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Acronyms

B&B	Bed and Breakfast
CH	Cultural heritage
CHwB	Cultural Heritage without Borders
EU	European Union
ICOM	International Council on Museums
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICOMOS	International Council on Monuments and Sites
IOM	International Organisation for Migration
IPM	Institute for the Protection of Monuments (Kosovo)
ISP	Institute for Spatial Planning (Kosovo)
MDP	Municipal Development Plan
NGO	Non-governmental organisation
RBM	Results-based management
REC	Regional Environmental Centre for Eastern Europe
SEE	South East Europe
SEK	Swedish Kroner
SIPM	Serbian Institute for Protection of Monuments
TACSO	Technical Assistance for Civil Society Organisations
ToR	Terms of Reference
UDP	Urban Development Plan
UNESCO	United Nations Educational, Scientific and Cultural Organisation
URP	Urban Regulatory Plan
USAID	United States Agency for International Development
1+1	1+1 Love and Life Balkan Museum Network Exhibition

Executive summary

Cultural Heritage without Borders (CHwB) was founded in 1995 by prominent members of the cultural heritage community in Sweden as a direct response to the targeting and destruction of cultural heritage during the conflict in Bosnia-Herzegovina. Since then it has been active in conserving cultural heritage as part of the wider reconciliation effort in the Western Balkan region, receiving its main financial support from Sida.

This evaluation report of CHwB forms part of the dialogue between Sida and CHwB regarding a possible future phase of support in the Western Balkans. The **purpose of the evaluation** is to provide Sida with input for the assessment and preparation of the upcoming phase; provide Sida with a broader understanding of CHwB's capabilities in conflict or post-conflict contexts; and contribute to CHwB's own development by assessing its methodologies and tools. The evaluation was conducted from June to September 2011 by Cecilia M. Ljungman (Team Leader) and Dr. June Taboroff (Cultural Resource Specialist). It covered CHwB's 2008–2011 Western Balkan Programme, to which Sida contributed SEK 33,7 million. It included interviews with stakeholders in Sweden, Serbia, Albania and Kosovo, as well as participation in CHwB's regional workshops and site visits in the region.

Cultural Heritage without Borders is **unique among cultural heritage organisations** in its work in conflict and post-conflict countries, where it attempts to set cultural heritage in the context of reconciliation and human rights. It is an organisation with several strengths: by bringing people previously in conflict together to work on creative projects in a participatory and democratic way, it concretely contributes to reconciliation processes. It operates with a large toolbox and an approach that promotes participation, gender equality, inclusion and ownership, while building institutional capacity and strengthening civil society in a way consistent with EU ways of working. It works efficiently, applying democratic leadership with competent, dedicated, dynamic and largely local staff.

CHwB has made significant progress towards achieving its **overall objectives**, namely to:

1. Create conditions for the understanding of cultural freedom and cultural diversity.
2. Create conditions for reconciliation as a prerequisite for peace and democracy based on human rights.
3. Stimulate economic growth and develop the cultural heritage as an income-generating factor on community level.
4. Support sustainable use of natural resources, environmental concern and urban and spatial planning.
5. Use cultural heritage to promote future EU integration of the countries in the Western Balkans through introducing European laws, standards and ways of working.

CHwB has attained a large extent of the **immediate objectives** it set out to achieve for 2008–2011. In several cases CHwB has achieved above and beyond what it expected (e.g., total number of restored historic buildings in Serbia, Kosovo and Albania; examples of integration of heritage-related concerns into urban planning in Kosovo). In other cases it has had to modify its objectives due to changed circumstances (i.e., projects in Kosovo and Albania). Some activities, however, have not progressed beyond the first stage (Regional Training Centre in Macedonia and Senje coalmine in Serbia) due primarily to shortcomings among its partners.

CHwB has established the **Regional Museum Network**, which brings together 11 museums from 6 countries in the region. The Network aims to strengthen the role of member museums in becoming

creative and democratic meeting places. It builds capacity and promotes creativity and professionalism in accordance with international museum standards. The Network itself has created a space for dialogue, understanding, collaboration and interaction. Professional relations and friendships have been established across the borders. This contributes to building basic foundations for peace and reconciliation in the Balkans. As a consortium consisting of public institutions that have the mandate to reach out to all groups in society, the Network has the potential over time to influence attitudes by reflecting concepts conducive to peace and reconciliation in their exhibits and publications. The extent to which the museums have had an impact in this way is unknown, but it is certain that the 1+1 exhibit was a deliberate action with this aim. Should the museums continue to work together to further promote dialogue, understanding and human rights values, the museums can become important actors for peace and reconciliation. The Network members have decided to make the Network independent in the coming programme period.

CHwB has successfully established and nurtured the soon-to-be independent **SEE Heritage Network.** It is a model of regional cooperation and professional exchange among NGOs in the heritage sector. SEE Heritage plays an important convening role in the region, and worldwide it is one of the few of its kind. The Network provides space for exploration and open discussion and continues to draw attention to the risk of misuse of heritage for nationalistic purposes through its website, public fora, and debates. In the context of a region where public institutions are poorly funded, subject to frequent changes of direction due to government turnover, narrowly focused on building restoration, and, often remote from civil society organisations, the SEE network performs a very important leadership role.

The Museum Network and SEE Heritage Network constitute impressive accomplishments. They are also unique. Although cultural heritage presents a powerful means of uniting people, there are few effective actors in this field of work. These initiatives, which combine cultural heritage conservation with a human rights and reconciliation perspective, have **potential for replication in other parts of the world**.

During its 10-year existence in **Kosovo**, CHwB has gained a solid reputation as a competent, professional and efficient organisation. The government has come to regard its partnership with CHwB as valuable and regularly consults with it. CHwB is a central actor in the effort to integrate cultural heritage in urban and spatial planning in Kosovo. The successful process of integrated planning and its results in Junik are unique in Kosovo and impressive. ChwB's efforts to engage with local and central government institutions are contributing to good governance.

In Kosovo CHwB has also been effective in producing the expected results in relation to cultural tourism: the most visible achievement with the most potential impact in the short-term is the "In Your Pocket" guides. "See you in Dukagjini," CHwB's new project with the EU (and 10% Sida contribution), is also contributing to cultural tourism.

In assessing the effectiveness of the initiatives to promote peace in the Serb enclave of Velika Hoca, the process must be deemed more important than the actual results. Nevertheless, the results achieved are beyond what CHwB believed was possible, and the town today is far more open. The support to the formalisation of the community organisation and the cooperation between Albanian and Serb craftsmen can be seen as building blocks that contribute to sustainable peace and democratic development. In regard to stimulating economic growth and developing cultural heritage as an income-generating factor, the effects of the support are modest to low, but not unimportant.

CHwB Kosovo has worked to strengthen and develop civil society actors throughout the country, with two important outcomes: 1) it has promoted a wide spectrum of cultural heritage, including crafts, intangible heritage, performing arts, documentation of disappearing heritage, etc., and 2) it has raised

awareness of cultural heritage resources among community members, craftsmen, building owners, tourism actors, students, children, the media, etc. CHwB has become a respected independent voice in civil society in Kosovo, in some cases successfully advocating for heritage protection. Its role is needed in a country where culture has and still is often politicised.

With regard to the **Regional Restoration Camps in Albania** considerable progress is evident in two of the five expected results: improving the practical skills of young professionals, and promoting and safeguarding traditional skills and crafts. There are also some efforts to create a network of camp participants, initially using social networking. The remaining two expected results are too ambitious in relation to the activities undertaken and thus not fully attained. There is a clear demand for the camps (more participant requests than places for the last sessions) and links have been established with two Albanian universities, which are positive developments. CHwB, however, will need to reinforce the themes of cultural understanding and reconciliation as part of the camps so that they are more than two-week introductions to hands-on building conservation.

The CHwB **Albania** programme is young. Furthermore, the institutional context of Albania is more evolved and crowded, with several international foundations playing key roles in the heritage sector. Informants indicate, however, that the long-standing support from these foundations is about to be reduced, and this will necessitate adjustments. In Albania, CHwB has not yet had time to establish itself to the same extent as the Kosovo office, which has engaged with a range of actors in a number of different facets of cultural heritage and urban planning. The conservation works at Gjirokastra are underway and are simultaneously used as a training ground. CHwB in Albania will need to continue to prove its value in an increasingly competitive environment in Albania and the Balkans. Although Albania is viewed as a neutral ground, it may be possible to develop more explicitly human rights, reconciliation and governance-oriented activities. Defining its comparative advantage and leveraging opportunities will be critical for its future.

CHwB's work in **Serbia** has had a narrow focus. It has aimed to improve the capacity of local craftsmanship and professionals regarding usage of local materials and techniques in restoring roofs of vernacular Serbian building heritage, which is a disappearing craft. Although the effectiveness of achieving immediate results has been high, the effects of the efforts in Serbia are, however, modest. Nevertheless, since ChwB started to conserve wine cellars in the Negotinske pivnices, they have been placed on the tentative UNESCO World Heritage List.

