation purpose

The purpose of the evaluation, per the Terms of Reference, is directly in line with the rationale:

- To support Sida and CHwB Kosovo to assess the progress of ongoing interventions to learn what works well and less well.
- To provide Sida and its partners with an input to upcoming discussions concerning the preparation of a new phase of core support to CHwB Kosovo 2023-2027.

The evaluation's focus was to draw together documentary evidence, observation, and interviews with key stakeholders for this 'assessment of progress' and provision of lessons learned.

2.2.2 Evaluation scope

The evaluation's scope was limited to the implementation of the Strategic Plan of CHwB Kosovo during the period 2016-2021.

2.2.3 Intended users of the evaluation

The primary intended users of the evaluation are:

- The Swedish Embassy in Kosovo.
- CHwB Kosovo.

2.3 EVALUATION APPROACH AND METHODOLOGY

The evaluation had three phases.

2.3.1 Inception phase (planning)

Two brief start-up meetings were held at the beginning of the inception phase, one with the Swedish Embassy in Pristina and one with CHwB Kosovo. These meetings discussed the evaluation's requirements in terms of documentation and stakeholders and looked in some detail at the timing of the evaluation. Some follow-ups also took place with CHwB about the stakeholder mapping process. A range of project documentation was provided by CHwB Kosovo. The evaluation team undertook a preliminary review of this documentation to ensure that the team understood the project and stakeholders. The documentation was studied in further detail during the field phase. The full list of documents can be found in Annex 3. A stakeholder mapping process ensured that all relevant stakeholders were considered and invited to be engaged in the evaluation. The evaluation team considered the proposed evaluation questions and provided revision to these questions. The revised questions were agreed (see Annex 6) and formed the basis of the Evaluation Matrix (see Annex 2). In its work on detailing the evaluation approach and methodology during the inception phase, the evaluation team placed specific focus on developing a *gender-responsive methodology*. This is visible in the Evaluation Matrix. CHwB Kosovo's Theory of

Change was analysed. CHwB Kosovo's Theory of Change and the outcomes of this analysis are provided in Annex 4.

2.3.2 Field phase

The field research phase followed the determinations of the inception phase and focused on:

- Desk review. This first step was a deeper look at project documentation in the context of the agreed evaluation questions. The desk review provided secondary evidence for the analysis of the evaluation, the relevant elements of which the evaluation team highlighted and incorporated in a working version of the evaluation matrix. This secondary evidence provided details for further verification with stakeholders during the field research. The full list of documents that were reviewed is found in Annex 3.
- Field research. Field research comprised a survey of beneficiaries, interviews and focus group discussions with stakeholders and observation of the work of CHwB. This work was the core of the evaluation process, providing direct responses to the areas of evaluation enquiry and feedback on desk research.

In summary:

- Interviews. Interviews were held with 35 stakeholders representing all stakeholder types. These included:
 - CHwB Kosovo staff – 9 staff were interviewed including the head and deputy head of office and the team leaders of all components.
 - Partner municipalities – 8 municipal representatives (from Peja, Istog, Prishtina and Viti) were interviewed, including the Mayor of Viti.
 - Ministries - two Ministers were interviewed: the Minister of Spatial Planning and the Minister of Culture.
 - NGOs/ partners/ beneficiaries – four NGO representatives were interviewed, each of whom can be described as both partner and beneficiary. The three organisations are Foundation 17, the Lumbardhi Cinema in Prizren and Anibar in Peja.
 - Other partners – one representative of the Institute of Albanology, one representative of the Museum of Pristina, a representative of the Faculty of Philosophy and one of the Faculty of Architecture were interviewed.
 - Other interviewees – one journalist, and one representative each from the UN-Habitat and UNDP were interviewed.
 - Beneficiaries of the restoration sites – some discussions were also held with beneficiaries at restoration sites but only one of these was considered a formal interview.
- Focus group discussion. One focus group discussion was held with 3 representatives of the Roma, Askhali and Egyptian communities of Pristina.

- Survey. 45 beneficiaries were invited to complete the survey and 14 responses were received.
- Observation. The evaluation team spent two days doing site visits to municipalities and restoration sites. 10 sites, in 8 cities/ towns were visited, during which the evaluation team also had an opportunity to communicate with beneficiaries of the restoration works and/ or representatives of civil society and municipal governance.

2.3.3 Synthesis and reporting phase

The evaluation team has drawn together its research into this evaluation report. The structure of the reports follows the Sida template and includes:

- What the evaluation team has found (Findings) in the context of the evaluation questions? The Findings section addresses the principal OECD DAC and Sida evaluation criteria and addresses the evaluation questions agreed during the inception phase (see Annexes 2 and 6).
- What its Conclusions are, based on these findings?
- Recommendations that directly follow from the Findings and Conclusions and that are specific, directed at relevant stakeholders and are focused on utility (usefulness) to stakeholders.

3 Findings

3.1 RELEVANCE

There are several areas where there is a clear consistency between the *Strategy for Sweden's reform cooperation with the Western Balkans and Turkey for 2021-2027*⁶ and the *Strategic Plan 2018-2022*⁷ of CHwB Kosovo. First and foremost, the Swedish Strategy includes a focus on peaceful and inclusive societies and 'Better conditions for inclusive reconciliation processes and conflict and violence prevention efforts,' directly in line with CHwB Kosovo's overall goal which is 'that conditions and opportunities to enjoy cultural freedom and cultural diversity improve and that cultural heritage is increasingly used as a tool to promote human rights, peacebuilding and democratic development.' Indeed, CHwB uses cultural heritage 'as an active force in reconciliation, peacebuilding and social and economic development by creating capacity, awareness and opportunities for preserving and rescuing cultural heritage in societies affected by conflict, neglect or human and natural disasters.'⁸

The Swedish Strategy also points to inclusive economic development, including 'improved opportunities for productive employment with decent working conditions' and 'better conditions for open economies integrated into regional, EU and international value chains and markets,'⁹ which resonates with CHwB's work with 'civil society and institutions at all levels to strengthen peacebuilding, sustainable socio-economic and democratic development and the realisation of human rights.'¹⁰

Thirdly, there is a direct alignment between Sida's focus on human rights and gender equality¹¹ and the CHwB Strategic Plan, which notes a commitment to 'equality, non-discrimination, participation, accountability and transparency,'¹² as well as a promotion of 'non-discrimination and gender equality as a fundamental human right.'¹³ Gender appears consistently across annual reporting, including a focus on

⁶ *Strategy for Sweden's reform cooperation with the Western Balkans and Turkey for 2021-2027*. Government Offices of Sweden. Ministry of Foreign Affairs.

⁷ *Strategic Plan 2018-2022*. The Kosovo Foundation for Cultural Heritage without Borders.

⁸ Ibid, page 4.

⁹ *Strategy for Sweden's reform cooperation with the Western Balkans and Turkey for 2021-2027* page 3. Government Offices of Sweden. Ministry of Foreign Affairs.

¹⁰ *Strategic Plan 2018-2022*, page 4. The Kosovo Foundation for Cultural Heritage without Borders.

¹¹ *Strategy for Sweden's reform cooperation with the Western Balkans and Turkey for 2021-2027* page 2. Government Offices of Sweden. Ministry of Foreign Affairs.

¹² *Strategic Plan 2018-2022*, page 4. The Kosovo Foundation for Cultural Heritage without Borders.

¹³ *Strategic Plan 2018-2022*, page 10. The Kosovo Foundation for Cultural Heritage without Borders.

empowering the participation of women both within CHwB Kosovo and in its work context.

Enquiry with stakeholders confirmed the findings of the document review, including both an alignment with donor and partner priorities. The beneficiary survey provides an indication of alignment of CHwB Kosovo and beneficiary priorities.

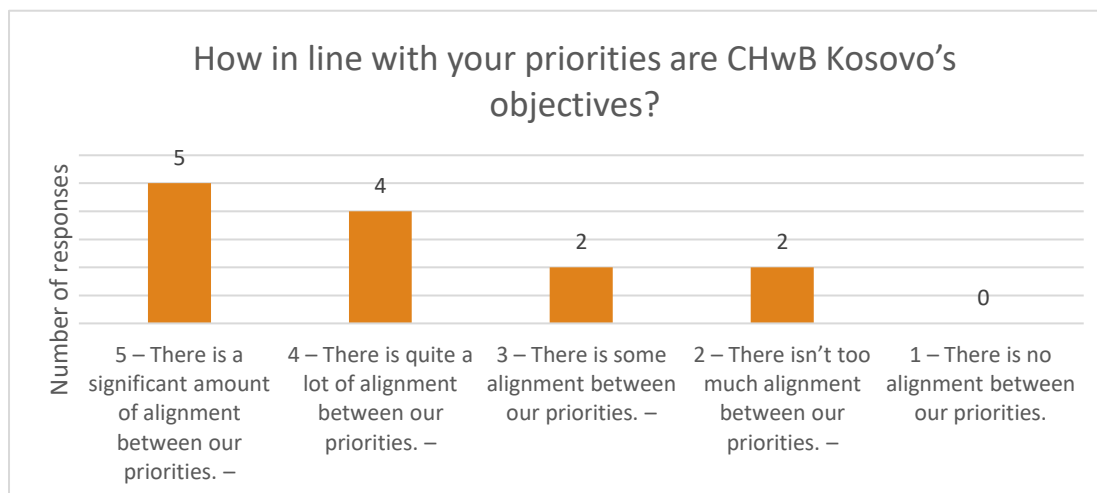


Figure 1 - Beneficiary survey inputs on alignment of priorities.

This chart is indicative of the wider findings of the evaluation, which is exemplified in the work on the [Lumbardhi Cinema](#) in Prizren. In 2015, during a period of concern for the future of the cinema (as it was threatened with privatisation and likely demolition) a local Prizren architect suggested to a group of interested local citizens that they should contact CHwB Kosovo as they had the needed background and knowledge to clean up the cinema site and ‘do a bit of other things.’ A strong, ongoing partnership, indicative of a shared relevance, was developed immediately between CHwB Kosovo and what is now the Lumbardhi Foundation. Planning sessions were held, funding was organised and emergency repairs, including the roof and floors, were undertaken. A management plan for the cinema was developed – a ‘roadmap for future directions,’ and the partnership now collaborates on developing and strengthening the cinema’s place as a cultural centre in Prizren. There are no doubts about its future place in the community and no plans for redevelopment of the site, other than an EU-financed renovation of the cinema itself.

On a wider scale, the work done with six municipalities, as well as NGOs and businesses in western Kosovo, has resulted in the establishment of the Regional Council for Culture. Initiated with a regional conference, the Regional Council takes a cluster approach to address cultural heritage needs in the western region, including restorations and renovations of heritage buildings. The work includes building a cultural heritage-focused economic development approach. One key aspect of this joint work is focused on the restoration and adaptive reuse of the historical tower buildings (*kulla*) found in western Kosovo.

There are numerous other examples of shared priorities and strategies, including (but not limited to):

- CHwB Kosovo's status as a collaborator and advisor to/ with the Ministry of Culture and Ministry of Spatial Planning, including as a member of several working groups, such as on cultural heritage legislation, a cultural heritage strategy and the '50 Villages' programme. In this relationship, CHwB Kosovo's role includes technical advice and assistance in developing policy on cultural heritage, and more recently joint work on development of a database of cultural heritage sites with the Ministry of Spatial Planning.
- CHwB Kosovo's role with the Faculty of Architecture, a long-term collaboration on research projects and engaging students through internships and involvement in heritage sites. Some 100 students have benefited from engagement with CHwB Kosovo on restoration sites. This collaboration is now leading to the establishment of a Memorandum of Understanding between the Faculty and CHwB Kosovo.
- Cross-border cooperation projects, through EU funding. Two projects have been implemented, directly in line with both EU cross-border and CHwB Kosovo priorities.
- Engagement with several municipalities other than in west Kosovo. CHwB Kosovo is involved in assistance to and collaboration with several municipalities, including in the development of cultural heritage strategies for municipalities and cooperation with Museums. Co-financing by municipalities is often a feature of this cooperation.
- Collaboration with civil society organisations. While some of this collaboration is directly related to specific buildings, some engagement is wider, and longer term, including a current initiative on the establishment of a national network of cultural heritage organisations.
- Collaboration with several Roma, Ashkali and Egyptian NGOs on both the tangible and intangible cultural heritage of these minority communities. This collaboration has grown into a more formal partnership.
- Collaboration, coordination, and alignment of strategies with several international organisations including UNDP, the EU and [ILUCIDARE](#).

While the overall CHwB Kosovo programme and strategy is developed by CHwB Kosovo, without significant external inputs, there is significant engagement with stakeholders on all aspects of priority setting and planning about specific sites, and with partner municipalities and NGOs in CHwB Kosovo's work with them on strategizing and planning.

3.2 EFFECTIVENESS

CHwB Kosovo is a very effective organisation in delivering its intended outcomes. This effectiveness is visible in documentation and confirmed through the evaluation's field enquiry directly with stakeholders, who widely consider CHwB Kosovo the most important organisation in Kosovo working on cultural heritage. The evaluation found the knowledge, skills, professionalism, and communicative approach of CHwB

Kosovo's staff to be an important contributor to effectiveness. Additionally, the ability of CHwB Kosovo to work and communicate 'up', with Ministries and Agencies as well as 'down', with beneficiaries, is a major contributor to the quality of outputs and outcomes.

CHwB Kosovo has a theory of change which defines an *overall goal*, namely 'that conditions and opportunities to enjoy cultural freedom and cultural diversity improved and that cultural heritage is increasingly used as a tool to promote human rights, peace-building and democratic development.' The result logic indicates that this overall goal will be achieved through results in 5 separate impact areas:

- Culture for growth.
- Culture for creativity – Heritage Space.
- Adaptive reuse.
- CHwB Kosovo.
- Heritage as a human right.

Each of these impact areas includes an impact statement and related anticipated outcomes. These are each provided below, paraphrasing from the CHwB Kosovo Strategic Plan 2018-2022, together with an analysis of results in each of these impact areas.

3.2.1 CULTURE FOR GROWTH

To create an environment where the community will become the main administrator of change and foster sustainable economic growth through culture and cultural heritage in Kosovo and in the region.

The evaluation found the linking of cultural heritage and local economic development and cooperation to be visible throughout the period being evaluated. The 2016 CHwB Annual Report focuses on 'fostering territorial synergies for economic cooperation and development', noting a survey of 840 historic locations and 70 historical buildings with economic potential.¹⁴ The 2017 Annual Report notes that many NGOs are allowed to be part of the forums, councils and bodies which debate cultural heritage, including efforts to present the cultural heritage of Roma, Ashkali and Egyptian communities.¹⁵ The 2019 CHwB Annual Report notes several meetings and reports focused on promoting regional initiatives and strengthening cooperation between municipalities, businesses, organisations and the community generally. Beginning in West Kosovo, these development activities were extended to other Kosovo municipalities beginning in 2019.¹⁶ The 2020 CHwB Annual Report discusses the establishment of the Regional Council of Cultural Heritage – West,

¹⁴ Annual Report 2017, page 3. Kosovo Foundation Cultural Heritage without Borders.