Communications is one of CHwB's strengths. The organisation as a whole produces ambitious publications on varied architectural, urban, museum and heritage conservation subjects aimed generally at a professional audience but in some cases for the general public. Most are of high quality, although the English translations are sometimes weak, despite use of professional translation.

Overall, the **sustainability** of CHwB's work – at least in the medium term – is promising. To begin with, CHwB Kosovo could be in a position to become a national Kosovan NGO with a membership base similar to a national trust organisation within four years. Second, the prospects for institutional and financial sustainability of the SEE Network and Museum Network are good. The SEE Heritage and the Museum Network have managed to mobilise 30% to 50% of their budgets from other donor sources. The members of the networks are active and show ownership. The fact that other museums/NGOs in the region have shown an interest in joining the respective networks is also an encouraging sign. Ultimately, the key to the sustainability of the networks will be their continued usefulness in the eyes of the members.

Third, the sustainability of the historic buildings that have been restored in Albania, Kosovo and Serbia is promising. Members of the local population have also gained valuable knowledge and understanding that can contribute to sustainability (upkeep of structures, awareness of the value of heritage in the face of voracious new building development) and replication. If properly maintained and put into compatible use, the structures will last for decades. Fourth, the sustainability of knowledge and capacities in regard to building conservation and spatial planning that has been gained by professionals in the region is fairly high, particularly in the cases where it has been institutionalised in government agencies.

There is evidence of **synergies** between parts of the programme's different areas. For example, the SEE Heritage Network and the restoration camps interact and collaborate with the programmes in Albania, Kosovo and Serbia. The Museum Network, on the other hand, is at best loosely linked to the other parts of the programme. There may be opportunities to explore further links as a means of sharing expertise and creating economies of scale between the networks and country offices. Furthermore, links could enhance the different dimensions of cultural heritage.

CHwB has a broad and flexible **toolbox**. The tools are rarely used in isolation. The choice and mix of tools is also closely related to the country context. The basic and essential tools of CHwB are pilot projects, workshops, capacity-building, promoting participation, networks, and publications and media coverage. All of CHwB's tools relate to at least one of the overall objectives; none of the tools is relevant to all five.

Although CHwB's overall objectives includes creating conditions that respect human rights, it has not defined its approach as rights-based. Nevertheless, from what the team has observed and studied, there is evidence that CHwB's management culture and approaches are consistent with rights-based principles. This method of working positions CHwB to adopt a more systematic rights-based approach, with a focus on the right to partake in culture. Furthermore, since it seems that CHwB at times is unclear about the priority of outcome goals versus process goals, a rights-based approach could be helpful since a rights-based approach regards process goals (participation, equality, non-discrimination, etc.) on par with outcome goals.

CHwB has systems for regular **monitoring and reporting**, although data is patchy in some areas and not all indicators have been systematically monitored. External reporting falls somewhat short mainly due to constraining reporting formats. Further, CHwB could improve its monitoring by developing SMART indicators and providing sound evidence of its effects.

CHwB's programme document is relatively well structured but the **results-based framework** could be improved. The logic and theory of change, which are evident from the team's findings, need to be made more clear and explicit. More analytical rationales for the programme areas and overall programme are needed. A challenge to CHwB's results-based management has been the numerous changes to the programme over the years as a result of the continually changing contexts in the region.

There are also gaps in goal formulation. Although **CHwB's ability to engage civil society and link communities with institutions** is one of its greatest strengths, strengthening civil society is not one of its overall goals. Likewise, **good governance** is not an explicit goal, although it is promoted, for instance, in Kosovo and through the SEE Heritage Network. This is not made explicit in the formulation of its programme. The addition of these objectives would have tightened the results-based framework and make the logic of certain projects and approaches more evident.

Faced with the reality that parts of the programme in the Western Balkan are destined for independence or will be phased out, the role of CHwB in the region in a 4-to-10 year perspective is likely to be of a different and somewhat diminished character. Unless CHwB is able to find appropriate opportunities in other parts of the world, its unique and effective resources, competence and approach risk fading away. With its minimalist secretariat, however, it is a considerable challenge for CHwB to both explore new opportunities *and* partnerships and mobilise resources, while at the same time managing the existent programmes with its characteristic responsiveness.

In sum, CHwB is more than a NGO that arrives in the wake of conflict to rescue cultural heritage buildings. It has proven that it is also a NGO that can mobilise the cultural heritage sector, play a crucial role in networking civil society across borders in a conflict scarred region, contribute to strengthening civil society and support processes that contribute to good governance.

Recommendation 1: CHwB should explore the possibilities of creating greater synergies among its programme areas in its proposal for 2012–2015.

Recommendation 2: CHwB should consider how it can continue to add value to its programme by drawing on the Swedish resource base in its proposal for 2012–2015, and thereby promoting Swedish management approaches and raising its profile in Sweden.

Recommendation 3: CHwB should engage native English editors and translators for publications and key documents and continue to deepen the content of its website.

Recommendation 4: CHwB, Swedish embassies and the Swedish Institute should make a greater effort to inform one another on related work to improve potential for synergies and increase the visibility of the CHwB programme.

Recommendation 5: CHwB should consider adopting a more explicit rights-based approach, with a focus on the right to partake in culture/cultural freedom.

Recommendation 6: CHwB should continue to use a variety of tools, paying particular attention to those that are best matched to meet overall objectives.

Recommendation 7: In dialogue with Sida, CHwB should examine the possibilities for a funding proposal that constitutes a strategic plan with an indicative budget, annual work plans, annual budgets and biannual reporting for its 2012–2015 programme.

Recommendation 8: ChwB, in cooperation with Sida, should consider refining its reporting format to fully capture programme results.

Recommendation 9: CHwB should strengthen its monitoring effort by undertaking ex-post surveys of workshop/camp/course participants. It should also establish key baseline data, develop SMART indicators, and monitor and report on these.

Recommendation 10: CHwB should ensure that strengthening civil society and promoting good governance are reflected in its future goal structure for the 2012–2015 programme. Under each programme area, objectives and rationale should be explicitly linked to the overall goals.

Recommendation 11: Sida should consider providing a multi-year institutional development grant to CHwB for the period 2012–2015 to allow it to re-focus from the Balkan region to other post-conflict areas of the world. It should also support CHwB in linking up with different parts of the organisation and understanding its current policy framework to identify how CHwB's resources, competence, approach and experience can be applied in other countries where Sida works.

Recommendation 12: CHwB should consider establishing an independent national membership NGO in Kosovo and include relevant objectives and activities in its 2012–2015 proposal. Given its potential relevance to the development of civil society in Kosovo, Sida should consider funding the process involved to establish such an NGO.

Recommendation 13: A feasibility study for CHwB Kosovo should be undertaken that examines:

- The legal (including governance) and business aspects of setting up a commercial entity with links to an NGO;
- Similar experiences of NGOs establishing commercial entities in the region and elsewhere.
- The potential trade-offs and possible conflicts of interest that a commercial arm might entail.

Recommendation 14: CHwB should conduct a strategic analysis and needs assessment in Albania that maps the role and capacities of the various governmental, non-governmental and private sector organisations and areas of opportunity in the heritage sector. The analysis should look not only at educational and training needs, but urban planning, municipal development, local economic development, civil society and overall governance issues in relation to cultural heritage. Where possible, CHwB should draw on existing analyses. On the basis of the findings, CHwB Albania could develop a midterm strategy to guide its future development, with attention to possible funding sources. The analysis should be included as an activity in the 2012–2015 proposal.

1. Introduction

Cultural Heritage without Borders was founded in 1995 by prominent members of the cultural heritage community in Sweden as a direct response to the targeting and destruction of cultural heritage during the conflict in Bosnia-Herzegovina. Since then it has been active in conserving cultural heritage as part of the wider reconciliation effort in the Western Balkan region, receiving its main financial support from Sida.

This evaluation report of Cultural Heritage without Borders forms part of the dialogue between Sida and CHwB regarding a possible future phase of support in the Western Balkans. The purpose of the evaluation is to give input to Sida in the assessment and preparation of the upcoming phase. In addition, this report also aims to:

- provide Sida with a broader understanding of CHwB's experience and capabilities of working in conflict or post-conflict contexts, in view of Sida's work in other parts of the world; and,
- contribute to CHwB's own development by assessing the relevance and potential of different methodologies and instruments that CHwB applies.

The evaluation covers the regional and country-level work of CHwB in the Western Balkans from 2008 to 2011. The Terms of Reference define the scope as covering the following main areas:

- Effectiveness
- Sustainability
- Efficiency
- Relevance of approaches
- Theory of change
- Results-based management
- Future direction in Kosovo and Albania
- Other questions (synergies, future financing and opportunities regarding organisational form)

Evaluation Approach

The evaluation was conducted during June–September 2011 by Cecilia M. Ljungman (Team Leader) and Dr. June Taboroff (Cultural Resource Specialist). It included interviews with stakeholders in Sweden, Serbia, Albania and Kosovo. The list of informants is provided in Annex 2. The team attended the SEE workshop on "Illicit Trade of Works of Art" in Tirana (July 12–14) and the Balkan Museum Network's Female Network (July 12). In addition, site visits were made in Serbia, Albania and Kosovo. In each country, the team held a briefing meeting with Sida representatives at the end of the visit. The team also undertook comprehensive desk research that involved studying reports, publications and website related to CHwB's programme. Annex 3 provides a list of documents reviewed. To assess the data gathered, the team applied the evaluation framework that is included in Annex 6.

Limitations

This evaluation involved a limited number of days in relation to the depth and breadth of CHwB's work in the Balkan region. Therefore, the team, in accordance with the Terms of Reference, has been selective in its coverage of field activities: it did not visit Sarajevo or examine the efforts of the (soon to be closed) regional office based there; it was not possible to visit Gjirokastra, where the bulk of the Albanian projects have been undertaken; nor has the team been able to observe a restoration camp in action. Further, the team has not directed its attention to:

- CHwB's projects with other donors, although the core funding from Sida has contributed to the development of these initiatives;
- CHwB's EU co-operation involving heritage at risk, which has been co-funded by Sida;

- CHwB's collaboration with the Royal Swedish University of Arts in relation to the restoration camps.

Structure of the report

The evaluation report consists of nine chapters. Chapter 2 provides a background to cultural heritage and development co-operation, the cultural heritage context in the region and an overview of CHwB's 2008–2011 programme. The subsequent three chapters cover CHwB's three regional programmes – the Balkan Museum Network; the South East Europe Heritage Network; and the Regional Training Network. This is followed by three chapters that present findings and provide assessments of the country-level programmes in Kosovo, Serbia and Albania. Chapter 9 analyses CHwB's management and approach. The final chapter of the report provides overall conclusions with regard to CHB's future prospects.

The evaluation team would like to extend its sincere gratitude to CHwB's staff in Sweden and in the region. They provided the team with excellent support and logistical arrangements throughout the evaluation period. Our work has also benefitted from CHwB's patience, high responsiveness and a keen interest in learning from this experience.

2. Background and overview of CHwB's 2008–2011 programme

This chapter provides a general background to the relationship between cultural heritage, the promotion of peace and development co-operation, a brief summary of cultural heritage and the conflict in the Balkans and an overview of CHwB's Western Balkan Programme, 2008–2011.

2.1 Cultural Heritage in relation to human rights, promotion of peace and reconciliation and development co-operation

Human Rights

To take part in cultural life is a human right that the 160 states party to the International Covenant on Economic, Social and Cultural Rights (entered into force in 1976) have committed themselves to fulfilling. The covenant specifically states that States should take steps *to ensure the conservation of culture* and recognise the benefits *derived from international co-operation* in the cultural field. Thus, within the human rights context, cultural rights have the **same status** as any economic, social, civil or political rights. In 1956, the Convention for the Protection of Cultural Property in the Event of Armed Conflict (the Hague Convention) entered into force on the premise that because the preservation of cultural heritage is of great importance for all peoples of the world, it should receive international protection.

Promotion of Peace and Reconciliation

Mutual respect for cultural heritage is a precondition for a society's peaceful development. The importance of culture and cultural heritage was strongly recognised as a key tool for promoting peace and reconciliation among the Nordic states, leading to a unique and close intergovernmental co-operation on cultural exchange within Nordic civil society. Likewise, the efforts to create the European Union sprang out of the need to foster peace through increased civil society interaction. Cooperation in the cultural sphere has been an important basis of the EU.

Culture in Development Cooperation

For more than two decades the World Bank and the UN have highlighted and supported the role of culture in the development process: "Cultural Heritage is not only an instrument for peace and reconciliation, but also a factor of development".[1] The Evaluation of Sida's Support to Culture and Media Culture (2004) summarises the link between culture, civil society and democratic development:

"Culture in the sense of the arts, creative expression, heritage and traditional knowledge is often the result of initiatives and practices with roots in **civil society organisations** and communities. Civil society refers to the network of relations and institutions with the capacity to organise and engage in public life and decision-making. It enhances and creates *social capital* – the norms, values and social relations that bond communities together – building bridges between groups and establishing social cohesion. The greater the level of social cohesion in a society, the higher its propensity will be for just peace based on human rights. Furthermore, civil society organisations are important in relation to the development of broad social initiatives and movements. Thus, there is considerable *democratic* potential to be derived from cultural practices."

[1] UNESCO's Director General speech in connection with the UN year for Cultural Heritage (2002). See also UNDP. *Human Development Report 2004: Cultural Liberty in a Diverse World*. UNDP, New York: 2004; and Vijayendra Rao and Michael Walton, *Culture and Public Action.* Stanford Social Sciences, Stanford: 2004.

Yet culture and the cultural sector are often overlooked in the context of development co-operation. Its value for human rights, civil society action, democratic development, and empowerment at the community and personal level is often insufficiently understood and recognised. Sida, in contrast, has been a pioneer among development agencies in providing cultural support as part of governmental development co-operation. The 2004 evaluation of Sida's Culture and Media support affirmed that Sida's culture and development policy stood out among all bilateral agencies as being cutting-edge and comprehensive. It covered more cultural areas than any other organisation, and Sida was the only bilateral organisation that strongly emphasised diversity, human rights, democracy and civil society as central themes. The support to culture was considered relevant to poverty reduction efforts and created opportunities for sustainable development based on human rights. Sida's culture policy was updated in 2006. Sida continues to provide support to the culture sector in some countries, although its Division for Culture and Media was closed in 2009, reflecting a change in government priorities. More recently, the Danish government has increased its support for culture in development through the Danish Center for Culture and Development and the Norwegians through the Mimeta Fund.

2.2 Conflict and Culture in the Balkans

In the Balkan conflict culture occupied centre stage. Culture became tied to ideology and nationalism. The warring parties in the Balkan region, like actors in many other conflicts throughout history, recognised the value of cultural heritage and relentlessly targeted it for destruction. This violated the enemy and aimed to suppress their identity.

The Balkans is perhaps the area of Europe that has enjoyed the greatest mix of ethnic and religious diversity over the centuries. This inheritance is manifested in its diverse architectural and urban heritage, its museums and its living culture.

Nearly a decade after the cessation of armed conflict, the situation in the Western Balkans continues to be tense. As recently as August 8, 2011, Neil MacDonald and Neil Buckley wrote in the *Financial Times* article "South-East Europe: The Clouds Disperse, about the Balkans" that "Kosovo remains one of the spots in the former Yugoslavia with the most potential for renewed violence".

2.3 Background to CHwB's Western Balkan Programme

As an independent non-governmental organisation, CHwB is dedicated to rescuing and preserving tangible and intangible cultural heritage touched by conflict, neglect, human and/or natural disasters. It sees its work as a vital contribution to building democracy and supporting human rights. CHwB describes itself as neutral in relation to conflicting parties, but not to the rights of all people to their cultural heritage. In 2010, CHwB formulated its vision as "cultural heritage is a natural and active force in reconciliation, social and economic development and in the strengthening of human rights" and its mission as strengthening "civil society through local and regional cultural heritage projects in areas touched by conflict and/or in need of disaster relief and development". Sida has provided support to CHwB since 1995 and remains CHwB's most important donor.

In 2008, CHwB commissioned an independent evaluation, which drew highly favourable conclusions about its work from 2004 to 2008. It concluded that CHwB was very efficiently run and effective in producing results of high quality, developing capacity and building civil society. Their work was considered highly relevant for the process of rebuilding war-torn society, and CHwB acted as a strong agent for reconciliation. Looking forward, the 2008 evaluation raised the importance of cultural heritage for the European integration process, urban and municipal planning, economic development,

civil society and for reconciliation. It also highlighted the need to include Serbia in the initiatives of international organisations to promote peace and stability.
Sida is currently funding CHwB's 2008–2011 *Cultural Heritage Programme in the Western Balkans* with a **budget of SEK 33,7 million.** The **general** objectives of the 2008–2011 programme are to "contribute to cultural diversity – through the strengthening of cultural identity – and to reconciliation in the region". In the long-term perspective, CHwB's programme is geared towards facilitating the integration of Balkan cultural heritage institutions and policies into the European Union. The Programme includes interventions at the regional level and country-level activities in Albania, Kosovo and Serbia.

2.4 Overall Objectives

The five stated objectives of the 2008–2011 programme with Sida are to:

1. Create conditions for the understanding of cultural freedom and cultural diversity.
2. Create conditions for reconciliation as a prerequisite for peace and democracy with respect for human rights.
3. Stimulate economic growth – and develop the cultural heritage as an income-generating factor on community level.
4. Support the sustainable use of natural resources and concern for the environment, urban and spatial planning.
5. Use cultural heritage to promote future EU integration of the countries in the Western Balkans through introducing European laws, standards and ways of working.