¹⁵ Annual Report 2016, page 10. Kosovo Foundation Cultural Heritage without Borders.

¹⁶ Annual Report 2019, pages 14 and 15. Kosovo Foundation Cultural Heritage without Borders.

which will ‘monitor the implementation of the Action Plan for the Development of the Economic Region West through Cultural Heritage 2020-2023’¹⁷ as part of a process of strengthening stakeholder mechanisms for local development. Further, a Memorandum of Understanding was signed between CHwB Kosovo and the 6 municipalities of the west economic region, aiming to create favourable conditions for cooperation that will contribute to the economic development of these municipalities through cultural heritage.¹⁸ Cooperation between CHwB and these municipalities, including the Regional Council for Cultural Heritage, continue to pursue ideas and projects that link cultural heritage and local development, including discussions about gastronomic traditions of the west economic region, traditional municipal bazaars and regional branding.¹⁹

The evaluation found this regional development and cultural heritage focus to be of relevance to stakeholders, not least in relation to the economic prospects of cultural tourism. It is also clear that the contribution of CHwB Kosovo in planning and implementation, including contributions to a growth in local capacity, is important to outcomes at the local level.

3.2.2 CULTURE FOR CREATIVITY – HERITAGE SPACE

Supporting the creation and development of clusters for various niches in the creative industries in relation to cultural heritage, accelerating sector growth in a sustainable fashion.

The evaluation found that Heritage Space is providing clear, useful support to the development of a connection between the creative industry and cultural heritage. Heritage Space was initiated during the 2017 programming year as an experimental platform linking cultural heritage with the creative industry.²⁰ Grants are provided to creative young people in calls for proposals called ‘editions.’ There have been six editions to the end of 2021, funding 24 projects. The process is notable for its approach to connecting creative arts and cultural heritage; for assisting artists in their creative pursuits through the provision of funding, technical support, and connecting artists to mentors (qualified and respected artists in their field who provide advice and encouragement). Current approaches include ‘written research, contemporary art, filmmaking, digital storytelling and documentation.’²¹

Heritage Space takes the discussion of cultural heritage beyond built heritage, focusing on less tangible, ephemeral, transitory aspects such as stories, clothes and practices/ traditions. This approach offers the possibility of preservation of a greater

¹⁷ Annual Report 2020, page 7. Kosovo Foundation Cultural Heritage without Borders.

¹⁸ Ibid, page 8.

¹⁹ Annual Report 2020, page 9. Kosovo Foundation Cultural Heritage without Borders.

²⁰ Annual Report 2017, page 14. Kosovo Foundation Cultural Heritage without Borders.

²¹ Annual Report 2021, page 20. Kosovo Foundation Cultural Heritage without Borders.

story – not just the building per se but the building, its history, its place in the community, and the community in which it is located.

The mentoring component is significant, as it provides the artists that have been funded with assistance in how they interact with the community, moulding and shaping their approach and their product.

3.2.3 ADAPTIVE REUSE

A series of measures and actions are undertaken for the documentation, restoration and reuse of monuments, ensuring that a building is preserved using traditional techniques and materials, applied by the local community.

In some ways the original ‘home’ of CHwB Kosovo, adaptive reuse remains a core component of its work, as well as underpinning all components of CHwB Kosovo’s activities. The focus of adaptive reuse is having cultural heritage ‘facilities become important drivers of economic growth and employment,’²² particularly visible in the Culture for Growth impact area. CHwB Kosovo’s approach incorporates a full cycle of community engagement, planning, restoration, and archiving. There are several areas where the evaluation found important results, highlighted below. More detail can be found in CHwB Kosovo reports:

- *Emergency works* - Emergency works, inherently themselves and in opening doors to additional funding, are a vital component of CHwB Kosovo’s programme.
- *Restoration of traditional kullas and watermills* - CHwB Kosovo continues to undertake restoration of two important assets of the [built vernacular heritage](#) of Kosovo, *kullas* (tower houses) and watermills. Contributing to this process was a Cultural Heritage Strategy for Local Development for the Municipality of Decan, in which *kullas* have been emphasised. CHwB Kosovo drafted this strategy.
- *Restoration of the Lumbardhi Cinema* - CHwB Kosovo continues to support the process of revitalisation of the Lumbardhi Cinema in Prizren, and its transformation into a cultural centre. The cinema is one of Prizren’s key cultural assets and offers significant potential for utilisation by active cultural organisations. CHwB Kosovo supports the redevelopment process technically, as well as contributing to the conceptual adaptive reuse plan through participation in the commission for revitalisation.
- *Other important renovations* – there are other restorations of important buildings as well, such as the Jusuf Gervalla cinema in Peja.
- *Heritage lab/ camps* - Heritage Labs, often referred to as camps, are an educational activity organised to create opportunities for students and young professionals to learn about documentation, preservation, revival, and

²² Annual Report 2021, page 40. Kosovo Foundation Cultural Heritage without Borders.

interpretation of cultural heritage sites through lectures and hands-on work. Heritage labs take place on-site, in cultural heritage assets, contributing to their relevance. Several heritage labs have been implemented in collaboration with the ILUCIDARE and UNDP projects.

- *UNDP - CHwB Kosovo* is the main implementing partner of UNDP's [*Inter-community Dialogue through inclusive Cultural Heritage Preservation*](#) project. The project is 'focused on building inter-community trust through dialogue, acceptance and respect for the cultural identity and heritage of all Kosovo communities.'²³ CHwB Kosovo provides restoration, rehabilitation and beautification plans and rehabilitation is undertaken by implementers selected by UNDP.

3.2.4 CHWB KOSOVO - VOICE OF CULTURAL HERITAGE IN KOSOVO

As a legacy of the Swedish Foundation of CHwB, CHwB Kosovo aims to be a significant and credible voice for the protection and promotion of cultural heritage in Kosovo.

Maintaining and strengthening its role in Kosovo society as a credible voice for cultural heritage protection and promotion is an impact area of cross-cutting importance to CHwB Kosovo. Research/ data are two areas that build a base of evidence and experience that strengthen CHwB Kosovo's organisational foundations. Research is seen as 'the basis of cultural heritage preservation and promotion.'²⁴ In this context, CHwB Kosovo has researched several topics and has produced publications on a number of these. Of note are the work on Abandoned Sites in Kosovo and the Lost Cities series, a series of publications describing the cities of Ulpiana, Novobërda, Janjeva and Trepça and their pasts as major mining cities that did not survive the geopolitical changes of the 20th Century in the Balkans.

CHwB Kosovo holds and maintains an important geo-database of cultural heritage sites across Kosovo. This dataset continues to grow, and there are ongoing discussions about the transfer of this important data to relevant public authorities/ Ministries.

CHwB Kosovo's role is strengthened by collaboration strategies, nationally with Universities, Institutes and Museums and internationally with Universities, internationally funded projects and NGOs such as the [*GërrGërr*](#) platform and the previously mentioned collaborations with UNDP and ILUCIDARE and the cross-border work funded by the EU.

3.2.5 HERITAGE AS HUMAN RIGHT

In line with UNESCO's Cultural Conventions, cultural heritage is a fundamental resource for other human rights, including the rights to freedom of expression,

²³ Annual Report 2020, page 30. Kosovo Foundation Cultural Heritage without Borders.

²⁴ Annual Report 2020, page 38. Kosovo Foundation Cultural Heritage without Borders.

freedom of thought, conscience, and religion, as well as the economic rights of the many people who earn a living through tourism related to such heritage.

Heritage as a human right became a standalone impact area from the 2018 programming year. CHwB Kosovo documentation notes that cultural heritage is a fundamental resource for other human rights, including economic rights such as through tourism, and notes the close linking of tangible and intangible heritage. Documentation also references the UNESCO Culture Conventions as framing principles in CHwB Kosovo's work. Within this context, CHwB Kosovo documentation emphasises the strengthening of peacebuilding and democratic development through the promotion of cultural heritage as a basic human right.^{25 26 27} CHwB Kosovo has given priority to work with the Roma, Ashkali and Egyptian minority communities, beginning in the 2018 programming year with the development and later implementation of a cultural heritage module in the Learning Centre in Fusha Kosova, jointly with the Balkan Sunflowers Kosova NGO. A 'Cultural Forum of Roma, Ashkali and Egyptian Communities' was formed, oriented toward intangible cultural heritage in the form of traditions and living expressions. This work has all been supported through the engagement of a member of the Egyptian community in CHwB Kosovo's staff. Except of the work being done in Letnica, a community with a significant Croatian population, and some joint activities within the UNDP programme, other minority communities (Bosnian, Serbian) are less visible in CHwB Kosovo programming or reporting. In order to promote transparency and accountability in public institutions, CHwB Kosovo published the *State of Cultural Heritage in Kosovo – 2021* report, detailing existing and upcoming challenges including the physical condition of buildings, degradation and demolition of historic buildings, the challenges of integrating heritage into spatial planning policies, justice and security issues, institutional cooperation and budget allocations.³⁰

3.3 EFFICIENCY

3.3.1 The CHwB Kosovo Theory of Change

The CHwB Kosovo theory of change was analysed during the inception phase (see Annex 4 – CHwB Kosovo Theory of Change). Several questions were raised in the inception report, most of which have been answered in other sections of this document. Three questions related to the theory of change itself:

²⁵ Annual Report 2018 (Outcome 5.1). Kosovo Foundation Cultural Heritage without Borders.

²⁶ Annual Report 2019, page 68. Kosovo Foundation Cultural Heritage without Borders.

²⁷ Annual Report 2020, page 55. Kosovo Foundation Cultural Heritage without Borders.

²⁸ Annual Report 2021, page 68. Kosovo Foundation Cultural Heritage without Borders.

²⁹ *Strategic Plan 2018-2022*, page 9. The Kosovo Foundation for Cultural Heritage without Borders.

³⁰ Annual Report 2021, page 74. Kosovo Foundation Cultural Heritage without Borders.

- **CHwB Kosovo’s methods and anticipated results.** There is insufficient linking between ‘expected results during the strategy period’ (page 11 of the strategic plan narrative document) and the impact, outcome and output statements of the strategy document and the resulting framework. Links can be inferred in many instances, but not always. For example, there is a reference to ‘joint cultural tourism packages.’ While it can be inferred that these fit in ‘culture for growth’, this is not clear, and there is no reference to cultural tourism (or tourism) in the logical framework’s output or outcome statements. This lack of linking makes it difficult to understand how specific activities and outputs are intended to contribute to the ‘expected results, and to analyse both effectiveness and contributions to impact.
- **Impact on overall goal logic** – there is a clear logic to how impact areas/ impact statements can/ should/ will contribute to the overall goal. What is not readily apparent is how the impact statement *V. Cultural heritage as a human right*, and its related outcome statements, ‘promote human rights, peacebuilding, and democratic development’ (the CHwB Kosovo overall goal). Cultural heritage as a basic human right is clear, but *the direct logic from activities, outputs and outcomes* in this area to peacebuilding (and democratic development) is not clearly expressed.
- **CHwB Kosovo** – Is the impact area *IV CHwB Kosovo* better suited to be a cross-cutting impact area?

3.3.2 Planning systems and processes

Planning processes are clear and well-structured and contribute to both effective implementation and effective reporting. Subject to the comments above, strategic planning processes and the Strategic Plan itself are logical and provide a clear theory of change. Annual/ operational planning aligns well with the Strategic Plan, including the structuring of organisational departments in line with defined impact areas. Team leadership is strong, and well-versed in the processes of their departments of the organisation overall, and departmental planning also aligns with the overall operational plan. Team leadership notes the freedom to organise their work while also noting the availability of feedback and inputs from organisational leadership as required and requested.

3.3.3 Monitoring

The use of [Team Gantt](#) as a monitoring system has worked well as the formal monitoring tool which also contributes directly to organisational reporting. Team and organisational leaders meet monthly to discuss implementation status. As well as this formal system, regular meetings/ internal discussions take place as informal monitoring processes.

3.3.4 Reporting

Reporting has clearly improved during the funding period and is well-structured, informative, detailed and extensive, and provides a clear link back to the CHwB Kosovo Strategy, enabling the reader to a) understand what activities were planned and how these were intended to contribute to planned outputs and outcomes, b) see

the specific results/ outputs of planned/ implemented activities, and c) draw conclusions as to the contribution being made to intended outcomes.

One weakness is that there is no specifically stated link between activities, outputs and outcomes and *the defined impact statements*. Reporting does allow the reader to draw their conclusions but does not have specific statements on how CHwB Kosovo's work (activities/outputs/outcomes) is contributing to the defined impact and the overall goal. For example, in the 2021 Annual Report:

- In impact area 1: *Culture for Growth*, the report begins with key facts and figures and then has a discussion on outcomes. However, there is no discussion on how 'an environment where the community will become the main administrator of change and foster a sustainable economic growth through culture and cultural heritage in Kosovo and the region' has been/ is being delivered, or where how the outcomes are contributing to this impact.
- Nor is there CHwB Kosovo's analysis of how its work is creating (Overall Goal) 'conditions and opportunities to enjoy cultural freedom and cultural diversity improved and that cultural heritage is increasingly used as a tool to promote human rights, peace-building and democratic development.'

These can be inferred from the extensive and high-quality material that is provided, but there is no specific CHwB Kosovo analysis in these areas.

3.3.5 Finances

The core funding/ organisational support provided by Sida offers good support to CHwB Kosovo, support which allows the organisation to combine effectiveness and creativity in its work. There is a level of flexibility in this funding that is important for the success of the organisation, as it can engage staff as required to respond to opportunities and strategic possibilities. It also is an encouraging factor in external collaborations, given the flexibility, and this has contributed to the wide range of these collaborations, and is an area of focus moving forward. CHwB Kosovo reports to Sida on any external financial contributions as part of the agreement on the core support.

3.4 IMPACT

3.4.1 The CHwB Kosovo Theory of Change

The CHwB Kosovo theory of change was analysed during the inception phase (see Annex 4 – CHwB Kosovo Theory of Change). Several questions were raised in the inception report, most of which have been answered in other sections of this document. Three questions related to the theory of change itself:

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tourism (or tourism) in the logical framework's output or outcome statements. This lack of linking makes it difficult to understand how specific activities and outputs are intended to contribute to the 'expected results, and to analyse both effectiveness and contributions to impact.

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3.5 SUSTAINABILITY

Sustainability of effort and outcome can be seen to flow directly from the impact areas noted above. Of most importance is the current place cultural heritage finds itself in public discourse, together with the positive role CHwB Kosovo plays in promoting cultural heritage, with the public in general, as well as with civil society and with important national and Municipal stakeholders. The legislative and policy frameworks at national and municipal levels are critical developments, as is the related potential for financial contributions. At the Municipal and regional levels in particular, a growing focus on cultural heritage as a local economic driver is contributing to the sustainability of outcomes.