The Role of the Museum in Society
"Today, museums must become agents of change and development: they must mirror events in society and become instruments of progress by calling attention to actions and events that will encourage development in the society. They must become institutions that can foster peace, they must be seen as promoting the ideals of democracy and transparency in governance in their communities, and they must become part of the bigger communities that they serve and reach out to every group in the society." *Emmanuel N. Arinze President, Commonwealth Association of Museums* Public lecture, May 17, 1999

CHwB's programme consists of country programmes in Albania, Serbia and Kosovo. With a budget of SEK 18 million, Kosovo is the largest and constitutes more than half of the overall total budget. The programme in Serbia focuses on upgrading the capacity of cultural heritage professionals by restoring half a dozen roofs of vernacular buildings. In Albania, CHwB focuses on training camps for architectural restoration and improved restoration practices.

CHwB's regional programmes comprise three networks in which institutions and organisations in the Western Balkans participate. The largest of the programmes is the Regional Museum Development Network, formerly called the Balkan Museum Network; followed by the Regional NGO Network or SEE Heritage Network; and the Regional Training Network. After the fragmentation of the former Yugoslavia, and during the years of conflict, much of the contact between cultural heritage institutions and professionals ended and many found themselves to be isolated and with few external contacts. Therefore, support to collaboration among groups has been central to ChwB's regional efforts.

> *"The Balkan region, with a historical conflictual past and ethnic and religious divides needs this kind of collaboration, sharing, and exchange of views. CHwB is a very good thing for the region" – Albanian institutional partner*

3. Museum network

As institutions possessing knowledge resources, museums in a democratic society have a role to encourage, promote and foster the best of cultural and democratic ideals. Museums have the potential to give voice to the citizenry by creating avenues for open dialogue and exchange of opinion for the collective good of all. They can foster learning and creativity.

CHwB's support to museums can be seen as a logical continuation of the restoration of the physical structures and conservation of the collections of the National Museum in Sarajevo, which were damaged during the war.

Participating museums

1. Museum of Republic Srpska, Banja Luka
2. National Museum of Serbia, Belgrade
3. National Museum of Montenegro, Cetinje
4. The Gjakova Museum, Gjakova
5. City Museum, Novi Sad
6. Museum of Kosovo, Pristina
7. National Museum of Bosnia and Herzegovina, Sarajevo
8. Historic Museum, Shkodra

With the breakup of Yugoslavia and the ensuing hostilities, museum workers in the Balkans lost the opportunity to interact and exchange experience. After CHwB museum specialists contacted some of the national museums in the region, it became clear that they shared many similar difficulties: museums were inward-looking and academic rather than outward-reaching. They were very weak in engaging, informing and educating the public. In their management, the museums were generally hierarchical, with little or no transparency in decision-making and, although women predominate in the sector, top managers tend to be men who are often politically appointed and frequently replaced at short notice. Equality issues were not generally well-understood or applied in management and production of content and in employment practices. Therefore, the idea of a network that would serve as a **communication and development platform** began to take shape.

According to the documents and interviews held, museum directors and professionals expressed interest in capacity building and democratisation of their institutions. The museums also desired more contacts with other Balkan museums and international museum organisations. In response, CHwB established the Regional Museum Network as a pilot initiative in 2006, with eleven museums from six Balkan countries: Albania (2), Bosnia-Herzegovina (3), Kosovo (2), Macedonia (1), Montenegro (1) and Serbia (2).

Objective

The overall objective of the Regional Museum Network is to contribute to strengthening the role of museums as creative and democratic meeting places. The purpose of the regional museum programme 2008–2011 is improved capacity and creativity for participating museums in management and reaching out to the public, young and old, women and men. This is done through enhanced intercultural dialogue, and in accordance with international museum standards. Target groups are museum staff: directors and managers, museum educators, curators, as well as public relations and technical staff. Female directors and managers receive additional attention. Beneficiaries are the general public with special focus on schoolgirls and boys.

The **expected results** from CHwB support include:

1. **Improved capacity** of museum directors and heads of departments who will be better equipped to develop their institutions;

2. Strengthened **female** museum directors and heads of departments in their role as managers;
3. Younger female professionals strengthened through a mentor/adept programme with the female directors;
4. Museum staff enabled to produce creative **exhibitions and education programmes** in order to meet and stimulate the public, especially young girls and boys;
5. Strengthened **exchange of ideas** and common learning between the museums and within the museums;
6. Increased involvement of **external actors** in the museums.

The budgeted amount for the Museum Network was SEK 3,27 million for the period 2008–2011. In addition, the Stavros Niarchos Foundation contributed Euro 300,000 (SEK 2.9 million) to the Network's initiatives in the area of disability and access.

3.1 Findings

Building Museum Capacity

Interviews conducted by this evaluation and the surveys undertaken by CHwB reveal a high demand for professional training among the participating museum staff members. The region lacks specialised graduate education in museum studies and many staff have no formal training in Museology. In response, CHwB has organised 21 workshops and network meetings since 2008, exceeding the planned number of 13. Around 300 participants have taken part in workshops (an average of about 17 participants per workshop) and/or network meetings, although many have been repeat participants.

Workshop themes included accessibility, audience development, communication, PR, marketing, archaeology and exhibition techniques. Three workshops on disability and access were primarily funded by a grant secured by CHwB from the Stavros Niarchos Foundation. Former workshop participants interviewed were very positive about the workshops that they had attended. Several emphasise the knowledge gained in relation to expanding museum access for children and disabled people. This knowledge has been particularly eye opening and has significantly changed their approach to their work. They express that exhibits they have produced have been much improved by new techniques learnt and new perspectives gained. At the Gjakova Museum the team produced an exhibit that for the first time was specifically designed to accommodate the visually impaired.

According to responses by 9 of the 11 museums to a survey conducted by CHwB in 2010:

- The areas of activity that have improved the most through the workshops include working with disabled people and their organisations, marketing, PR and identifying target groups. Other areas include exchange with other museums, education, communication with the public, and exhibition planning and development.
- All museums were in favour of joint projects because of the advantages it brings--namely, exchange of ideas and experience, finding common ground, the strength of being part of a group, the expansion of knowledge of Balkan heritage and the positive working environment.
- Just over half of the museums claimed they have developed new approaches to marketing and promotion as a result of the support from CHwB.
- All respondents said their exhibitions changed as a result of the CHwB workshops (except one new director who was not able to comment).

I have now more knowledge and more courage, and people I can ask for help than before. And many of those are from the region, and their experience will be very helpful. (Member of Museum Network)

The training has really helped us open up and understand what we are for. We now know that our museum should be a meeting place for everybody. One way we are improving this is through a café. We also are focusing more on children and understanding how to reach them. (Member of Museum Network)

With the knowledge we gained from the workshops, we set up an exhibition that took into consideration the needs of the visually impaired. It is very popular. We have had 2000 visitors so far and are keeping the exhibit open longer. At least every week we get a group of blind visitors. Our exhibit makes them feel part of the community and our door is open to them. (Member of Museum Network)

Building management capacity

The museum directors of the Network meet one to two times a year with the aim of building management capacity and sharing experiences. Workshops have been held on strategic planning (3 meetings), professional development, working in teams, leadership skills, community partnerships, attracting funding, and democracy through museums. The meetings have also been used to discuss the direction of the network. Records show that such discussions have been highly participatory and consultative and CHwB has fostered ownership among the directors.

When requested by CHwB, only one museum showed an actual strategic plan to CHwB, which casts some doubts on their existence. Since half the directors have been replaced in this period, part of the problem may also have been that plans were not handed over. However, according to the 2010 survey, two-thirds of the directors responding felt that the workshops were useful or very useful for strategic planning and for their personal development. No respondent thought the workshops were not useful.

Learning how to approach our collections differently, how to connect more profoundly with the community, how to change the role of museums in the current Balkan culture and society is of great importance. I do think that Balkan Museum Network – further training of curators and common projects – is changing museums involved. Through changes of attitude of curators and audiences and changes of museum histories, museums do become truly democratic and creative places. (Museum Director, Member of Museum Network)

Promoting gender equality

The Network works to promote gender equality in different ways. First, the female network has met three times since 2008. It includes a few museum directors as well as other managers. Between 9 and 20 participants attend the meetings. Workshop evaluations and the 2010 survey revealed that the female network is generally appreciated by its members. Likewise, stakeholders interviewed felt the female network was important and helpful for their development: “It has built my confidence”; “I am not alone”; “We get strength from each other”; and “It is useful to hear that others are facing the same problems and to discuss”. Second, there have been workshop sessions on topics such as gender sensitivity in exhibit texts. Third, women have been very well-represented at most of the workshops. Fourth, while probably a too delayed to be fully operational before the end of the current programme period, the Network is in the process of discussing a coaching and/or mentoring scheme for female museum workers.

Sharing knowledge through publications

Three publications have been prepared since 2008: “Disabled People and Museums in the Western Balkans”, information on the “The Western Balkan Regional Museum Network” and the catalogue for the “1+1: Love & Life” simultaneous exhibition. All are well-designed, informative and of good quality.

A disability toolkit has also been produced and disseminated internationally and on the web. They have been disseminated to network member museums and external partners and are downloadable on the CHwB website.

Preparing Exhibits

Arguably the most impressive result of the museum network is the project "1+1 Love & Life Simultaneous Exhibition". A single exhibit that travelled across the region was deemed impossible due to insurance difficulties and the restrictions imposed by some of the states in the region regarding passports from countries that they have not officially recognised. Instead, it was decided to have a simultaneous exhibition based on the same theme. The exhibit name came from the number 11, representing the number of museums in the network, which is formed by putting two 1s together and "is also the numerical representation of the most basic of human relationships".

Over a nearly two-year planning period, the museums collaborated in devising the concept and preparing exhibits that reflected the museums' desire "to showcase the richness of their shared heritage and collections". According to the Network, the simultaneous exhibition "captures the spirit of the network and is a manifestation of working together and building trust and understanding" and reflects the shared "rich, diverse heritage that crossed boundaries, histories and identities, and the universal values common to all". The exhibits contained interactive aspects, with a focus on involving children and young adults.

The exhibits, which were different at each museum, opened simultaneously on March 11, 2011. The data on exactly how many visitors attended the openings and to what extent the exhibits brought new and more crowds is not complete.[2] However, reports from museums such as Belgrade, Banja Luka, Novi Sad and Gjakova indicate that the openings were considered a success with many more young attendees than usual. In Novi Sad the exhibition was open for 5 months and had nearly 8,000 visitors. About one-fifth of the visitors were young children. The National Museum Belgrade was open for about one month and hosted 3,200 visitors. Furthermore, most of the museums managed to arrange live streaming of the opening and over 2,000 people are recorded as having viewed the films live. Another 3,500 later viewed the videos on Facebook, other social networks or from websites.

When the exhibits opened, CHwB organised a free bus to tour the 11 exhibits to allow for museum workers and stakeholders to travel from city to city. Greetings were sent from museum to museum. According to stakeholders who travelled on it, the bus trip "was a beautiful experience", "forged strong relations among us", "was a very important experience, the contacts among us developed into love".

The visibility work of CHwB and the network members showed the following results:

- Swedish Radio transmitted a 15-minute report on the preparations of the exhibit as part of Kulturradion in January 2011.
- CHwB has collected nearly 50 news items of the exhibition in a range of languages.
- Television coverage in the region was significant: For instance, Banja Luka was covered by 5 channels; Belgrade by 2 and Sarajevo by 7 stations and 10 different programmes, including Italian television.
- The level of international media coverage of the museums, which is normally low, has increased.
- Through professional networks and fora international museum organisations were given information on the exhibitions and apparently showed considerable interest. For instance, since then

[2] Some exhibits are still running and some museums do not report visitor data.

International Coalition for Sites of Conscience have sought to link up with the Network, Glasgow Museums UK has stated its interest in receiving the 1+1 travelling exhibition.
- According to CHwB, papers have been presented about the project at three international museum conferences and a forthcoming peer-reviewed publication is in preparation.

Working on the 1+1 project we were able to see various ideas emerging dealing with the same theme, different energies gathering around the same idea and that was inspiring. Being part of wider community is always rewarding, being able to renew and sustain relations and communication is of extreme importance."(Member of Museum Network)

It should be noted that while most of the museums took the concept of 1+1 Love & Life to heart in their exhibit – promoting peace, common heritage and human relationships – the display of one museum contained elements that could be interpreted as political and negative for reconciliation. At the time, this created some dismay among members of the network.

Experiencing intangible results at the individual, museum and network levels

The intangible results of the regional museum network appear to be considerable. First, discussions with stakeholders, visits to museums and participation in a workshop showed that for the individuals involved the activities undertaken have significantly changed their perspectives on the role of museums as democratic meeting places and the importance of catering to all groups in society. A new concept of what a museum should be and how it should function has been revealed to them. This eye-opening experience has generated enthusiasm and eagerness to learn more.

Second, interviews reveal that the positive *and* negative group experiences along the way – not least the launching of the simultaneous exhibition – has cemented bonds among this Balkan museum community. From initially reserved, sceptical and even oppositional positions, friendships, camaraderie and trust have grown among members. This atmosphere now allows for much more active, engaged and open discussions during workshops. Recently, even topics related to the past conflicts in the region have been raised and discussed in an open manner. The fact that the museum directors decided to participate in the simultaneous exhibition despite the risk of being fired speaks for the dedication and commitment to the network and what it stands for.

Museums are also important in the creation of a collective memory and official representations, and, therefore, have a powerful role. As places reflecting present beliefs and places of informal learning, they should generate not just emotional experiences but also create attitudes. (A Western Balkan Museum Director)

Third, interviews revealed that most museums had no or only minimal contact with one or two other museums in the region before joining the Network. The evaluation team learnt of some examples of members networking with each other bilaterally and exchanging ideas and experience across borders. For instance, the museum in Skopje has had education exchanges with Pristina and other exchanges with Belgrade and Gjakova. Of particular note are museum members from BiH (Banja Luka and Zenica), who previously had no contact at all and who now are collaborating closely. For instance, the permanent ethnological exhibit in Zenica was set up with a museum staff member from Banja Luka: "With CHwB and the Network, our museum would not have had any current contact within BiH or beyond."

Furthering External Cooperation

While the objective of "increased external actors in the museums" can be interpreted in different ways, the Museum network has supported interaction with museum professionals from outside the region.

Apart from meetings in Sweden, the network undertook a study tour of Glasgow museums. These museums, along with some Swedish ones, have also signalled willingness to receive the upcoming joint 1+1 exhibition that will tour countries beyond the Balkan region. The British organisation Heritage without Borders is interested in partnering with the network, and according to CHwB, the partnership is to commence with a conservation summer school in Sarajevo. After the 1+1 exhibit, the International Coalition for Sites of Conscience has expressed interest in a partnership. Further, some stakeholders suggest that the contacts that the museum professionals have gained through the network, have contributed to the establishment and development of International Council of Museums (ICOM) committees in South East Europe. Meanwhile, at the local level, museums in the network have reported that new contacts have been established with organisations for disabled persons, schools and artists. In some cases, there has also been collaboration with local non-museum organisations.

The International Council of Museums in South East Europe
Subsequent to the founding of the is this supposed to be SEE Heritage Network or the Balkan Museum Network, the International Council on Museums constituted its South East Europe Alliance (www.icom-see.org) in 2008, which became active in 2009. It currently has a membership of nine national committees (Albania or Kosovo are not mentioned). According to CHwB, in 2006, BiH did not have a national ICOM board within the country; ChwB advocated for a Bosnia-Herzegovina national chapter to ICOM. CHwB believes that "the contacts that all the museum professionals have gained through Western Balkan Museum network, has helped fostering and developing the ICOM regional alliance."

Looking Ahead
As a consequence of the momentum gained from the 1+1 exhibition, interviews reveal that some of the more reserved directors have become enthusiastic supporters. They value the national, regional and international interest and acknowledgement, and have realised that working together not only is possible but beneficial. The creation of a joint website and portal, which stalled earlier in the programme period due to fears and uncertainties about collaborating across the borders, is now being developed by members of the network. The network has also agreed that within the upcoming four-year period, it will become independent. A committee to determine the network's future legal and governance structure has been established. Other museums from the region have already expressed interest in joining, with several new museums joining a network meeting as guests in June.

Meeting Challenges
Nevertheless, there have also been several challenges. First, many of the museum directors are politically appointed and there has been a high turnover. Moreover, in several cases, the museum directors have been inactive over long periods of time. Yet, while commitment may vary, all 11 museums have continued to participate at some level. Second, there are logistical challenges. The political relations among some of the countries in the region prohibit the Kosovan members of the network to participate in meetings held in Serbia and Bosnia-Herzegovina. The poor travel connections also sometimes inhibit participation across the borders. Third, although the directors survey by CHwB in 2010 claims that information and learning from the workshops are reported back to all staff, there is some evidence that this process may not be well-established.

3.2 Assessment

This section analyses the findings in relation to the objectives for the programme area as stated in the 2008–2011 programme document.

3.2.1 Effectiveness

The evidence gathered by the evaluation team and the data collected by CHwB and their partner museums confirm that the Regional Museum Network has been effective in **achieving 5 of its 6 its immediate objectives**. Although data is patchy in some areas, no baseline studies have been undertaken, and not all indicators have been systematically monitored (this is discussed more in section 9.4), there is evidence of:

- Improved capacity of museum directors;
- Strengthened female museum managers;
- Staff enabled to produce creative exhibits and educational programmes and reaching out to new groups in society and stimulating them;
- Exchange of ideas and common learning among the museums; and
- Increased involvement of external actors in the museums.