Sustainability has been positively impacted by the type and duration of Sida's funding to CHwB Kosovo. The longer-term core funding has provided CHwB Kosovo with the necessary platform for a consistent yet flexible approach to civil society and (local) institutions. This has enabled specific changes, such as are exemplified in the saving and adapted use of the Lumbardhi Cinema and the Adem Jashari Cinema in Peja. Successes such as these have contributed to a building of momentum, and a wider geographical impact.

3.6 COHERENCE AND COORDINATION

The evaluation found numerous examples of CHwB Kosovo’s coherence and coordination with other activities and programmes. Indeed, CHwB Kosovo’s ability to communicate and collaborate with a wide range and types of stakeholders is a particular strength of the organisation. All stakeholders, national institutions, municipalities, civil society organisations, international partners and beneficiaries noted the excellent quality of interaction and sharing strategic engagement.

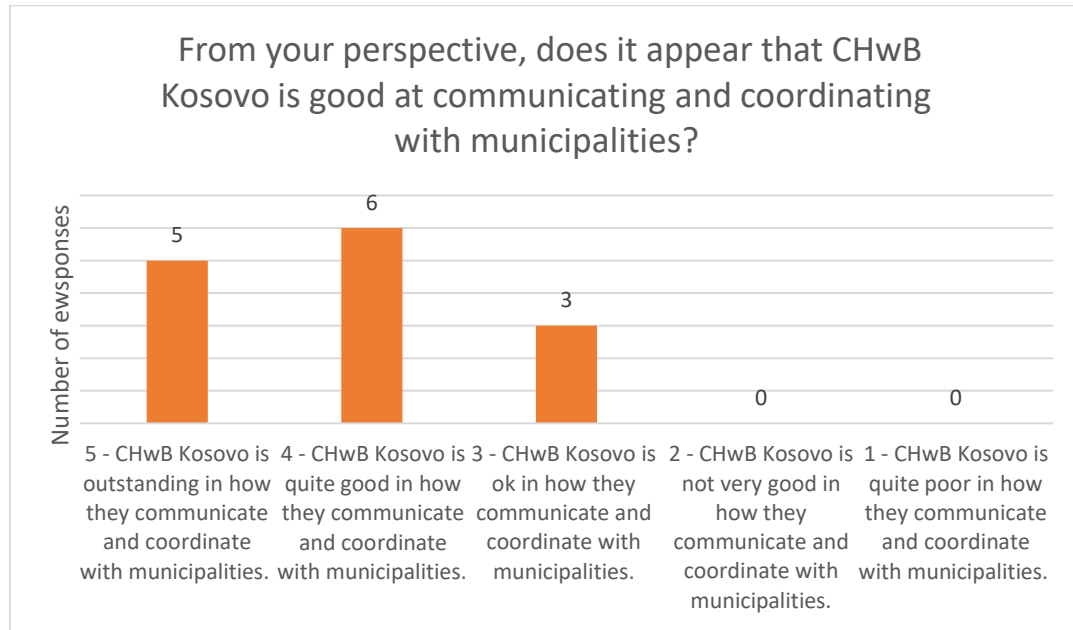


Figure 2 - Beneficiary survey on communication and coordination with municipalities.

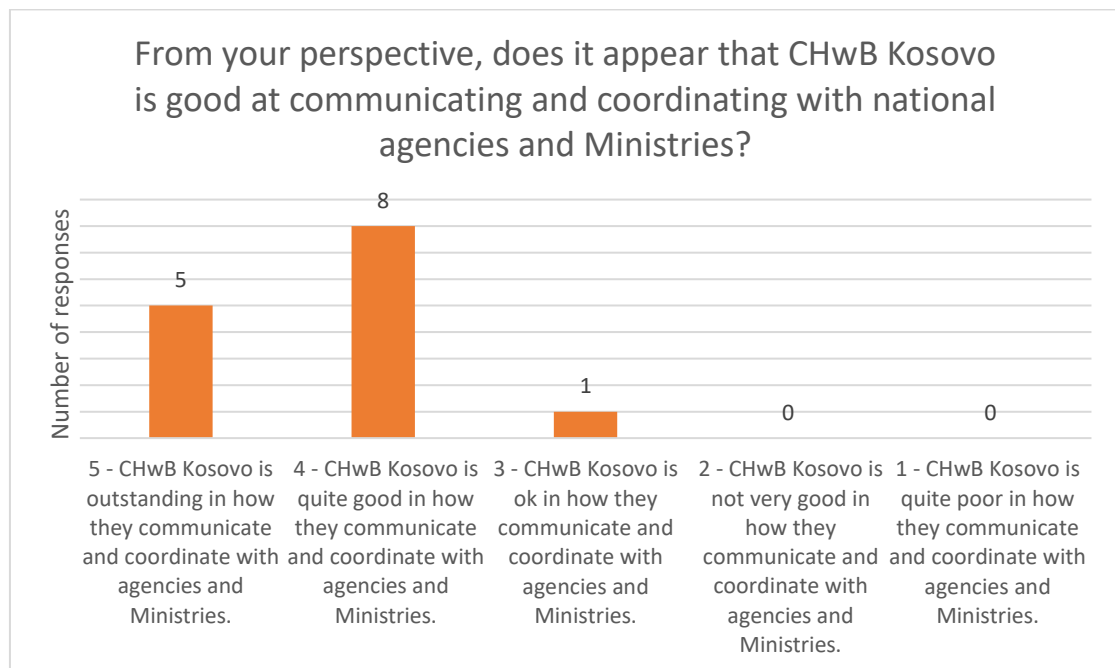


Figure 3 - Beneficiary survey on communicating and coordinating with national agencies.

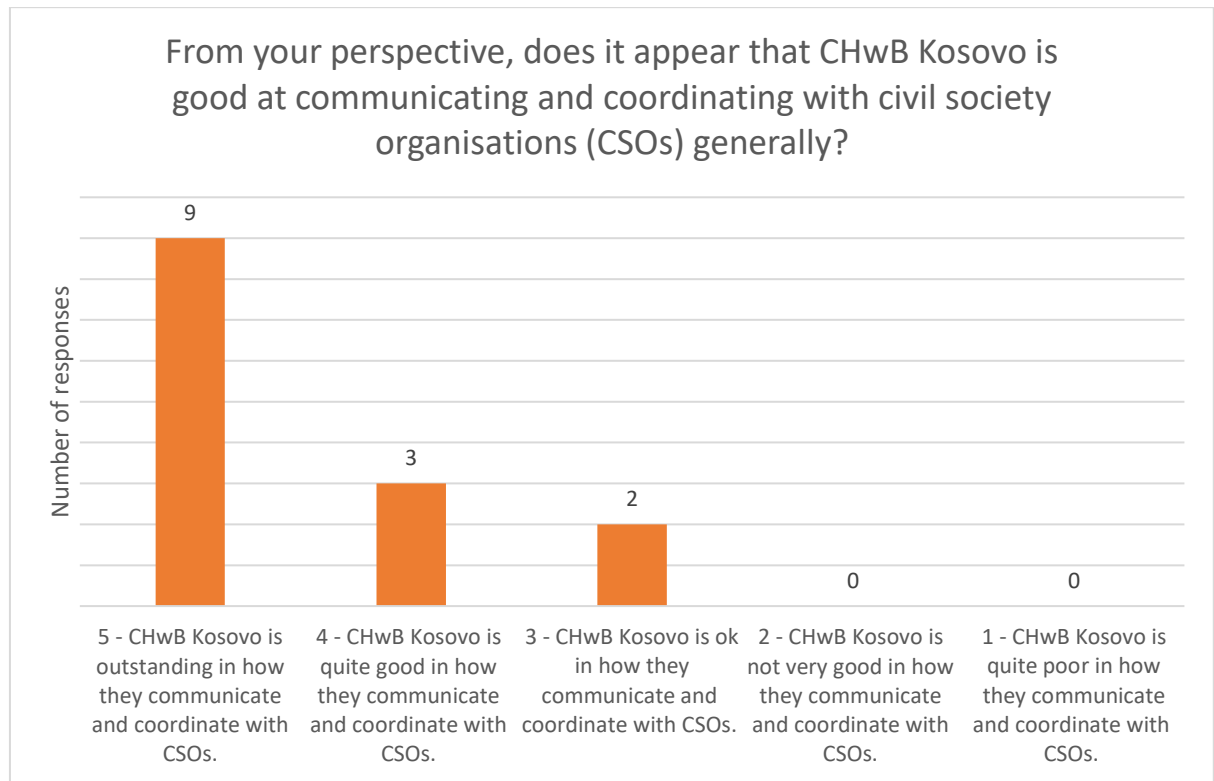


Figure 4 - Beneficiary survey on communication and collaboration with CSOs.

As well as Ministries and Municipalities, three specific partnerships/ collaborations are of note:

- There is an ongoing discussion on the formation of a *Collaborative Platform of Independent Cultural Organisations of Kosovo*. This platform/ network would see well-established, independent cultural organisations working together to advocate for the creation of public funding mechanisms that further sustain their work on culture that contributes to bringing social change.³¹
- *ILUCIDARE*. The ILUCIDARE programme is discussed in detail above – the collaboration is effective in many ways, bringing ideas and expertise into Kosovo and ensuring the sharing of experiences in cultural heritage rehabilitation from Kosovo to the rest of Europe.
- *UNDP*. The CHwB Kosovo collaboration with UNDP's *Inter-community Dialogue through the Inclusive Cultural Heritage Preservation* project is also described above. The joint focus is on building inter-community trust.

³¹ Establishing the *Collaborative Platform of Independent Cultural Organisations of Kosovo*. Draft CHwB paper.

3.7 HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND

Gender equality. The UNDP-developed **Gender Results Effectiveness Scale**³² is a useful tool that defines five levels of gender effectiveness, both positive and negative, moving from gender negative (1) towards transformation (5), summarised in the table below.

1. Gender negative	Result had a negative outcome that aggravated or reinforced existing gender inequalities and norms.
2. Gender blind	Result had no attention to gender and failed to acknowledge the different needs of men, women, girls, and boys.
3. Gender targeted	Result focused on the number or equity (50/50) of women, men, girls, and boys, but did not say anything about the outcome of such efforts for equal participation or access to opportunities.
4. Gender responsive	Result addressed differential needs of men and women and addressed equitable distribution of benefits, resources, status, rights but did not address root causes of inequalities in their lives.
5. Gender transformative	Result contributed to changes in norms, cultural values, power structures and the roots of gender inequalities. The aim was to redefine systems and institutions where inequalities are created and maintained.

Gender equality appears consistently across CHwB Kosovo's documentation. The Strategic Plan also provides discussion on gender balance³³ and has a clear 'gender targeting' approach, including a focus on the participation of women both within CHwB Kosovo and in its work context. Gender balance within CHwB Kosovo was noted by the evaluation team in interviews with both male and female leadership that are very knowledgeable and skilled and provide high levels of strategic and implementation leadership. This balance is specifically pointed to in CHwB Kosovo's Strategic Plan: 'The Strategic Plan 2018-2022 acknowledges gender issues and will ensure that women are involved throughout its development. Working for equality is embedded in the CHwB Kosovo programme activities and staff management. Currently, 50% of the staff are women while women are included in our activities at 40% level.'³⁴

³² http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf

³³ *Strategic Plan 2018-2022*, page 12. The Kosovo Foundation for Cultural Heritage without Borders.

³⁴ *Strategic Plan 2018-2022*, page 12. The Kosovo Foundation for Cultural Heritage without Borders.

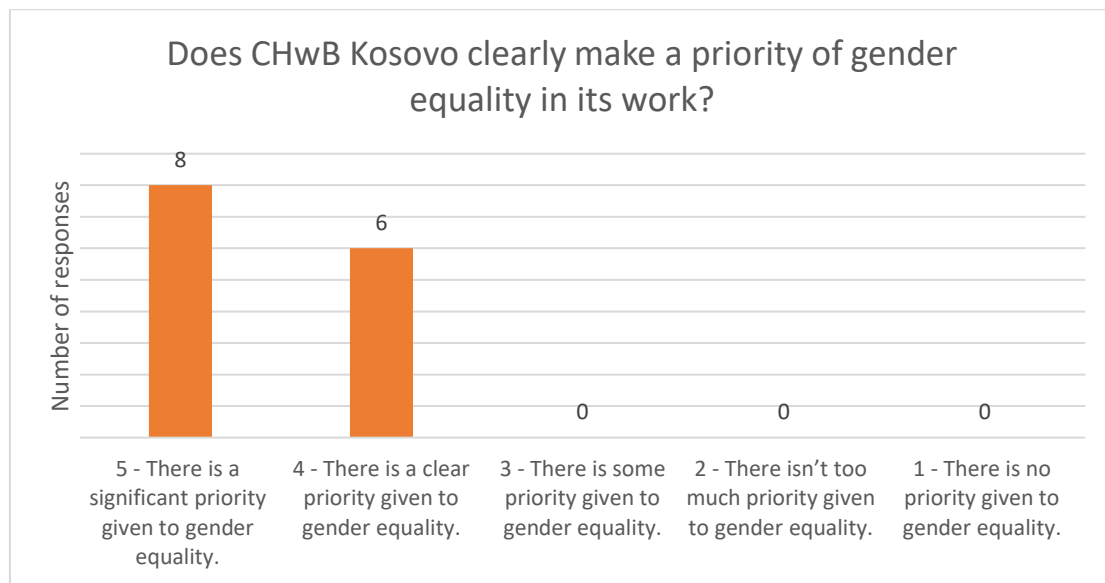


Figure 5 - Beneficiary survey on gender equality.

Disability inclusion. The CHwB Kosovo Result Framework mentions the intent to ‘improve the inclusive access to cultural heritage sites regardless of age, gender, ethnicity, religion, physical or intellectual abilities,’ and also provides indicators on participation percentages (50% women),³⁵ and the results framework has a strategic indicator related to ‘universal design access.’ A focus on disability inclusion is not otherwise visible in strategic documents and is only referenced in the 2019 Annual Report.

Conflict sensitivity. The Strategic Plan specifically references conflict sensitivity, noting that cultural heritage will be ‘used as a tool for creating a better understanding of our shared and diverse pasts and as a building block in the effort to promote democratic development,’³⁶ although this is not visible in other documentation. The Strategic Plan also notes that the organisation is piloting a peacebuilding tool – ‘an analytical tool for assisting project team leaders and social experts in understanding the local context, and in identifying risks to implementation of development projects ...,’³⁷ and strengthening peacebuilding appears at the impact level in impact area V. Heritage as a human right. The 2018 Annual Report provides some discussion on conflict resolution, including detail on a heritage lab conducted in the historically Croatian/ Serbian Letnice community.³⁸ The 2019 Annual Report³⁹ provides some discussion on conflict resolution generally in Kosovo although it offers little detail on CHwB Kosovo’s actual initiatives in this area. There is no detail on conflict

³⁵ Results Framework 2018-2022. CHwB Kosovo.

³⁶ *Strategic Plan 2018-2022*, page 12. The Kosovo Foundation for Cultural Heritage without Borders.

³⁷ *Strategic Plan 2018-2022*, page 12. The Kosovo Foundation for Cultural Heritage without Borders.

³⁸ Annual Report 2018 (no page numbers). Kosovo Foundation Cultural Heritage without Borders.

³⁹ Annual Report 2019, page 73. Kosovo Foundation Cultural Heritage without Borders.

resolution in the 2020 and 2021 Annual Reports, and annual reports discuss peacebuilding only in a general sense, i.e., there is no detail on the application of any specific strategies or activities. Specifically, there is no information or reporting on the use of the ‘peacebuilding tool’ described in the Strategic Plan and no reference at all to conflict-sensitivity, conflict resolution or peacebuilding in the 2020 and 2021 annual reports.

The environment. CHwB Kosovo has focused on certain aspects of environmental awareness within the Adaptive Reuse impact area. This focus ties in completely with the inherent strategy of saving important and/ or historical buildings for their cultural heritage as the approach also considers the concept of *embodied energy*, i.e., in the context of CHwB Kosovo’s work, the real replacement cost of a building compared to the building’s adapted reuse, and the rehabilitation programme includes a focus on environmental sustainability through the use of local traditional techniques and renewable resources.

Poverty reduction. CHwB Kosovo is contributing to poverty reduction in two specific ways:

- The programme has a focus on developing sustainable use tourism and is working on this with beneficiaries and authorities.
- The programme works with local tradespeople in its restoration and preservation work – providing local employment.

4 Evaluative Conclusions

4.1 RELEVANCE

The CHwB Kosovo programme and approach are relevant to Sida, to the national and municipal institutions of Kosovo and to civil society in Kosovo, particularly those engaged in work on protecting and promoting both tangible and intangible cultural heritage. CHwB Kosovo has an effective approach to its interactions with stakeholders, whether international, national, or local, that contributes to the relevance of the organisation's programme.

4.2 EFFECTIVENESS

CHwB Kosovo is effectively delivering its intended outcomes and moving toward impact-level change. Specifically:

- With its work particularly in western Kosovo in developing a regional council, and with initiatives to extend this work, there is a visible move in the direction of *cultural heritage contributing to economic growth* through tourism while cultural heritage assets are protected and promoted.
- The work in Heritage Space with young artists is creating new *opportunities for young people and economic development* through creative industries.
- Cultural sites are being restored, adapted, and used, with indications that this work is driving employment and *contributing to economic growth*.
- CHwB Kosovo is the *established voice of cultural heritage* in Kosovo, leading civil society, municipalities, and national agencies in protecting and promoting cultural heritage.
- There are contributions to the accountability of institutions in cultural heritage policies and communities actively promoting rights on cultural heritage, with a more visible impact on policy/ *democratic development*.

4.3 EFFICIENCY

CHwB Kosovo's management and administrative systems are well-developed, efficient and contribute to overall organisational effectiveness. Systems of planning provide a clear logical framework for the organisation's work, albeit with some areas where linkages and cohesion could be improved between the Strategic Plan, results framework, and annual reporting. In general, reporting would benefit from an analysis of how its work (activities/ outputs/ outcomes) is contributing to the defined impact statements and overall goal. Current discussion of, and provided details/ facts on activities and outputs, are excellent in terms of intended outcomes. Better reporting on contributions to intended impact is missing. As well as informing the external reader (donor, evaluator, and other stakeholders), this analysis would also benefit

CHwB Kosovo in its own planning – giving insight into where adjustments might be made that would have an impact on effectiveness.

4.4 IMPACT

CHwB Kosovo demonstrates its impact on cultural heritage management and promotion through the development of a database on sites in Kosovo and the related negotiations towards having this database transferred to the ownership of the Kosovo national government. Impact is being demonstrated in the developing relationships/partnerships that increase the influence of CHwB Kosovo through the work of these partners, including international and national agencies and organisations, municipalities, and civil society organisations as well as through an increase in the understanding, nationally, of the importance of cultural heritage. Most importantly, sites of significant cultural heritage are being protected, adapted, and given new leases on life, ensuring their role in community life for many years and decades to come.

4.5 SUSTAINABILITY

CHwB Kosovo is delivering a sustainability of effort and results in several areas, most importantly in the work and the changes visible in national and Municipal policy and practice on the preservation and promotion of cultural heritage. In some municipalities, there is a clear focus on using cultural heritage as an economic driver through cultural tourism.

4.6 COHERENCE AND COORDINATION

As is apparent throughout this report, CHwB Kosovo's work aligns well with that of national agencies, municipalities, civil society, and international organisations such as the EU, UNDP and ILUCIDARE and there is a well-developed collaboration with these groups, demonstrative of its approach to cohesion, communication, and coordination. The *Collaborative Platform of Independent Cultural Organisations of Kosovo* offers significant potential for change that would be impactful and sustainable:

- With CHwB Kosovo as its 'anchor', other participating organisations can be assisted in growing strategically and professionally.
- Joint strategies, or a sharing of specific strategic components, would offer wider possibilities for impact.
- A growth in organisational strength could ease some burdens of implementation and coordination from CHwB Kosovo.
- Local links can be more strongly developed through the member organisations currently based in Prizren and Peje.

4.7 COHERENCE AND COORDINATION

Gender equality. CHwB Kosovo, and its programme, would benefit from broadening the focus and content of its work about gender equality. Of particular

importance is to move beyond a gender-targeting approach to give more thoughtful/strategic consideration to the equitable distribution of benefits, resources, status, and rights, and where possible to contribute to changes in norms, cultural values, power structures and the roots of gender inequalities.

Disability inclusion. Disability inclusion is only marginally apparent in programme documentation, including planning and reporting. CHwB Kosovo needs to give more detailed consideration in its planning for disability inclusion across its programme and to have this planning (and subsequent results) be more visible in documentation.

Conflict sensitivity. There is an insufficient focus on peacebuilding and democratic development. The organisation's strategic documentation uses a range of wording that both imply and clearly states an intention to address Kosovo's *diverse past*, to *promote peacebuilding* and to address *conflict resolution* but there are only very few activities directed at all groups in Kosovo and no actual use of the 'peacebuilding tool' described in CHwB Kosovo documentation. In the context of Sweden's priorities in this area, as well as CHwB's framing of its priorities and programme, a greater direct focus on activities, as well as on the use of cultural heritage to achieve results, is needed in this area.

5 Lessons Learned

5.1 REGIONAL CULTURAL HERITAGE GROUPS

It is not sufficient to have *only* good policies and government will and interest to act, nor *only* the relevant expertise. Both are required, in a cooperative approach. The development of the regional council in west Kosovo is indicative of a workable model and has driven expressions of need in other regions, including where minority groups are more present. The use of cultural heritage, including both tangible and intangible aspects, can be of value in development strategies and can contribute to the economic growth of regions. This is particularly true where this approach has a wider geographical base. It is also important to note that heritage preservation and promotion requires a collaborative/ joint approach, involving a diverse group of actors.

5.2 PROFESSIONALISM

There is a balance being demonstrated between an almost ‘artistic enthusiasm’ and the administrative needs of agencies and donors – both sides of this remain important moving forward. A recurring theme during the evaluation’s field enquiry was the high level of professionalism demonstrated by CHwB Kosovo staff and in their programming, including in finding this balance. This professional approach has been a clear contributor to the success of the organisation.

6 Recommendations

6.1 RECOMMENDATIONS FOR SIDA/ THE EMBASSY

Support for a Cultural Heritage Organisation Network

It is recommended that Sida/ the Embassy engages in discussions with CHwB Kosovo, and potentially some of the currently interested civil society organisations in Kosovo (7Arte, Anibar, Autostrada Biennale, CHwB Kosova, DokuFest, Fondacioni 17, Fondacioni Lumbardhi, Oral History Initiative, Teatri Oda and Termokiss) to pursue the possibility of a funding/ granting mechanism that uses the existing knowledge and skills available in CHwB Kosovo. The evaluation is not specifically recommending the establishment of such a mechanism, but rather recommends discussions to canvass the possibilities and potential benefits.

6.2 RECOMMENDATIONS FOR CHWB KOSOVO

6.2.1 Gender equality

To take its gender equality focus to a more impactful level, *it is recommended* that CHwB Kosovo engage with a suitably focused and prepared organisation for assistance with and collaboration in planning. Specifically, an organisation such as the Kosovo Women's Network or Kvinna till Kvinna could be approached to facilitate a one- or two-day thinking/ planning workshop with CHwB Kosovo staff that will focus on exactly what and how the organisation can have a greater impact on gender equality in cultural heritage initiatives. A specific benefit of this approach will be the potential for developing synergy with civil society organisations specialised in gender equality and the economic empowerment of women.

6.2.2 Conflict resolution

To better implement its work in V-Cultural Heritage as a Human Rights impact area, *it is recommended* that CHwB Kosovo leadership, including all component team leaders, engage in a one- or two-day thinking/ planning workshop that will explore a) the intent of the impact and outcome statements in the Human Rights/Conflict Resolution impact area and b) develop further detail in related activities that will better ensure the delivery of the defined results. Emphasis should be placed on disability inclusion, diversity and peacebuilding.

6.2.3 Civil Society Networking

The ongoing development of a network/ collaboration with civil society organisations focused on cultural heritage developments is encouraged. *It is recommended* that CHwB Kosovo enter discussion with Sida/ the Embassy, and with the current partner civil society organisations, about CHwB Kosovo overseeing/ administering a cultural

heritage platform, providing grants to partner civil society organisations that are focused on developing their knowledge, skills and practice as independent, cultural heritage organisations.

6.2.4 Economic empowerment

It is recommended that CHwB Kosovo engage with relevant Ministries and Municipalities in the implementation of the *50 Villages* programme. Using the experience from the work done on the regional council in west Kosovo, CHwB Kosovo can provide leadership and facilitation across all aspects of this national programme.

6.2.5 Reporting

Current reporting, including the provided details and facts on activities and outputs, is excellent and well-defined in terms of outcomes. It could be used to better inform on contributions to intended impact. *It is recommended* that CHwB Kosovo engage internally in a discussion on its analysis of its work and its reporting on activities, outputs and outcomes can contribute also to analysis of its contributions to the defined impact statements and overall goal. As well as the external reader (donor, evaluator, other stakeholders) this analysis would also benefit CHwB Kosovo in its own planning – giving insight into where adjustments might be made that would have an impact on effectiveness and impact.

Annexe 1 – Terms of Reference

Terms of Reference for the final evaluation of the core support to the Kosovo Foundation for Cultural Heritage without Borders (CHwB Kosovo) 2016-2022

Date: 25 March 2022

1. General information

1.1 Introduction

This project is in the form of core support to the Kosovo Foundation for Cultural Heritage without Borders (hereafter, CHwB Kosovo) for implementation of their Strategic Plan. The total budget of the Swedish support is 27,6 MSEK. CHwB Kosovo is the legacy of Swedish Foundation of CHwB and became a local organization starting from 2016.

The project is in line with the Strategy for Sweden's reform cooperation with the Western Balkans and Turkey 2021-2027 and contributes to the following objectives:

- Better democratic governance and greater respect for human rights and the rule of law.
- Better conditions for inclusive reconciliation processes and conflict and violence prevention efforts.
- Improved opportunities for productive employment with decent working conditions.

The project was decided in April 2016 based on the Strategic Plan 2016-2019. During end of 2017 CHwB Kosovo decided to add a new objective and revise others, therefore they have prepared a new Strategic Plan 2018-2022. That was the reason for Sida to agree on a cost amendment in June 2018 and December 2021. During this year the final evaluation was planned to be conducted in order to help Sida for the new phase of support and CHwB Kosovo during the preparation process for their new Strategic Plan.

1.2 Evaluation object: Intervention to be evaluated

The evaluation object is the implementation of the Strategic Plan of Cultural Heritage without Borders Kosovo.

CHwB's overall goal is to create conditions and opportunities for the enjoyment of cultural freedom and cultural diversity and for cultural heritage to be increasingly used as a tool to promote human rights, peace-building and democratic development.

Impact 1: Culture for Growth

To create an environment where the community will become the main administrator of change and foster a sustainable economic growth through culture and cultural heritage in Kosovo and in the region.

Impact 2: Culture for Creativity

Culture for Creativity known as Heritage Space (HS) supports the creation and development of clusters for various niches in the Creative Industries in relation to cultural heritage. HS is designed to facilitate the creation of support platforms that will provide targeted fields to accelerate sector growth and help creative individuals/groups to improve their product and take their creative ideas to market.

Impact 3: Adaptive Reuse

The Adaptive Reuse is a series of measures and actions to be undertaken for documentation, restoration and reuse of the monuments. It ensures that building is preserved using the traditional techniques and materials, applied by local community. ARB aims to use restoration as a tool to achieve another goal- reutilization of cultural heritage sites.

Impact 4: CHwB Kosovo - voice of cultural heritage in Kosovo

CHwB Kosovo is the legacy of Swedish Foundation of CHwB. As such, it aims to remain as significant and credible voice of protection and promotion of cultural heritage in Kosovo, as a public common good belonging to all communities.

Impact 5: Heritage as Human Right

The right of access to and enjoyment of cultural heritage is a human right guaranteed by international law, and it must be taken seriously.

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

The final evaluation is called for the following reasons.

- To provide Sida with assessment of the progress achieved by the core support 2016-2021 and implementation of the Strategic Plans of CHwB Kosovo, as the project ends by December 2022
- To provide Sida with lessons learned and impact the support has generated and what we can learn from this contribution.

2. The assignment

2.1 Evaluation purpose: Intended use and intended users

The purpose or intended use of the evaluation is to

- Support Sida and CHwB Kosovo to assess progress of on-going interventions to learn what works well and less well.
- Provide Sida and its partners with an input to upcoming discussions concerning the preparation of a new phase of core support to CHwB Kosovo 2023-2027.

The primary intended users of the evaluation are:

- The Swedish Embassy in Kosovo
- The CHwB Kosovo

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 implementation of the Strategic Plans of CHwB Kosovo during the period 2016-2021.

The assignment shall be executed at the CHwB Kosovo in Pristina including field visits around Kosovo.

Target groups: CHwB Kosovo, partner municipalities in Kosovo (West Kosovo and border to North Macedonia), Ministry of Culture, Beneficiaries of the restoration sites, Beneficiaries of the Heritage Space Platform.

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

The objective/objectives of this evaluation are to evaluate relevance, effectiveness, efficiency, impact, sustainability and coordination of the Core support to CHwB Kosovo 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 responded to beneficiaries', and partner/institution needs and priorities?

Effectiveness:

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

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 strategic plan generated, or is expected to generate, significant positive or negative, intended or unintended, high-level effects?

Sustainability:

- Is it likely that the benefits (outcomes) of the strategic plan are sustainable?

Coordination

- Has the project contributed to poverty reduction? Who has benefited from the project and which dimensions of poverty were addressed by the project?

A.

- Has the project been implemented in accordance with the a Human Rights Based Approach? For example, have target groups been participating in project planning, implementation and follow up? Has anyone been discriminated by the project through its implementation? Has the project been implemented in a transparent fashion? Are there accountability mechanisms in the project?