The objective of strengthening younger female professionals strengthened through a mentor/adept programme is in progress with a high chance of being realised within the next few years.
In terms of the overall objective of the Regional Museum Network, there are also indications that the network is strengthening the role of member museums in becoming **creative and democratic meeting places**. The museum staff interviewed state that participation in the network and the capacity-building support received has made their exhibits more creative and more accessible to wider groups in society. For many, the concept of a museum being a democratic meeting place has become clear and a source of inspiration. They hold that these changes would not have happened without the network and CHwB's support to it.

There are also indications that the Regional Museum Network is contributing to the overall goals of creating conditions for the understanding of **cultural freedom and cultural diversity**. These concepts permeated the 1+1 Love & Life Exhibition. By expanding means to access wider, different groups in society who were previously excluded from museum activities, the museums are also contributing to conditions that promote people's rights to culture and right to development.

The Network itself has created a space for dialogue, understanding, collaboration and interaction. Professional relations and friendships have been established across the borders. This contributes to building basic foundations for **peace and reconciliation** for the western Balkan region. At the same time, as a consortium of public institutions that reach out to all groups in society, the Network has the potential over time to influence attitudes by reflecting concepts conducive to peace in their exhibits and publications. The extent to which the museums have had impact in this way is unknown, but it is certain that the 1+1 exhibit was a deliberate action with this aim. Should the museums continue to work together and to further promote dialogue, understanding and human rights values in their work, the museums can become important actors for peace and reconciliation.

The museums, by attracting more visitors, contribute indirectly to local **economic growth**, via entrance fees, purchases, transport and services. To some extent the Network also indirectly contributes to **future EU integration**: CHwB's democratic values, participatory approaches and professional international museum standards are in line with European values, approaches and standards. While not expressed as a specific goal, the Network has also been conscious of promoting gender equality and the empowerment of women.

The overall goals of supporting the sustainable use of natural resources and concern for the environment, urban and spatial planning and stimulating economic growth are not directly relevant to the Network's work, although allegedly there have been discussions regarding an eco-museum approach (based on Swedish experiences).

3.2.2 Sustainability

Over the next four years the Museum Network has plans to become an independent organisation. The commitment and level of ownership shown by the members of the network to prepare for and pursue this process suggests that the network will be sustained. The fact that other museums in the region have shown an interest in joining is also an encouraging sign. Because almost 50% of the Network's budget was funded by another donor (Stavros Niarchos Foundation) raising funds from other sources is feasible. Ultimately, the key to its sustainability will be its continued usefulness in the eyes of the members.

4. SEE Heritage Network

The SEE (South East European) Heritage Network is a network of NGOs from southeast Europe. SEE has a dual meaning: it stands for South East European and SEE - (look at) heritage. The idea of connecting NGOs on the regional level to build up joint activities and establish better links with other regional and international partners developed as a result of CHwB's decade of working experience in the Balkans and after discussions with national and local partners within the cultural heritage sector in Bosnia-Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia. Established in 2006, with 12 members, it has grown in 2011 to 24 member organisations (including the CHwB Regional office) and from six to eight countries (Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, Serbia and Romania).

According to the 2008 Programme document, the **objective** of the NGO network is to contribute to Southeast Europe (SEE) "as a region where people cooperate, understand and respect each other based upon their cultural differences".

The **purpose** of the network is protecting and promoting the common SEE heritage as a tool for sustainable and responsible development.

During the period 2008 to 2011, the **expected results** for the SEE Heritage Network, as proposed in the 2008 programme document, are:

- Strengthened role of civil society in the wider regional perspective
- Improved general management of cultural heritage
- Greater influence on decision makers
- Improved outreach towards the general public
- NGO sector's work promoted
- Increased awareness about Southeast European heritage
- Generation of joint projects and activities.

The budgeted amount for the SEE Heritage Network programme was SEK 924,000 for the period 2008–2011. In addition, the Network was granted additional funding from the Headley Trust in London (£25.000) and the Butrint Foundation (€ 10.000).

4.1 Findings

The SEE Heritage Network has established itself as a key civil society organisation in the Balkan region, with expertise in the built environment. It combines public outreach with continuous professional learning. This is achieved through its website, public events, conferences, and hands-on training of its membership. CHwB support has been critical in establishment and growth of the Network.

"It would not have happened without CHwB" – comment by SEE member

Network Set-up. At the institutional level, it has formalised its structure through a three-year strategic plan and statutes that were agreed by all members in 2009. The Network is legally registered in Montenegro and has its own secretariat based in Kotor. The current members of the SEE Heritage Network are:

1. **Albanian National Trust**, Albania
2. **Albanian Heritage Foundation**, Albania
3. **Association for Rehabilitation of the Cultural Heritage ARCH**, Serbia
4. **Butrint Foundation**, Albania
5. **Center for Cultural Heritage Projektor**, Montenegro
6. **Civic Association SUBURBIUM**, Serbia
7. **Cultural Heritage without Borders /CHwB/**, Regional Office in Bosnia and Herzegovina
8. **EC MA NDRYSHE**, Kosovo
9. **Europa Nostra Serbia**, Serbia
10. **EXPEDITIO** - Center for Sustainable Spatial Development, Montenegro
11. **Foundation Open Society Institute, Macedonia**, Macedonia
12. **GENIUS LOCI**, Croatia
13. **Gjirokastra Conservation and Development Organization**, Albania
14. **Heritage – Association for the Care and Preservation of Cultural Heritage in Macedonia**, Macedonia
15. **MJAFT! Movement**, Albania
16. **Notar - Centre for Preservation and Promotion of Kotor Documentary Heritage**, Montenegro
17. **NVO Mozaik,** Bosnia and Herzegovina
18. **NVO Kupreška visoravan,** Bosnia and Herzegovina
19. **PRO TORPEDO Rijeka**, Croatia
20. **Transylvania Trust**, Romania
21. **Turizmi Kulturor**, Albania
22. **Association of Friends of Split**, Croatia
23. **Macedonian ICOM National Committee**, Macedonia
24. **Association for Protection of Cultural and Natural Heritage, Konjic**, Bosnia and Herzegovina

The individual members of the Network represent some of the most talented and dynamic heritage professionals in the region. Many have studied abroad, and bring informed perspectives to their work at the national and regional levels. The Network has a strong membership of women experts, thus contributing to a balanced gender policy.

A significant challenge to the Network is travel logistics. In addition to the absence of direct flights between many countries, visa and travel restrictions hamper the mobility of the members. Some Kosovo members did not obtain entrance to Serbia and BiH, and therefore were unable to attend SEE meetings in Novi Sad and Belgrade in 2009. Nevertheless these logistical issues have not kept the NGOs from attending the Network's annual meetings.

Network Meetings

Since 2008, four network meetings have been organised by different network members: EC Ma Ndryshe (Kosovo, 2009), Europa Nostra and SUBURBIUM (Serbia, 2009), Pro Torpedo (Croatia, 2010); Albanian Heritage Foundation and GCDO (Albania, 2011). CHwB have backstopped the NGOs in the planning and monitoring of the meetings with the aim of increasing the level of their organisational skills.

Each of the meetings allocates discussion time for an airing of possibilities. Decisions are taken in a democratic manner. The team attended the ninth SEE Heritage Network meeting that took place in Tirana, Albania. This three-day meeting, which featured a public debate on “Illicit Trade of Works of Art: the Case of Albania”, assembled a wide range of Albanian institutions including representatives from the Albanian state police, relevant Albanian institutions dealing with integration and economy, the adviser to the Prime Minister of Albania on cultural heritage, the Department of Cultural Heritage Inventory at the Ministry of Tourism, the Institute for Monuments of Culture in Tirana, the EU the Swedish Embassy and the media. Around 70 people participated in the public debate. SEE Heritage Network members prepared a public appeal on illicit trade of works of art, which was sent to the relevant institutions and media. The meeting was characterised by a spirit of open exchange and cordial relationships among members.

Example of Network Meeting Topics: The member organisations stress the importance of strengthening cross-border cooperation through joint activities that would be implemented under the Network's umbrella, while creating a strong basis for upcoming projects in the cultural heritage field. During the Prizren meeting in 2009, hosted by the EC Ma Ndryshe (Go Differently) from Kosovo, the SEE Network considered the potential of tourism for local economic development. The possibilities and necessities for development of rural and urban tourism in south-eastern Europe were discussed. The following ideas were produced:

- forgotten cities (SUBURBIUM)
- visiting tours, SEE itineraries (CHwB)
- SEE itineraries, education of young people (Europa Nostra Serbia)
- twinning projects (Europa Nostra Serbia)
- address tourist organisations (Pro Torpedo)
- focus on education (Albanian Heritage)
- interactive map on web page, PR campaign (Mjaft)
- photographs of the region (Projekor)
- different itineraries – for example, Lord Byron
- youth exchange on cultural heritage
- SEE Heritage Youth Assembly (Albanian Heritage).