B.

- Has the project been designed and implemented in a conflict sensitive manner?

C.

- Has the project had any positive or negative effects on gender equality? Could gender mainstreaming have been improved in planning, implementation or follow up?

D.

- Has the project had any positive or negative effects on the environment? Could environment considerations have been improved in planning, implementation or follow up?

E.

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.

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 used⁴⁰.

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.

⁴⁰ See for example UNEG United Nations Evaluation Group (2014) Integrating Human Rights and Gender Equality in Evaluations <http://uneval.org/document/detail/1616>

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.

2.5 Organisation of evaluation management

This evaluation is commissioned by the Embassy of Sweden in Pristina. The intended users are the Embassy of Sweden in Pristina and Cultural Heritage without Borders Kosovo, which has agreed on the ToR for this evaluation. The Embassy of Sweden in Pristina will approve the inception report and the final report of the evaluation and to evaluate the tenders. There will be two start-up meetings, one with Embassy only and one together with CHwB Kosovo. The Embassy of Sweden and CHwB Kosovo will participate 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 Evaluation⁴¹. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation⁴² and the OECD/DAC Better Criteria for Better Evaluation⁴³. 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. Given the situation with Covid-19, the time and work plan must allow flexibility in implementation. The evaluation shall be carried out between March and June 2022. 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.

Deliverables	Participants	Deadlines
1. Start-up meeting, Virtual	Evaluators, Embassy in Pristina	11 April 2022
2. Draft inception report	Evaluators, Embassy in Pristina	14 April 2022

⁴¹ OECD/DAC (2010) Quality Standards for Development Evaluation.

⁴² Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

⁴³ OECD/DAC (2019) Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use.

3. Comments from intended users to evaluators	Embassy in Pristina, CHwB Kosovo	25 April 2022
4. Data collection, analysis, report writing and quality assurance	Evaluators	20 May 2022
5. Debriefing/validation of draft evaluation report	Embassy in Pristina, CHwB Kosovo	26 May 2022
6. Comments from intended users to evaluators	Embassy in Pristina, CHwB Kosovo	3 June 2022
7. Final evaluation report	Evaluators	13 June 2022
8. Seminar		Tentative

The inception report will form the basis for the continued evaluation process and shall be approved by the Embassy of Sweden in Pristina 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 proofread. 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 a maximum of 30 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 Evaluation⁴⁴.

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

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies:

- Experience (7 years) of evaluation of development contributions in the fields of democratization and human rights.
- Experience (5 years) of evaluation of development contributions that received core support.
- Experience from the Western Balkans and experience and knowledge in the area of conflict sensitivity and gender equality in the team is seen as an asset.
- The local consultant should be fluent in Albanian.

⁴⁴ Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

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 of 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.

The contact person at Swedish Embassy is Mirnije Stublla, Programme Manager. The contact person should be consulted if any problems arise during the evaluation process.

Relevant Sida documentation will be provided by the Embassy of Sweden and CHwB Kosovo.

Contact details to intended users (cooperation partners, Swedish Embassies, other donors etc.) will be provided by the Embassy of Sweden in Pristina and CHwB Kosovo.

The evaluator will be required to arrange the logistics (booking interviews, preparing visits etc.) including any necessary security arrangements. The evaluators should conduct field visits and interviews on the spot.

Annexe 2 – Evaluation Matrix

The evaluation questions form the core of the evaluation's analytical framework. During the inception phase the evaluation team has constructed an evaluation matrix that will frame the enquiry. This matrix is based on the evaluation questions proposed in the Terms of Reference, revised with some greater detail in certain areas. As important in some ways as the Evaluation Question column is the Judgement criteria column, which provides detail on the content and focus of enquiry.

OECD DAC Criteria	Evaluation Question	Judgement criteria Indicator (s)	Collection methods/ Data sources	Evidence from the field phase
Relevance – Is the intervention doing the right thing?	EQ1 - To what extent CHwB Kosovo's strategic objectives responsive to and consistent with beneficiary, donor and partner	Enquiry will specifically include each of the 5 impact areas. How were the needs, expectations and priorities of	Documents <ul style="list-style-type: none"> Swedish strategies Agreements with Sida Design documents Project reports KIIs/ FGDs	<ul style="list-style-type: none"> Consistency between the <i>Strategy for Sweden's reform cooperation with the Western Balkans and Turkey for 2021-2027</i>⁴⁵ and the <i>Strategic Plan 2018-2022</i>⁴⁶ of CHwB Kosovo: the focus on peaceful and inclusive societies and better conditions for inclusive reconciliation processes and conflict and violence prevention efforts are directly in line with CHwB Kosovo's overall goal which is 'that conditions and opportunities to enjoy cultural freedom and cultural diversity improve and that cultural heritage is increasingly used as a tool to promote human rights, peacebuilding and democratic development.'

⁴⁵ *Strategy for Sweden's reform cooperation with the Western Balkans and Turkey for 2021-2027*. Government Offices of Sweden. Ministry of Foreign Affairs.

⁴⁶ *Strategic Plan 2018-2022*. The Kosovo Foundation for Cultural Heritage without Borders.

OECD DAC Criteria	Evaluation Question	Judgement criteria Indicator (s)	Collection methods/ Data sources	Evidence from the field phase
	needs and priorities? EQ2 – To what extent have partners (and beneficiaries) been involved in programme design (priority setting and activity design)?	beneficiaries identified? To what extent has a gender-responsive design been employed in the project?	<ul style="list-style-type: none"> • CHwB Kosovo staff. • The Embassy. • Partner municipalities in Kosovo (West Kosovo and border to North Macedonia). • Ministry of Culture. • Beneficiaries of the restoration sites. • Beneficiaries of the Heritage Space Platform. 	<ul style="list-style-type: none"> • The Swedish Strategy points to inclusive economic development which resonates with CHwB's work on sustainable socio-economic and democratic development and the realisation of human rights. • There is a direct alignment between Sida's focus on human rights and gender equality and the CHwB Strategic Plan, which notes a commitment to 'equality, non-discrimination, participation, accountability, and transparency. • There is also alignment with donor and partner priorities, including building a cultural heritage-focused economic development approach. • There are numerous other examples of shared priorities and strategies which are detailed in the report narrative. • While the overall CHwB Kosovo programme and strategy is developed by CHwB Kosovo, without significant external inputs, there is significant engagement with stakeholders on all aspects of priority setting and planning in relation to specific sites, and with partner municipalities and NGOs in CHwB Kosovo's work with them on strategizing and planning.
Effectiveness - Is the intervention achieving its objectives?	EQ3 - To what extent has CHwB Kosovo achieved, or is on its way to achieving, the outputs and outcomes defined in the Result Framework?	What were the reasons for the project's success in achieving intended outcomes? What worked well in implementation (enquiry will include design)? What were the limitations to the project in achieving	<p>Documents</p> <ul style="list-style-type: none"> • Project reports • Project products (websites etc.) <p>KIIs/ FGDs</p> <ul style="list-style-type: none"> • CHwB Kosovo staff. • The Embassy. • Partner municipalities in Kosovo (West Kosovo and border to North Macedonia). 	<ul style="list-style-type: none"> • The evaluation found the knowledge, skills, professionalism, and communicative approach of CHwB Kosovo's staff to be an important contributor to effectiveness. • Additionally, the ability of CHwB Kosovo to work and communicate 'up', with Ministries and Agencies as well as 'down', with beneficiaries, is a major contributor to the quality of outputs and outcomes. • The evaluation found the linking of cultural heritage and local economic development and cooperation to be visible throughout the period being evaluated. • A Memorandum of Understanding was signed between CHwB Kosovo and the 6 municipalities of the west economic region, aiming to create favourable conditions for cooperation that will contribute to the economic development of these municipalities through cultural heritage.

OECD DAC Criteria	Evaluation Question	Judgement criteria Indicator (s)	Collection methods/ Data sources	Evidence from the field phase
		intended outcomes? What worked less well? Where can improvements in implementation contribute to effectiveness?	<ul style="list-style-type: none"> Ministry of Culture. Beneficiaries of the restoration sites. Beneficiaries of the Heritage Space Platform. 	<ul style="list-style-type: none"> The evaluation found that Heritage Space is providing clear, useful support to the development of a connection between the creative industry and cultural heritage. Heritage Space takes the discussion of cultural heritage beyond built heritage, focusing on less tangible, ephemeral, transitory aspects such as stories, clothes, and practices/ traditions. This approach offers the possibility of preservation of a greater story – not just the building per se but the building, its history, its place in the community, and the community in which it is located. The mentoring component is significant, as it provides the artists that have been funded with assistance in how they interact with the community, moulding and shaping their approach and their product. CHwB Kosovo's approach to adaptive reuse incorporates a full cycle of community engagement, planning, restoration, and archiving. There are several areas where the evaluation found important results, including emergency works, restoration of traditional <i>kullas</i> and waterfalls, restoration of historical cinemas, heritage labs/ camps and partnerships with international organisations. Research and data are areas that build a base of evidence and experience that strengthen CHwB Kosovo's organisational foundations. CHwB Kosovo has researched several topics and has produced publications on a number of these. CHwB Kosovo holds and maintains an important geo-database of cultural heritage sites across Kosovo.

OECD DAC Criteria	Evaluation Question	Judgement criteria Indicator (s)	Collection methods/ Data sources	Evidence from the field phase
				<ul style="list-style-type: none"> CHWB Kosovo's role is strengthened by collaboration strategies, nationally with Universities, Institutes and Museums and internationally with universities, internationally funded projects, and NGOs. CHWB Kosovo has given priority to work with the Roma, Ashkali and Egyptian minority communities in the Learning Centre in Fusha Kosova, jointly with the Balkan Sunflowers Kosova NGO. A 'Cultural Forum of Roma, Ashkali and Egyptian Communities' was formed, oriented toward intangible cultural heritage in the form of traditions and living expressions. Other minority communities are less visible in CHWB Kosovo programming and reporting. CHWB Kosovo published the <i>State of Cultural Heritage in Kosovo – 2021</i> report, detailing existing and upcoming challenges including the physical condition of buildings.
Efficiency – How well are resources being used?	EQ4 – To what extent do CHWB Kosovo's management and accountability structures contribute to an efficient delivery of the strategic plan?	Focus will be given to systems and practice of: <ul style="list-style-type: none"> Planning (and programme design). Implementation (day-to-day and over time). 	Documents <ul style="list-style-type: none"> Design documents Project reports KIIs/ FGDs <ul style="list-style-type: none"> CHWB Kosovo staff. The Embassy. 	<ul style="list-style-type: none"> CHWB Kosovo has a described theory of change that directly contributes to operational planning, monitoring, and reporting. Planning processes are clear and well-structured and contribute to both effective implementation and effective reporting. The use of Team Gantt as a monitoring system has worked well as the formal monitoring tool which also contributes directly to organisational reporting. Team and organisational leaders meet monthly to discuss implementation status. Reporting has clearly improved during the funding period and is well-structured, informative, detailed, and extensive, and provides a clear link back to the CHWB Kosovo Strategy The core funding/ organisational support provided by Sida offers good support to CHWB Kosovo, support which allows the organisation to combine effectiveness and creativity in its work.

OECD DAC Criteria	Evaluation Question	Judgement criteria Indicator (s)	Collection methods/ Data sources	Evidence from the field phase
		<ul style="list-style-type: none"> Monitoring (financial and implementation). Reporting. 		<ul style="list-style-type: none"> There is a level of flexibility in this funding that is important for the successes of the organisation, as it can engage staff as required to respond to opportunities and strategic possibilities. It also is an encouraging factor in external collaborations, given the flexibility, and this has contributed to the wide range of these collaborations. CHwB Kosovo reports to Sida on any external financial contributions as part of the agreement on core support.
Impact – What difference does the intervention make?	EQ5 – To what extent is wider or longer term change visible in the work and outcomes of CHwB Kosovo?	Focus will be given to changes in legislation, changes in government policy, contributions to government (national or local) planning, and the growth in capacity in stakeholders (new knowledge, new skills, the application of these skills in changes in practice).	<p>Documents</p> <ul style="list-style-type: none"> Project reports Project products (websites etc.) <p>KIIs/ FGDs</p> <ul style="list-style-type: none"> CHwB Kosovo staff. Partner municipalities in Kosovo (West Kosovo and border to North Macedonia). Ministry of Culture. Beneficiaries of the restoration sites. Beneficiaries of the Heritage Space Platform. 	<ul style="list-style-type: none"> Sites of significant cultural heritage are being protected, adapted, and given new leases on life, ensuring their role in community life for many years and decades to come. The detailed mapping of extensive data on cultural heritage sites in Kosovo is a significant development in the location and management of important sites. Of greater importance will be the transfer of this system and data to the relevant government agency for maintenance, upkeep, and further development. The relationships CHwB Kosovo is developing are all contributing to a wider influence/ impact of their work. These include national and municipal governments, international partners, and civil society organisations. The growth in national knowledge and understanding of cultural heritage and its importance to growth and development.

ANNEXE 2 – EVALUATION MATRIX

OECD DAC Criteria	Evaluation Question	Judgement criteria Indicator (s)	Collection methods/ Data sources	Evidence from the field phase
Sustainability – Will the benefits last?	EQ6 – To what extent are CHwB Kosovo outcomes likely to be sustainable over time?	Enquiry will include assessment of the ways in which the programme is sustainable – examples of sustainability.	Documents <ul style="list-style-type: none"> Project reports KII/ FGDs <ul style="list-style-type: none"> CHwB Kosovo staff. Partner municipalities in Kosovo (West Kosovo and border to North Macedonia). Ministry of Culture. Beneficiaries of the restoration sites. Beneficiaries of the Heritage Space Platform. 	<ul style="list-style-type: none"> Of most importance is the current place cultural heritage has in public discourse. The legislative and policy frameworks at national and Municipal level are critical developments, as is the related potential for financial contributions. At the Municipal and regional levels, a growing focus on cultural heritage as a local economic driver is contributing to sustainability of outcome. Sustainability has been positively impacted by the type and duration of Sida's funding to CHwB Kosovo. The longer-term, core funding has provided CHwB Kosovo with the necessary platform for a consistent and yet flexible approach to civil society and to institutions.
Coherence and coordination – How well does the intervention fit?	EQ7 – How effective has CHwB Kosovo been in its coordination with the national government, municipalities, the donor, other donor-funded programmes in the same or related areas, civil society in		Documents <ul style="list-style-type: none"> Project reports KII/ FGDs <ul style="list-style-type: none"> CHwB Kosovo staff. The Embassy. Partner municipalities in Kosovo (West Kosovo and border to North Macedonia). Ministry of Culture. Beneficiaries of the restoration sites. 	<ul style="list-style-type: none"> CHwB Kosovo's collaboration with national agencies, municipalities, civil society and international organisations such as the EU, UNDP and ILUCIDARE is demonstrative of its approach to communication, collaboration and coordination. The <i>Collaborative Platform of Independent Cultural Organisations of Kosovo</i> offers significant potential for change that would be impactful and sustainable.