Public Debates and Presentations

An important feature of the meetings is the associated public debate on topics related to heritage, human rights and reconciliation. In 2007, the SEE Heritage Network organized a public debate entitled "Cultural Heritage and its Misuse in Political, Ideological and other Causes", and, in 2008, a workshop and public presentation on "Devastation of Cultural Heritage." In 2009, a conference – "Cultural Heritage Tourism and Sustainable Development" – was presented. Local institutions and authorities are invited to participate in these open debates. All the public debates are followed by a public appeal and are shared among key stakeholders and media. Thus, the Network plays a critical and often unique advocacy role for the broader heritage sector.

The Network has also advanced a broader appreciation of heritage, and the role of NGOs, in the region by means of its public events. Since 2008, the SEE Heritage Network has undertaken a public presentation of Cultural Heritage of Albania and Azerbaijan, Kotor, 10th February, 2008, and a conference on "Cultural Landscapes and the Implementation of the European Landscape Convention in South East Europe – the Role of NGOs", Novi Sad, October 12, 2009.

Public Information and Publications

Accompanying the meetings and public debates are publications. In its early years the Network published a booklet "Cultural Heritage and its Misuse in Political and Ideological Causes", and launched the public appeal urging local and national governments of the SEE Heritage region to stop the indifference towards the devastation of SEE heritage.

The Network has produced a series of informative and attractive publications, drawing on the graphic design skills of its members. Since 2008, it has published a booklet "SEE Heritage Network Meeting & Workshop, Cultural Landscapes and the Implementation of the European Landscape Convention in South East Europe – the Role of NGOs" (2009) and calendars for 2009 and 2010.

CHwB has also sponsored a website that provides information about SEE Heritage with links to the websites of its member organisations and UNESCO. The site is frequently consulted. A ccording to their website, they have had 119,729 content view hits.

The website www.seeheritage.org is one of the most important concrete results of the SEE Heritage Network work – effectively a portal for cultural heritage of the SEE region. According to CHwB, member NGOs share 112 links with UNESCO, ICCROM, ICOMOS, all the institutions for heritage protection in the region, all the relevant ministries, municipalities and city councils, independent organizations, donors, press and media, tourism organizations, etc.

Network Capacity Building

CHwB undertook practical activities to enhance Network capacities, with a focus on visibility and strategic planning. Discussions on PR and how to enhance the Network's visibility were carried out as part of every meeting. Each NGO participated in the preparation of a common leaflet and brochure about the SEE Heritage Network. They also created a separate visibility campaign for each of the meetings.

Strategic planning was handled through a series of meetings held during the development of the Network's strategic plan. This document was adopted in the Kosovo meeting in early 2009. Further points on strategic planning were developed at the 2011 Tirana meeting, where an EU Technical Assistance for Civil Society Organisations (TACSO) expert was invited to give a presentation on possibilities of EU funding and possible project frames. Further, with the funding that SEE Heritage has received from the Headley Trust, two meetings are planned (one for November 2011 and one for early Summer 2012), where strategic planning will be dealt with through a series of lectures and workshops that would be delivered by TACSO personnel from the SEE region.

Progress towards Expected Results

Consideration of progress towards Expected Results points to a number of issues. First, the expected results are very broad, such as strengthened role of civil society, improved general management of cultural heritage, improved outreach or NGO sector's work promoted. Second, there are no baseline data with which to measure change over the period under review. Third, there are no indicators to give guidance about performance. That said, it is possible to make the following comments.

1. Strengthened role of civil society in the wider regional perspective: During the period under review the Network increased its membership and became active as a European civil society organisation. The Network has grown from 12 members to 24, while retaining its initial members. Some 77 members of the SEE Heritage Network participated in the Network meetings in the period under review. In general, the members work closely with civil society in their respective countries – some more so than others, for example, Expeditio in Montenegro, Ec Ma Ndryshe in Kosovo, and SUBURBIUM in Serbia. Each organisation has its own profile with some more engaged in planning issues, others in industrial heritage, etc.

A Network member was invited to the Civil Society and Heritage meeting in July 2010 in Mechelen (Belgium), where she gave a presentation on heritage care and active citizenship as illustrated by the Network's activities.

2. Improved general management of cultural heritage: The SEE Network, as a whole and individually, are dedicated to improving heritage management. The Network and its members attempt to interact with the responsible government agencies on matters related to planning and conservation. The series of public debates are a further way to inform the authorities about

heritage management issues. Whether there has been an improvement in "general management" of cultural heritage cannot be established from the information at hand nor can the causality with SEE activities.

3. Greater influence on decision makers: There are some indications of the influence of member NGOs on decisions related to heritage. These include an initiative by NGO SUBURBIUM, supported by SEE Heritage Network and CHwB, in stopping the illegal construction in Novi Sad's fortress and the initiative by NGO Expeditio, also supported by SEE Heritage Network and CHwB, on changing the spatial plan of Boka Kotorska, enabling safeguarding of valuable heritage sites. But it is not possible to make generalisations about the region. The recent Albania meeting presentations on illicit trade is an effort to influence Albanian institutions to take more coordinated action to stem the flow of antiquities.

4. Improved outreach towards the general public: Each of the Network meetings features a public event. Since 2008, 130 individuals participated in public debates in 3 out of 4 meetings, and they represented different institutions. Greater access to the web in the region will increase possible public outreach: the website now registers the number of hits, which is a proxy for outreach, although it is likely to be used by professionals and less so by the general public.

5. NGO sector's work promoted: This expected result is very close to result 1.

6. Increased awareness about Southeast European heritage: The SEE Heritage Network and its members actively promote knowledge about the region's heritage and advocate for its protection. In addition to the publications and website, the SEE Heritage Network participated in the Europa Nostra meeting of 2011. Also in 2011, Europa Nostra Serbia organised a seminar on "Protecting heritage amidst urban development in Subotica", with participation from Hungarian, Scottish, and Spanish experts. Another effort is the calendars for 2009 and 2010. Its work with the Transylvania Trust is another avenue for enlarging awareness.

7. Generation of joint projects and activities: The Network has been successful in carrying out several joint projects. As a platform for cooperation, the SEE Heritage Network has facilitated activities between the Kosovan EC Ma Ndryshe and Serbian SUBURBIUM, the Serbian ARCH and Montenegran Expeditio, and the Croatia Pro Torpedo and Serbian Europa Nostra. At each meeting a discussion of possible projects takes place.

4.2 Assessment

This section analyses the findings in relation to the objective for the programme as stated in the 2008–2011 programme document.

4.2.1 Effectiveness

The SEE Heritage Network is a model of regional cooperation and professional exchange in the heritage sector which plays an important **convening role** in the region. Worldwide, it is one of the few of its kind. The Network provides space for exploration and open discussion. It is extending the reach of heritage concerns, for example, industrial heritage and 20th-century architecture, and continues to draw attention to the risk of misuse of heritage for nationalistic purposes.

In the context of a region where public institutions are poorly funded, subject to frequent changes of direction due to the formation of new governments, narrowly focused on building restoration, and often remote from civil society organisations, the SEE Network performs a very important **leadership role**.

The SEE Heritage Network has largely achieved its aim "to create a common stable foundation for collaboration, to reinforce the role of the general public of the Western Balkans by jointly promoting development of their common cultural and natural heritage, and to reach out with information and debate to all parts of the community" (Annual Report 2009, p. 8).

The evaluation can report evidence of achievement towards **six of the seven expected results**, with notable progress in the area of a strengthened role of civil society in the region, promotion of NGO sector's work, increased awareness about Southeast European heritage, and joint projects and activities. The Network has made an important contribution to a common vision that the countries of South East Europe share a common heritage, which is part of the common European and world heritage.[3] Although there are indications of improved general management of cultural heritage, the scope of the evaluation has not allowed for intensive investigation of this expected result. Similarly, there is some evidence of the Network's greater influence on decision-makers, but it has not been verified by the evaluation team.

With regard to meeting the five overall programme objectives, there are indications that the Network is contributing to an **understanding of cultural freedom and cultural diversity,** for example, by its multi-lingual publications on aspects of regional heritage. Its membership representing seven western Balkan countries and 24 NGOs is in itself a practical example of **creating conditions for reconciliation.**

Its attention to tourism is linked to **stimulating economic growth** and employment at community level. Through its advocacy work, the SEE Network works to improve the quality of **urban and spatial planning.** Its contacts with European organisations are a means to promote future EU integration of the countries in the Western Balkans. The Network's democratic approaches are fully consonant with **European** ways of working. The work can be seen to be directly related to **improved governance** of the culture sector. Its policy of inclusiveness in its membership and open communications sets a standard for the region.

4.2.2 Sustainability

The prospects for institutional and financial sustainability of the SEE Network are good. The membership of the Network is active and continues to add new members. Hands-on training by CHwB related to visibility and strategic planning has helped increase the capacity of the partner NGOs. There seems to be a strong sense of ownership among the members. The key to its sustainability will be its continued usefulness.