ANNEXE 2 – EVALUATION MATRIX

OECD DAC Criteria	Evaluation Question	Judgement criteria Indicator (s)	Collection methods/ Data sources	Evidence from the field phase
	general and with relevant civil society organisations.		<ul style="list-style-type: none"> Beneficiaries of the Heritage Space Platform. 	
Human rights, gender equality, and leaving no one behind	EQ8 – Has CHwB Kosovo’s programme considered and addressed critical cross-cutting areas?	<p>Contributed to poverty reduction?</p> <p>Been designed and implemented in line with a Human Rights Based Approach?⁴⁷</p> <p>Been designed and implemented with a conflict-sensitive approach?⁴⁸</p> <p>Been designed and implemented with a</p>	<p>Documents</p> <ul style="list-style-type: none"> Project reports Project products (websites etc.) <p>KIIs/ FGDs</p> <ul style="list-style-type: none"> CHwB Kosovo staff. The Embassy. Partner municipalities in Kosovo (West Kosovo and border to North Macedonia). Ministry of Culture. Beneficiaries of the restoration sites. 	<ul style="list-style-type: none"> Gender equality appears consistently across CHwB Kosovo’s documentation. The Strategic Plan also provides discussion on gender balance⁵¹ and has a clear ‘gender targeting’ approach, including a focus on the participation of women both within CHwB Kosovo and in its work context. Gender balance within CHwB Kosovo was noted by the evaluation team in interviews with both male and female leadership that clearly are very knowledgeable and skilled and provide high levels of strategic and implementation leadership. The CHwB Kosovo Result Framework mentions the intent to ‘improve the inclusive access to cultural heritage sites regardless of age, gender, ethnicity, religion, physical or intellectual abilities,’ and also provides indicators on participation percentages (50% women),⁵² and the results framework has a strategic indicator related to ‘universal design access.’ A focus on disability inclusion is not otherwise visible in strategic documents and is only referenced in the 2019 Annual Report. The Strategic Plan specifically references conflict sensitivity, noting that cultural heritage will be ‘used as a tool for creating a better understanding of

⁴⁷ <https://www.sida.se/en/for-partners/methods-materials/human-rights-based-approach>

⁴⁸ https://cdn.sida.se/app/uploads/2020/12/01125256/s209461_tool_conflict_sensitivity_in_programme_management_c3.pdf

⁵¹ *Strategic Plan 2018-2022*, page 12. The Kosovo Foundation for Cultural Heritage without Borders.

⁵² Results Framework 2018-2022. CHwB Kosovo.

OECD DAC Criteria	Evaluation Question	Judgement criteria Indicator (s)	Collection methods/ Data sources	Evidence from the field phase
		<p>focus on gender equality?⁴⁹</p> <p>Been designed and implemented with a focus on the environment.⁵⁰</p>	<ul style="list-style-type: none"> Beneficiaries of the Heritage Space Platform. 	<p>our shared and diverse pasts and as a building block in the effort to promote democratic development,⁵³ although this is not visible in other documentation.</p> <ul style="list-style-type: none"> The Strategic Plan also notes the organisation is piloting of a peacebuilding tool – ‘an analytical tool for assisting project team leaders and social experts in understanding the local context, and in identifying risks to implementation of development projects ...’,⁵⁴ and strengthening peacebuilding appears at the impact level in impact area V. Heritage as a human right. Annual reports discuss peacebuilding only in a general sense and there is no information or reporting on the use of the ‘peacebuilding tool’ described in the Strategic Plan and no reference at all to conflict-sensitivity, conflict resolution or peacebuilding in the 2020 and 2021 annual reports. CHwB Kosovo has focused on certain aspects of environmental awareness within the Adaptive Reuse impact area. This focus ties in completely with the inherent strategy of saving important and/ or historical buildings for their cultural heritage. The rehabilitation programme includes a focus on environmental sustainability using local traditional techniques and renewable resources.

⁴⁹ <https://www.sida.se/en/for-partners/methods-materials/gender-toolbox/>; <https://www.sida.se/en/sidas-international-work/gender-equality>

⁵⁰ <https://www.sida.se/en/sidas-international-work/environment-and-climate>

⁵³ *Strategic Plan 2018-2022*, page 12. The Kosovo Foundation for Cultural Heritage without Borders.

⁵⁴ *Strategic Plan 2018-2022*, page 12. The Kosovo Foundation for Cultural Heritage without Borders.

Annexe 3 – Document Review List

Annual plans (one each for years 2017, 2018, 2019, 2020, 2021 and 2022).
 Annual reports (one each for years 2016, 2017, 2018, 2019, 2020 and 2021).
 The CHwB Kosovo Strategic Plan 2018-2022 (the evaluation's focus).
 The CHwB Kosovo Strategic Plan 2016-2019.
 The CHwB Kosovo result matrix 2018-2022.
 Sweden's Strategy – Reform Cooperation in the Western Balkans and Turkey 2021-2027

A number of Memorandums of Understanding and Contracts:

- Ministries
- Municipalities
- Sida

Books that were published:

- The Lost City of Ulpiana.
- The Lost City of Janjeva.
- The Lost City of Novoberda.
- The Lost City of Stanterg.

Online publications:

- <https://www.springerprofessional.de/en/traditional-residential-architecture-in-albania-and-kosovo-mason/16054804>
- <https://www.osce.org/files/f/documents/8/f/461197.pdf>
- <https://dialnet.unirioja.es/servlet/articulo?codigo=6188309>
- https://globaleducationconference.ciee.org/wp-content/uploads/191106_330_Sue-Macchiarella_Cultural-Heritage-Preservation.pdf
- <https://journals.ub.uni-heidelberg.de/index.php/heritage/article/view/84447>
- <https://dergipark.org.tr/en/download/article-file/1174505>
- https://issuu.com/dida-unifi/docs/02_volume_2_002rrid/447

Papers that were published:

- Published Paper RILEM 18, p. 2044 ff.
- H&R20_2016_2019

Public letters:

- Former Departemnt Store Gërmia
- Letter to Europa Nostra
- Reagim i CHwB Kosova - Shqip

A number of reports:

- Report Heritage Lab Letnica 2020
- Raport Final Cultural Rural Kosovo
- Plani muzeologjik Kulla Gllogjan
- Plani Muzeologjik Aneks
- Plani i Veprimit per Zhvillimin e Rajonit Ekonomik Perendim 2020-2023
- Plani i Menaxhimit Kalaja e Prizrenit
- Ndikimi i IK Perendim
- Kalendari Perendim shq
- Kalendari Perendim eng
- Gjendja e Trashëgimisë Kulturore 2021 - Raporti FINAL
- Final Report CTS West
- CTS Policy Brief West
- CTS Analize e Politikave Perendim
- Analiza Buxhetore Perendim
- Narrative Final Report Preservation of Prizren Fortress

A number of project/ funding proposals and concept documents prepared by CHwB Kosovo for other donors/ calls for proposal:

- Fshatrat e bukura të Kosovës.
- *Preservation of collection: National Museum of Kosovo.*
- *Co-Create Creation and Reuse Centers in the Western Balkans* – proposal to the EU's Cultural Cooperation Projects in the Western Balkans programme.
- *Unlocking Uniqueness, Improving Lives Novobërdë/Novo Brdo* – proposal to the EU's Revitalisation of Business Environment around Novobërdë/NovoBrdo Castle – Relaunch programme.
- *Cultural Route On the Trail of Mother Teresa* – proposal to the IPA programme Cross Border Cooperation.
- *International network for Leveraging Successful Cultural heritage-led Innovations and Diplomacy through Capacity building and Awareness raising – ILUCIDARE: ILUCIDARE* – proposal to the EU's Horizon 2020 programme.

Heritage Space websites:

- Nita Deda - <https://twojournals.com/en>
- Ervina Halili - <https://arkivirilindja.com/rreth-nesh/en>
- Petrit Ibrahim - <https://panoxk.s3.eu-central-1.amazonaws.com/EminGjiku/index.html?fbclid=IwAR3eV5ES->

mGI70flUndviyt4TLK0IT4D0urHQzXio-ZewVZuMO3RPcQrZ1w

- Fatos Bogujevci https://sites-stories.com/?fbclid=IwAR3i8Jtvq-u8sOsgdRIG_Wc3J9YKSc67B5_O0KX1KCrflMtUnsmD88A2EI

A range of Heritage Space products: documents, photos, videos

A wide range of links documenting CHwB Kosovo Media Coverage

2021

CHwB Kosova X KlanKosova Partnership – In pursuit of Flavor

Week 1 - The traditional way of cooking “MAZA” (milk cream) :

<https://www.youtube.com/watch?v=bsSJWeH8Xc>

Week 2 – The magic of Dukagjini mushrooms and where to find them:

https://www.youtube.com/watch?v=4Dk_9YVQiJo

Week 3: Spice cultivation in Kosovo

<https://www.youtube.com/watch?v=kHZOVpJq4KE>

Week 4- The tradition of viticulture in the Dukagjini region

<https://www.facebook.com/CHwBKosova/videos/297561458767901>

In pursuit of Flavor:

Klan Kosova

<https://www.youtube.com/watch?v=BpUgU0Agq6c>

Kallxo.com

<https://kallxo.com/gjate/reportazh/ruajtja-e-identitetit-ushqimor-permes-prodhimit-te-mazes-rugovase/>

Heritage Lab: Restoration of “ClockTower” in Prishtina

Klan Kosova

<https://www.facebook.com/Ora7Official/videos/717004069692044/>

ATV

<https://www.youtube.com/watch?v=YFCXQiiRsYw>

Koha Ditore

<https://www.koha.net/kulture/294015/ringjallja-e-pjesshme-e-kulles-se-sahatit-ne-prishtine/>

RTK

<https://www.facebook.com/watch/?v=717004069692044>

- Heritage Space V Public Presentations:

Gjama - Audiovisual

KultPlus:

<https://www.kultplus.com/arti-pamor/instalacioni-audiovizuel-gjama-nga-zgjim-elshani-nje-ri-mendim-i-vajtimit-kolektiv-qe-thyen-stigmen-e-shoqerise-patriarkale/>

Kallxo.com

<https://kallxo.com/lajm/rituali-pagan-gjama-ringjallet-permes-instalacionit-audioviziv-ne-prishtine/>

Ekonomia – KS

<http://www.ekonomia-ks.com/sq/kulture/chwb-kosova-prezanton-instalacionin-audiovizuel-gjama-nga-zgjim-elshani>

Dream Catalog Publication

KultPlus

<https://www.kultplus.com/muzika/promovohet-katalogu-i-andrrave-studimi-i-pare-antropologjik-i-modelit-tradicional-te-interpretimit-te-endrrave-ne-kosove/>

Koha.net

<https://www.koha.net/kulture/272040/katalogu-i-andrrave-ne-deshifrim-te-botes-se-panjohur-shqiptare/>

Kallxo.com

<https://kallxo.com/gjate/analize/libri-qe-eksploron-traditen-shqiptare-te-kosoves-mbi-interpretimin-e-endrrave/>

Reporteri

<https://www.reporter.al/2021/08/03/libri-qe-eksploron-traditen-shqiptare-te-kosoves-mbi-interpretimin-e-endrrave/>

KlanKosova

<https://www.youtube.com/watch?v=-V5s173PQw0>

BotaSot

<https://www.botasot.info/libra-sporti/1588547/promovohet-libri-katalogu-i-andrrave-nga-iliriana-lira-blakaj-dhe-bjeshkei-circ-guri/>

Ekonomia Ks

<http://www.ekonomia-ks.com/sq/kulture/promovohet-libri-katalogu-i-andrrave-nga-iliriana-lira-blakaj-dhe-bjeshkei-guri>

Two Journals Platform

Dukagjini TV

<https://www.youtube.com/watch?v=Gn7iUxVuXRE>

TopChannel

<https://www.youtube.com/watch?v=O-6rek0pBk8>

KTV

https://www.youtube.com/watch?v=Sath_BQeDds

KLAN KOSOVA – ORA 7

<https://www.youtube.com/watch?v=wQzXbFwuxIU>

KLAN KOSOVA – ORA E PASDITES

<https://www.youtube.com/watch?v=y1YRZ1CIEj8>

Koha.net

<https://www.koha.net/kulture/274967/dy-ditare-ndash-dokumentimi-unik-i-jetes-ne-vitet-jonormale/>

topchanel

<https://top-channel.tv/2021/06/10/kujtimet-e-femijerise-ne-plaftormen-dy-ditare-ne-kosove-per-vitet-80-dhe-90/>

DUR GUR MUR – Short Film

Ndertimi info

<https://ndertimi.info/instalacioni-dur-gur-mur-vendoset-si-kujtim-per-debimin-e-dhunshem-nga-toka-e-kosoves/>

Mission Execute – Installation

RTK

<https://www.youtube.com/watch?v=dtI88TTVSrU>

KultPlus

<https://www.kultplus.com/arti-pamor/ne-varreza-futen-edhe-shishe-me-emrat-e-viktimave-deshmitari-i-masakres-i-dedikon-instalacion/?fbclid=IwAR1-k1EeWHrA-9SsTQIPujOxPTfXmctA9zY2baH1TiLTHcmot4-tpjPgfeQ>

- Heritage Space VI Open Call:

KTV

<https://www.youtube.com/watch?v=60nqvOyBYEQ>

KLANKOSOVA

<https://www.youtube.com/watch?v=yT5vb-IHiZ4>

2020

Mother Theresa Museum in Prizren

1. <https://www.facebook.com/277334072310369/photos/a.278780028832440/3111007862276295/?type=3>
2. <https://prizrenpress.com/themelohet-ne-prizren-muzeu-i-nene-terezes/>
3. <https://tradita.org/2020/06/22/ne-prizren-themelohet-muzeu-i-nene-terezes/>
4. <https://ndertimi.info/themelohet-ne-prizren-muzeu-i-nene-terezes/>
5. http://radio-7kosova.net/themelohet-ne-prizren-muzeu-i-nene-terezes/?fbclid=IwAR0p_TcX2x7HqMN3MCD_u1GrPbD58EuRVLuL7Kwlb7K7AdEX0YWKkBojUvQ
6. <https://lajme365.com/prizreni-behet-me-muze-per-nene-terezes/>
7. <https://www.rtklive.com/sq/news-single.php?ID=441916>

Heritage Space Documentaries

1. <https://www.facebook.com/emisioniexpress/videos/585164855682943>
2. <https://www.koha.net/kulture/218920/chwb-dhe-ktv-sjellin-dokumentaret-per-histori-te-harruara-te-kosoves/?fbclid=IwAR224EfG2Uf0oLuhGyrB15AcFLFP5fM67ZlbCE5gDONFe0KkYvIq6eyx6JY>

Heritage Space V:

1. <https://www.youtube.com/watch?v=mIOdAcWMys>
2. <https://www.youtube.com/watch?v=MgiOUgzvqts>

Lost Cities Publication:

1. <https://www.facebook.com/Ora7Official/>
2. https://m.facebook.com/story.php?story_fbid=291727922130584&id=228483191904
3. <http://www.eperditshme.al/lajm/2381472/seria-e-librave-qytetet-e-humbura>
4. <https://telegrafi.com/seria-e-librave-qytetet-e-humbura/>

World Heritage Day:

1. https://www.youtube.com/watch?v=e1ny_q24XHI&feature=youtu.be&fbclid=IwAR1ZIPqLCARh38QmoUwD-mjrbpK6PdrN8whocsky5zuchhTUXwQMoUwm70k

2019

HERITAGE SPACE IV

Anyla Dautaj – Communications Coordinator at Radio Kosovo 2

<https://www.facebook.com/watch/?v=324680451520228>

Blerta Ismaili – Heritage Space Project Manager at RTK

<https://www.facebook.com/rtklivecom/videos/329130294429525/>

Prishtina Online (Portal)

<http://prishtinaonline.com/lajmet/2176>

Telegrafi

<https://telegrafi.com/eshte-hapur-thirrja-per-aplikim-ne-edicionin-e-katert-te-heritage-space/>

Heritage Space Beneficiaries

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2. https://www.youtube.com/watch?v=KOKYrciu4Qc&feature=youtu.be&fbclid=IwAR3gE41jU59_SVDKzUxK8eaRif8TjxfwP51BI5AFoqQRQUA629J1POZ4HLo
3. <https://www.youtube.com/watch?v=ZPKgP7CgaEM&fbclid=IwAR0gtc5hX6eOB9oZ22k9GpV9JC3XogBfXdojBWCw2ihZbLrtT-j1hvPeQHo&app=desktop>
4. https://www.youtube.com/watch?v=tihRBOv9yU8&fbclid=IwAR0vjO5v3VaMukzHt2ITZUi_rSoVus4tgpDFGCWy5XisRCMIInLmpaFcuHbw
5. https://www.youtube.com/watch?v=XOsrqz_MUg4
6. <https://www.youtube.com/watch?v=qsirO9euMm0&fbclid=IwAR3T6T5TD7kou7dL2MAgz4wRI2QUzufzvyhKPbXdiQZIr3wYX1ID-9Rkftc>
7. <https://www.youtube.com/watch?v=LO40aZw6ZKY&fbclid=IwAR376Nj4dUbiKAZ6fVmf2kYaV6sAh-OMHjudq8olaf4QbSTGBsRBTJt9LXs>
8. https://www.youtube.com/watch?v=5dM5CIZeMI0&fbclid=IwAR2CSNK0ccuODHCvI2fMuaO7knX9hPbqTRPZqSTXabk_TBPhuMQN18mz_xE
9. https://www.youtube.com/watch?v=jn9_gAdcKII&feature=share&fbclid=IwAR1ySWjw4I4TAAxebCNzGqbBHpF2JSJNJG32Nkn7j21mkRqmT7i0iGPb0I

RTV 21.

<https://youtu.be/TysTu4aXs18>

RTK RADIO 1

https://www.mixcloud.com/behare-bajraktari/urtina-hoxha-filmi-animacion-kush-mytet-kapet-p%C3%ABr-shkum%C3%AB-on-air-rtk-radio-23122019/?fbclid=IwAR3NJfsn-aWuhXuo6V0bea1sn_35NV2-jOtUFNBGenDktQmgQWWbrQ2-C5M

Koha.Net

1. https://www.koha.net/kulture/199944/kush-mytet-kapet-per-shkume-deperton-te-guximi-e-sakrifica-ne-kohe-lufte/?fbclid=IwAR07nSthiDdRxU-UYSidFSi6oKLWsqpEK7Mz3dt9w8O_8gciKPv3yk9o5Mk
2. <https://www.koha.net/kulture/204461/animatorja-e-hulumtimit-neper-memorien-kolektive/?fbclid=IwAR3jzKa0i3KJFU4dk3fCSsl0qKN6xO1TPtPWXhhY-dBK86VPzuYsCIYICUg>

RTV Dukagjini

<https://www.youtube.com/watch?v=rnanwkeurT0&fbclid=IwAR26zitekzCvufRGJsK5VIgmK7DKIO5yPQWONqOPrrfnK965GfPadBdDaSk>

KlanKosova

<https://www.youtube.com/watch?v=GvsD4rYZa8s&t=181s>

<https://www.facebook.com/watch/?v=830664960710670>

Kosovo2.0

https://kosovotwopointzero.com/en/ervina-halili-rilindja-is-the-only-institution-that-has-created-a-community-of-writers/?fbclid=IwAR3TujrVwlu5HDVD706DX6_GvyCWMxr8p-7f5ip5Aaj3B-EhQ-oPTTozgw

T7

<https://www.facebook.com/CHwBKosova/posts/2921013901263756>

HERITAGE LAB

KTV

<https://www.youtube.com/watch?v=H8u8R-nRIvA>

RTK

http://www.rtklive.com/rtk2/?id=6&r=33779&fbclid=IwAR1D_xTfuFbXTKOKyXwJ1r1h625VZ6ZbaNQxZpyMdPosWWhlbkCKPxKjdDA

EXECUTIVE DIRECTOR SALI SHOSHI

RTK

<https://www.youtube.com/watch?v=TysTu4aXs18&fbclid=IwAR0dZ7L4W-rz-QkAfkGdkHIFehFGmt3-3WN8y1NLJ82QvT4L4uTUSl81jk>

KTV

https://www.youtube.com/watch?v=QD0_IqpkjdY

<https://www.youtube.com/watch?v=B7iLIUYqPrc>

Annexe 4 – CHwB Kosovo's Theory of Change

4.1 The Result Framework

Activities	Output	Outcome	Impact	Overall Impact
1.1.1.1-Establishment of Regional Councils for Culture	1.1.1-Local communities engaged in the Regional Council for Culture	1.1-Strengthening stakeholder mechanisms for local development	I. Culture for Growth: To create an environment where the community will become the main administrator of change and foster a sustainable economic growth through culture and cultural heritage in Kosovo and in the region	Everyone has the right to enjoy, access and benefit from cultural heritage.
1.1.1.2-Holding regular meetings, developing questionnaires, interviews, debates, etc for project related purposes.				
1.1.2.1-Charing and co-chairing policy coordination event;	1.1.2-The aspects of culture and cultural heritage are mainstreamed in development policies			
1.1.2.2-Promoting the use of community involvement guidelines;				
1.1.2.3-Organising regular thematic meetings and other events of local culture and cultural heritage forums.		1.2-Instituting the role of culture for regional attractiveness and economic growth		
1.1.3.1-Establishing a scientific based tool for the assessment of the state of culture and projections for future development;	1.2.1-Evidence based priority list of infrastructure and soft projects is drafted jointly with community groups			
1.1.3.2-Using the scientific data to create a priority list of projects and an action plan jointly with community groups, local government institutions and other relevant actors.				
1.2.2.1-Drafting an implementation plan based on the priority list for the infrastructure and soft projects jointly with community groups, local government institutions and other relevant actors.	1.2.2-Implementation of the projects from the priority list of infrastructure and soft projects is carried out jointly with community groups			
1.2.2.2-Implementation of projects based on the implementation plan of the priority list for the infrastructure and soft projects.		1.3-Culture for Growth methodology extended in other regions		
1.3.1.1-Identify a list of all relevant actors for all the territory of Kosovo. The list shall include but not limited to community groups, CSOs, SMEs, education and research institutes, local government institutions;	1.3.1-Contacts are established with stakeholders throughout Kosovo			
1.3.1.2-Organise meetings with relevant stakeholders;				
1.3.1.3-Identify possible areas of cooperation.				
1.3.2.1-Organise meetings with local government institutions and other relevant actors;	1.3.2-Contacts are established with stakeholders from cross border regions			
1.3.2.2-Identify possible areas of cooperation.				
1.3.3.-Gather basic information and draft a list of all cultural monuments and activities in the territory of Kosovo.	1.3.3-All cultural monuments and cultural activities in the territory of Kosovo are identified			
1.3.3.2-Identify possible areas of development and cooperation.				
1.3.4.1-Project management, promotion, communication, and impact monitoring;	1.3.4-Cross-Border Cooperation Programme Kosovo- former Yugoslav			

ANNEXE 4 – CHWB KOSOVO'S THEORY OF CHANGE

1.3.4.2-Establishment of Local Cultural Heritage Forums in 6 respective municipalities (3 in Kosovo and 3 in FYROM);	Republic of Macedonia under IPA II, year 1 is implemented			
1.3.4.3-Organizing 24 gatherings of Local Cultural Heritage Forums in 6 partner municipalities;				
1.3.4.4-Drafting a local heritage Priority List in each partner municipality;				
1.3.4.5-Organization of joint visibility actions in the cross-border region.				
2.1.1.1-Identifying potential partners of the fields of creative industries and their role in Heritage Space	2.1.1-Partnership with stakeholders of the creative industries expanded	2.1-Creating an platform for developing of creative ideas in the field of cultural heritage which creates new opportunities for young people and economic development through creative industries	II. Culture for Creativity: Creating an platform for developing of creative ideas in the field of cultural heritage which creates new opportunities for young people and economic development through creative industries	
2.1.1.2-Meeting with partners				
2.1.1.3-Establishing partnership network				
2.1.1.4-Preparing of the documentation/ Meeting and signing a contract with mentors/ partners				
2.1.1.5-Regular meetings with the partner network				
2.2.1.1-Open call for creative ideas for HS 3	2.1.2-Youngsters are supported to be included in cultural heritage through creative industry			
2.2.1.2-Prepering of the documentation for 3rd edition of the Heritage Space				
2.2.1.3-Organizing information session				
2.2.1.4-Selecting candidates, interviewing, signing contracts				
2.2.1.5-Implementing of projects of 3rd edition				
2.2.1.1-Organising training workshops on local development based on creative industries	2.1.3-Young people trained	2.2-The public is informed about the possibilities of interconnection between cultural heritage with the fields of creative industries		
2.2.1.1-Presentation of creative projects				
2.2.1.2-Presenting past projects of HS in Prizren				
2.2.1.3-Presenting open call for application ³				
2.2.1.4-Presenting informative session of the HS				
2.2.1.5-Presenting of selected projects	3.1.1-Cultural sites restored and reused	3.1-Cultural cites restored and reused	III. Adaptive Reuse: Cultural heritage facilites become an important drivers of economic growth and employment	
3.1.1.1-Identification of cultural sites				
3.1.1.2-Intervention Design				
3.1.1.3-Implementation				
Identify the site/subject	3.1.2-Adaptive Reuse Camps organised	4.1-Research serves as the basis of CH preservation and promotion	IV. CHwB Kosovo- Voice of Cultural Heritage Sites	
Organise the camp				
4.1.1.1-Definition of research topics and determination of the display medium (publications, documentaries, etc.)				
4.1.1.2-Team building (inside the office, open call)				
4.1.1.3-Project development (research methods, field and desktop study, writing, design - depending on the medium)	4.1.2-Main stakeholders have regular communication CHwB regarding priorities of CH development - research			
4.1.1.4-Promotion (event)				
4.1.2.1-Conduct meetings with governmental bodies and civil society	4.2.2-Students and learning communities are included in the process of research	4.2-Scholars are included in the research process		
4.2.1.1-Creation of MoU with universities				
4.3.1.1-Completing the geo-database with other datasets	4.3.1-CHwB Kosovo equipped with geo-database on cultural heritage	4.3-CHwB transformed into a well-equipped entity		
4.3.1.2-Buying cloud storage for CHwB data for 2 years				

4.3.1.3-Field research		consisting of all the data on the cultural heritage in Kosovo		
4.3.1.4-Electronic Devices				
4.3.2.1-Develop a geo-database with touristic attractions of Kosovo	4.3.2-CHWB Kosovo equipped with geo-database on touristic attractions of Kosovo			
4.3.2.2-Field research				
4.4.1.1-Updating the webpage, FB, Instagram and other social media.	4.4.1-CHWB has created continuous relations with the public and institutions.			
4.4.1.2-Networking (RRIPAK, RROK), media				
4.4.2.1-The promotion of our projects; creating marketing strategies in close collaboration with project managers.	4.4.2-The public and various communities are informed and have access in our projects and various other issues regarding cultural heritage	4.4-Cultural heritage in the focus of public interest		
4.4.2.2-The production of video stories, documentaries etc.				
4.4.2.3-Different international presentations of CHWB projects				
4.4.2.4-Active communication with CHHR Team Leader				
4.4.3.1-Petitions, public letters, newspaper articles, panel discussions, debates etc.	4.4.3-CHWB has an active role and remains as an authority in communicating matters that deal with cultural heritage.			
CROSSCUTTING				
5.1.1.1-Development of the module of Cultural Heritage. Implementing the module as a part of the framework of the curricula;	5.1.1-The module of Cultural Heritage is ready to use.	5.1-To work with communities recover their sense of dignity and inspire them to be an active promoter of the rights on cultural heritage		
5.1.2.1-Establish the network participation of minorities NGOs. Identification and selection of the iconic sites/ activities that represent the cultural heritage of the minority communities.	5.1.2-The recognition of the Heritage assets of the minority communities.			
5.1.3.1-Engaging the virtual community on the ongoing projects related to Cultural Heritage.	5.1.3-An online community participation strategy is created.			
5.2.1.1-Monitoring of the cultural heritage institutions regarding their work transparency.	5.2.1-The transparency report is published.	5.2-To increase transparency and accountability of institutions in relation to the development and implementation of cultural heritage policies.		
5.2.2.1-Establishing cooperation between Regional Development Agency WEST and relevant CSO of region WEST (interview, desk research)	5.2.2-Local communities engaged in cultural heritage decision-making bodies			
5.2.3.1-Finalization (adjustment into a legal form) of the Administrative Instruction of Signing the Cultural Heritage in Kosovo	5.2.3-Institutions are equipped with the legal document for Signage the Cultural Heritage Assets in Kosovo			
5.2.4.1-Presenting the analysis of the National Strategy for the Cultural Heritage and organizing debates	5.2.4-Institutions transparency monitored			
5.3.1.1-Creating access to monument sites	5.3.1-Universally shaped infrastructure and interpretive content of cultural heritage assets improved	5.3-To improve the inclusive access to cultural heritage sites regardless of age, gender, ethnicity, religion, physical or intellectual abilities.		
5.3.1.2-Develop content in cultural heritage sites				
5.3.2.1-Internal monitoring of the women participation in the ChwB Kosovo activities	5.3.2-Equal access for women to cultural heritage initiative			

4.2 Description of the Theory of Change

CHWB Kosovo's Strategic Plan defines a theory of change. It does this through seven components of discussion and analysis.

- A description of the CHWB Kosovo vision and mission.
- A description of CHWB Kosovo's working values.
- A description of CHWB Kosovo's 'working landscape', context and trends.
- A description of CHWB Kosovo's methods and anticipated results.
- A discussion of gender balance and conflict sensitive approaches.
- A description of monitoring and evaluation approaches.

The theory of change then provides a Result Framework (see above and for more detail see the Result Framework 2018-2022), which includes a logical progression from the overall goal.

The logic indicates that this overall goal will be achieved through results in 5 separate impact areas. Each of these impact areas includes an impact statement and a set of related anticipated outcomes. These are each detailed below.

Impact 1: Culture for Growth To create an environment where the community will become the main administrator of change and foster a sustainable economic growth through culture and cultural heritage in Kosovo and in the region. CHWB's result framework includes three defined outcomes in this impact area-

- Strengthening stakeholder mechanisms for local development.
- Instituting the role of culture for regional attractiveness and economic growth.
- Culture for Growth methodology extended in other regions.

Impact 2: Culture for Creativity - Culture for Creativity, known as Heritage Space (HS), is designed to facilitate the creation of support platforms that will provide targeted fields to accelerate sector growth and help creative individuals and groups in improving their products and in taking their creative ideas to market. CHWB's result framework includes two defined outcomes in this impact area-

- Creating a platform for developing of creative ideas in the field of cultural heritage which creates new opportunities for young people, and economic development through creative industries.
- The public is informed about the possibilities of interconnection between cultural heritage and the fields of creative industries.

Impact 3: Adaptive Reuse: Cultural heritage facilities become important drivers of economic growth and employment - measures and actions undertaken for documentation, restoration, and reuse of monuments. Adaptive Reuse, known as ARB, ensures that a building is preserved using traditional techniques and materials, applied by the local community. ARB aims to use restoration as a tool to achieve another goal, the reutilisation of cultural heritage sites. CHWB's result framework includes one defined outcome in this impact area-

- Cultural sites restored and reused.

Impact 4: CHwB Kosovo, the voice of cultural heritage in Kosovo – CHwB Kosovo is the legacy of the Swedish Foundation of CHwB. As such, it aims to remain a significant and credible voice of protection and promotion of cultural heritage in Kosovo, as a public, common good belonging to all communities. CHwB's result framework includes four defined outcomes in this impact area-

- Research serves as the basis of the preservation and promotion of cultural heritage.
- Scholars are included in the research process.
- CHwB Kosovo is transformed into a well-equipped entity consisting of all the data on cultural heritage in Kosovo.
- Cultural heritage is in the focus of public interest.

Impact 5: Heritage as a Human Right (treated in the result framework as a cross-cutting impact area) - Cultural heritage will strengthen peace building and democratic development by promoting cultural heritage as a basic human right. The right of access to and enjoyment of cultural heritage is a human right guaranteed by international law, and it must be taken seriously.⁵⁵ The UNESCO Conventions⁵⁶ affirm this, particularly: the Convention on the Protection and Promotion of the Diversity of Cultural Expressions,⁵⁷ The Convention for the Safeguarding of Intangible Cultural Heritage,⁵⁸ The Convention concerning the Protection of the World Cultural and Natural Heritage,⁵⁹ Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property.⁶⁰ CHwB's result framework includes three defined outcomes in this impact area-

- To work with communities to recover their sense of dignity and inspire them to be an active promoter of the rights of cultural heritage.
- To increase the transparency and accountability of institutions in relation to the development and implementation of cultural heritage policies.
- To improve inclusive access to cultural heritage sites regardless of age, gender, ethnicity, religion, physical or intellectual abilities.

▪ **Analysis and questions to be addressed by the evaluation**

The strategy's **discussion of context/ working landscape**, in the context of CHwB Kosovo's vision, mission and goals, is clear and logical. This is particularly true in the adaptive reuse component – indicatively, further specific context development for the other components may be appropriate.

⁵⁵Strategic Plan 2018-2022, Kosovo Foundation for Cultural Heritage without Borders (CHwB Kosovo).

⁵⁶ <https://en.unesco.org/about-us/legal-affairs/instruments/conventions>

⁵⁷<https://en.unesco.org/about-us/legal-affairs/convention-protection-and-promotion-diversity-cultural-expressions>

⁵⁸<https://en.unesco.org/about-us/legal-affairs/convention-safeguarding-intangible-cultural-heritage>

⁵⁹<https://en.unesco.org/about-us/legal-affairs/convention-concerning-protection-world-cultural-and-natural-heritage>

⁶⁰<https://en.unesco.org/about-us/legal-affairs/convention-means-prohibiting-and-preventing-illicit-import-export-and>

A description of CHwB Kosovo's methods and anticipated results. There appears to be insufficient linking between 'expected results during the strategy period' (page 11 of the strategic plan narrative document) and the impact, outcome and output statements of the strategy document and the result framework. Links can be inferred in many instances, but not always. For example, there is reference to 'joint cultural tourism packages' – while it can be inferred that these fit in 'culture for growth', there is actually no reference to cultural tourism (or tourism) in the logical framework's output or outcome statements.

A discussion of gender balance. The document provides some discussion on gender balance and has a clear 'gender targeting' approach. It needs to be ascertained whether or not there is any thinking or action in developing and implementing a more 'gender responsive' or even 'gender transformative' approach.⁶¹ Further, there is no other reference to gender equality in the result framework with the exception of some components focused on balance participation and a reference to 'improve the inclusive access to cultural heritage sites regardless of age, gender, ethnicity, religion, physical or intellectual abilities. It needs to be ascertained if there is any detailed planning (or delivery) of gender equality aspects in CHwB Kosovo's programming, and if so, what results are being achieved.

A discussion of conflict sensitive approaches. Similarly, while the document discusses conflict sensitivity in the context of peacebuilding, no references appear in output or outcome statements in the result framework. Strengthening peacebuilding appears at the impact level in V. Heritage as a human right. As with gender equality, it will be necessary to ascertain if there is any detailed planning (or delivery) of peacebuilding/ conflict sensitive aspects in CHwB Kosovo's programming, and if so, what results are being achieved.

Impact to overall goal logic – there is a clear logic to how impact areas/ impact statements can/ should/ will contribute to the overall goal. What is not readily apparent, as indicated above, is how the impact statement V. Cultural heritage as a human right, and its related outcome statements, promote human rights, peacebuilding, and democratic development. Cultural heritage as a basic human right is clear, but the direct logic from activities, outputs and outcomes in this area and peacebuilding (and democratic development) is not well expressed.

The environment, other than in specific aspects of adaptive reuse, is not visible in the strategic plan and result framework.

⁶¹ http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf

CHwB Kosovo – It is worth pursuing whether impact area IV CHwB Kosovo, is better treated as a cross-cutting impact area. There is very little change required if this is desirable.

These questions were included in the evaluation's analytical framework and were researched through the more detailed document review to be undertaken and in interviews with key stakeholders. All these questions were answered in the report narrative.

Annexe 5 – Stakeholder Map

CHwB Kosovo provided a detailed, comprehensive stakeholder list to the evaluation team. Stakeholders were categorised as follows:

- Staff – 8
- Partner organisations
 - Partner Municipality – 11
 - Governmental Partner – 12
 - Partner University – 4
 - Partner Cultural Institution – 21
 - Partner International Organization – 4
 - Partner Private Sector – 1
- Beneficiaries
 - Beneficiary at restoration sites – 1
 - Heritage Space beneficiaries – 44
 - Heritage Lab beneficiaries – 0
- Digital marketing – 1
- Media – 2

Stakeholders were also categorised based on their engagement in the 5 impact areas:

- Culture for growth – 16
- Culture for creativity – 55
- Adaptive reuse – 10
- Research, dissemination, and communication – 12
- Cultural heritage as a human right – 11
- Uncategorised – 3

In the context of the stakeholder map, and planning field work, cross categorisation is also important. This cross categorisation includes:

- Culture for growth
 - Culture for growth – beneficiary at restoration site – 1
 - Culture for growth – governmental partner – 2
 - Culture for growth – partner cultural institution – 4
 - Culture for growth – international organisation – 2
 - Culture for growth – partner municipality – 5
 - Culture for growth – partner university – 1
 - Culture for growth – staff – 1
- Culture for creativity
 - Culture for creativity – beneficiary – 44
 - Culture for creativity – partner cultural institution – 4
 - Culture for creativity – partner private sector – 1

- Culture for creativity – partner university – 1
- Culture for creativity – partner mentor – 1
- Culture for creativity – staff – 4
- Adaptive reuse
 - Adaptive reuse – governmental partner – 2
 - Adaptive reuse – partner cultural institution – 3
 - Adaptive reuse – partner international organisation – 1
 - Adaptive reuse – partner municipality – 3
 - Adaptive reuse – staff – 1
- Research, dissemination and communication
 - Research, dissemination and communication – digital marketing – 1
 - Research, dissemination and communication – governmental partner – 5
 - Research, dissemination and communication – media – 2
 - Research, dissemination and communication – partner cultural institution – 1
 - Research, dissemination and communication – partner university – 2
 - Research, dissemination and communication – staff – 1
- Cultural heritage as a human right
 - Cultural heritage as a human right – governmental partner – 2
 - Cultural heritage as a human right – partner cultural institution – 8
 - Cultural heritage as a human right – partner international organisation – 1
 - Cultural heritage as a human right – partner municipality – 3
 - Cultural heritage as a human right – staff – 1
- Uncategorised
 - Governmental partner – 1 (Minister with focus across all components).
 - Partner cultural institution – 1

Annexe 6 – Agreed Evaluation Questions

According to the Terms of Reference, the evaluation's analysis is to focus on relevance, effectiveness, efficiency, impact, sustainability, and coordination of the core support to CHwB Kosovo and to formulate recommendations as an input to upcoming discussions concerning the preparation of a new phase of the intervention.

During the inception phase, the evaluation team analysed, revised, and refined the evaluation questions proposed in the Terms of Reference proposed refinements, additions, and deletions to the proposed questions. These proposed changes were agreed with the Embassy and are provided in the table below – which is extracted from the Inception Report.

Agreed Evaluation Questions	Comment
<p>EQ1 – To what extent are CHwB Kosovo's strategic objectives responsive to and consistent with beneficiary, donor and partner needs and priorities? Enquiry will specifically include each of the 5 impact areas.</p> <p>EQ2 – To what extent have partners (and beneficiaries) been involved in programme design (priority setting and activity design)?</p>	<p>Relevance of project design to beneficiaries and partners is critical, as is the ability of CHwB Kosovo to both design and implement a programme that is relevant to these stakeholders. Some inquiry will also be made into the processes CHwB Kosovo uses to design its programme.</p>
<p>EQ3 – To what extent has CHwB Kosovo achieved, or is on its way to achieving, the outputs and outcomes defined in the Result Framework? Different stakeholder groups will be approached about different components – sub-questions have been developed and are used differently in the field instruments:</p> <ul style="list-style-type: none"> • EQ3a will specifically focus on impact areas 1-3 (Culture for growth, Culture for creativity and Adaptive reuse). • EQ3b will specifically focus on impact area 4 (CHwB Kosovo as the voice of cultural heritage)? 	<p>Beneficiaries and partners will provide important data on this question, as will CHwB Kosovo personnel. As well as understanding programme success in achieving planned results, the evaluation will seek to understand what factors have contributed to success, or lack thereof.</p>

<p>EQ3c will specifically focus on impact area 5 (Heritage as human right)? Some focus will be given here to the possibility of inclusion of a conflict perspective, and how might be strengthened in the future.</p>	
<p>EQ4 – To what extent do CHwB Kosovo’s management and accountability structures contribute to an efficient delivery of the strategic plan? Focus will be given to systems and practice of:</p> <ul style="list-style-type: none"> • Planning (and programme design). • Implementation (day-to-day and over time). • Monitoring (financial and implementation). • Reporting. 	<p>The focus here will be more on systems of management, planning, monitoring, and reporting, and the extent to which these systems have contributed to programme effectiveness.</p>
<p>EQ5 – To what extent is wider or longer term change visible in the work and outcomes of CHwB Kosovo? Focus will be given to:</p> <ul style="list-style-type: none"> • Changes in legislation. • Changes in government policy. • Contributions to government (national or local) planning. • Understanding the role of cultural heritage in local development. • Growth in capacity in stakeholders (new knowledge, new skills, the application of these skills in changes in practice). 	<p>The evaluation will seek to understand how programme relevance and effectiveness are contributing to wider, or longer-term change.</p>
<p>EQ6 – To what extent are CHwB Kosovo outcomes likely to be sustainable over time? Of importance in this discussion is visible ownership of programme initiatives by government (local or national). Also important is visible growth in capacity by stakeholders (new</p>	<p>There is a very close link in discussion on sustainability with the discussion above on impact.</p>

knowledge, new skills application of changes in practice).	
<p>EQ7 – How effective has CHwB Kosovo been in its coordination with:</p> <ul style="list-style-type: none"> • The national government. • Municipalities. • The donor. • Other donor-funded programmes in the same or related areas. • Civil society in general and with relevant civil society organisations. 	
<p>EQ8 – Has CHwB Kosovo’s programme considered and addressed critical cross-cutting areas?</p> <ul style="list-style-type: none"> • Contributed to poverty reduction? • Been designed and implemented in line with a Human Rights Based Approach? ⁶² • Been designed and implemented with a conflict-sensitive approach? ⁶³ • Been designed and implemented with a focus on gender equality? ⁶⁴ <ul style="list-style-type: none"> ○ To what extent does programme design focus on addressing the differential needs of men and women and addressing equitable distribution of benefits, resources, status, rights, and root causes of inequalities in their lives. 	<p>The questions are important, and will be addressed, but without taking away from the focus on relevance, effectiveness, efficiency, impact, and sustainability.</p>

⁶² <https://www.sida.se/en/for-partners/methods-materials/human-rights-based-approach>

⁶³ https://cdn.sida.se/app/uploads/2020/12/01125256/s209461_tool_conflict_sensitivity_in_programme_management_c3.pdf

⁶⁴ <https://www.sida.se/en/for-partners/methods-materials/gender-toolbox>; <https://www.sida.se/en/sidas-international-work/gender-equality>

<ul style="list-style-type: none">○ To what extent does the programme address the differential needs of men and women and the equitable distribution of benefits, resources, status, rights, and root causes of inequalities in their lives.● Been designed and implemented with a focus on the environment.⁶⁵	
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⁶⁵ <https://www.sida.se/en/sidas-international-work/environment-and-climate>



Final evaluation of the core support to the Kosovo Foundation for Cultural Heritage without Borders (CHwB Kosovo) 2016–2022

The project being evaluated provides core support to the Kosovo Foundation for Cultural Heritage without Borders (CHwB Kosovo) for the implementation of its strategic plan. The evaluation is intended to provide Sida with an assessment of the progress achieved by the core support 2016-2021 and the implementation of the Strategic Plans of CHwB Kosovo. It will also provide what lessons have been learned and what impact the support has generated. The evaluation concluded that CHwB Kosovo is a highly professional organisation delivering its activities in a collaborative and effective manner. The evaluation notes areas of improvement in the application of strategies and approaches to gender equality, disability inclusion and conflict resolution, and in aspects of reporting, including a better linking of reporting on outputs and outcomes to the project's intended impact and overall goal.

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