The SEE Network has successfully attracted support from the Headley Trust, UK, and the Open Society East East: Partnership beyond Borders Program (2007–2008). The Headley Trust, a UK-based trust, has provided two years of support for development of the website (2009 and 2010). It is also collaborating as an associate partner in a EU-funded project Civil Society Engagement In Community Building Through The Understanding, Development, Management and Preservation of The Built Cultural Heritage of the Western Balkans; CHwB, Expeditio, Europa Nostra Serbia, and EC Ma Ndryshe are the partners in the project and the Transylvania Trust is the lead partner. The SEE Heritage Network is currently exploring opportunities for other grants, including EU programmes. Although competition is tight, because of its track record of achievement, the competence of its members, and the freshness of its ideas, the SEE Heritage Network is well-positioned to secure future funding.

[3] Interestingly, the 2008 programme describes the SEE Heritage Network's objective of people cooperating, understanding and respecting each other based upon their **cultural difference**, while in fact it is the **commonality of culture** that has been the overarching principle of the SEE Network.

5. Regional training network

Since 2006, training in conservation for young professionals has been on offer from a number of European institutions. These include the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) in Rome (including annual courses on Conservation of Built Heritage and First Aid to Cultural Heritage in Times of Conflict, 2011, with Blue Shield); the Transylvania Trust; a UK National Trust study programme for young SEE professionals in 2009; UNESCO-sponsored workshops on periodic reporting for World Heritage site; and university courses in heritage conservation and management in the UK, Germany, and Sweden. ICCROM publishes a web-based International Training Directory, which lists training courses in the conservation field. Provision of continued professional training for staff of government institutions remains a serious shortcoming in the region.

In the absence of systematic training in the field of cultural heritage conservation for the heritage protection system in South East Europe, CHwB together with ICOMOS Macedonia, organised a regional expert meeting in Skopje/Orhid in 2006, with delegates from training institutes from Albania, Bosnia-Herzegovina, Bulgaria, Kosovo, Macedonia, Montenegro and Serbia. The discussion considered how training and knowledge-development could be reinforced via regional courses, seminars and workshops.

The idea of establishing **a regional training centre in Macedonia** to provide short term, hands-on training for young professionals from regional institutions was put forth. The centre was planned to be part of the ICOMOS Macedonia office to be run by local professionals. Financial support from the EU Culture 2007 was requested but the bid was not successful.

The **overall objective** of the Regional Training Network (initially called the Regional Educational Initiative) is to contribute to increased and continuous training in the areas of conservation and restoration. The training Network was to consist of two parts: the centre in Macedonia (budget of 400,000 SEK from Sida), and regional restoration camps in Albania (budget of 1.6 MSEK from Sida, with an additional €25.000 from POLIS University). However, the Regional Training Centre was never established in Macedonia as a result of a lack of follow-through and insufficient capacity among the Macedonia partners. According to CHwB's 2010 Report to Sida,

> "Despite many attempts to cooperate with Macedonian organisations, these have to a large extent been unsuccessful due to lack of capacities and skills on their part. As a result, CHwB has had to re-evaluate the importance of value-based workshops in conjunction with, and focus specifically on, Macedonian professionals in educational activities in Albania."

The **Regional Restoration Camps** in Albania, on the other hand, were implemented. The purpose of these restoration camps is to improve the skills of young professionals in the conservation/restoration field. Hands-on training, learning by doing and working with specific problems are done through practical exercises in ongoing restoration projects. The students are drawn from the region, from post-conflict countries, allowing them to exchange opinions and experiences.

The **expected results** of the Regional Restoration Camps in Albania, as stated in the 2008 programme proposal, are:

- A young generation of professionals created with profound understanding of common heritage of the Western Balkans and beyond;
- Improved capacity of the practical skills of young professionals;
- Traditional skills and crafts promoted and safeguarded;
- Raised awareness of cultural heritage values on behalf of local communities;
- Young professionals integrated as a part of the network with their colleagues in the region.

5.1 Findings

In light of the lack of progress on establishing a Regional Training Centre in Macedonia, stepping up support to training activities in the Gjirokastra Restoration Camps was a sensible alternative. In the original application Regional Camps were not seen to be a part of the Regional Training Centre but an individual activity. In total, 6 camps were held during the period under review and 216 students and mid-career professionals were trained. A total of 115 Albanian, 50 from the region, 38 from Sweden and 13 from EU countries and the US participated. Two camps took place in collaboration with the Royal College of Fine Arts in Stockholm. Other partners included Gjirokastra Conservation and Development Organisation, Gjirokastra; POLIS University, Albania and University of History and Philology, Tirana (Master's Degree in Restoration). The lecturers are drawn from regional and European faculties of architecture and conservation and master craftsmen from the region.

In the second and third camps, co-organised by the Royal University of Fine Arts, there were 19 Swedish participants each and 1 Norwegian. They represented a cross section of Swedish conservation professionals with staff from the National Heritage Board, National Property Board, Skansen, regional museums and architects in private practice. The two camps with the Royal University of Fine Arts were dedicated to surveying historic buildings. According to CHwB, it resulted in an exhibition that was shown in Tirana in April 2010, along with the presentation of restoration proposals. There have also been participants from Bulgaria, Croatia, and Romania, as well as EU member states such as Spain and Italy. Six Macedonians have taken part in the Albanian restoration camps. In the last years the proportion of Albanian participants has greatly increased due to a cooperation established with POLIS University in 2010, and a second with the Albanian State University in 2011. Young women have been encouraged to participate in the restoration camps and there has been a fair gender balance.

Participants learn about the Restoration Camps via the webpage, Facebook, portals from their universities and professors that are in the CHwB network. CHwB has built a database of some 900 contacts (universities, institutes for monument protection, ministries, NGOs, municipalities, individuals, donors, embassies, media, etc.) to whom they send regular announcements of the camp.

The curriculum includes theoretical studies and practical work. The topics of lectures include the following: historical versus contemporary constructions; restoration efforts from the UK and Albania; surveying methods; plasters, mortars and other materials in restoration; wood in restoration; environmental thinking and historic buildings; reconstruction versus restoration; and the historical development of Gjirokastra. Practical work focuses on repair of wooden structures (stairwell, door and floor), repairing and restoring rendering; surveying and stone carving. Optional drawing classes were provided in the 5th restoration camp.

The camp is structured to accommodate theoretical (lectures) and on-site exercises. Each lecturer conducts separate hands-on sessions with students to complement the lectures, i.e., surveying exercises led by the architectural specialist, mortar segregation analysis led by the mortar specialist and wood conservation exercises led by a wood expert. The students receive copies of hand-outs and summaries of the lectures. The assessment of participants is twofold: craftsmen evaluate participants, looking at efficiency, talent and attendance (the same goes for optional choices), and they are evaluated through written tests.

The name “Restoration Camp” is perhaps not the most accurate description of the activities, nor does it convey any sense of a reconciliation or human rights orientation. The term “camp” was used from the outset to denote the series of repair actions that were conducted by volunteers. Today, the camps have grown into what is best described as an intensive field course. In regard to the term **restoration versus conservation**, which in the English speaking world is the preferred term to cover all aspects of the conservation process, CHwB notes that the reason the term restoration is used is that in South East European Slavic languages – as opposed to English – restoration has a much broader meaning than conservation (which is limited to control of the environment in order to minimise the decay of materials and artefacts). This is confusing and does not correspond to international best practice usage. Generally, in CHwB, however, the term conservation/restoration is used together to help give a clearer message.

Student views

In interviews with student participants from Albania it is clear that the camps were an eye-opening experience to the craft of conservation. For many, it was the first time that they had the opportunity to work on a historic building. During their fortnight in Gjirokastra they also had the chance to live in a historic town and World Heritage site and to experience some of the dilemmas it faces--namely, depopulation, reduced economic activity, and social deprivation. The majority of respondents indicated that the experience of the restoration camp had influenced their choice of diploma topic and that they would welcome future opportunities to work in heritage conservation. Participant evaluations were carried out after each camp, and each participant anonymously filled out the sheets, assessing the overall camp organization and craftsmen (with marks 1–5), as well as open questions about their experience.

All of those who were interviewed reported learning from participating in the restoration camps. Some students expressed the view that their on-site experience was restricted to a limited range of conservation issues, for example, wood conservation. They explained that they would have liked to learn more about stone, mortars etc. Because the work teams were divided and assigned to particular areas of a building, the conservation demands varied.

Although CHwB has not formalised an alumni network for camp attendees, according to CHwB, the restoration camps have managed to inspire an informal network on Facebook. Out of 216 participants, some 100 have contacted each other after attending the camp, and at least 30% of that number is still in touch. For the new Sida application, establishing a formal network for camp participants is included as an activity.

Role of master craftsmen

The students also appreciated the opportunity to learn from master craftsmen. Because the craftsmen were from Kosovo and Turkey, as well as Albania, there was a regional dimension to learning about building crafts and other cultures. For students from outside the region there were some language issues that they felt impeded their learning. It would be useful in the future to develop a small glossary of common conservation terms that could be distributed to the students. The craftsmen, in turn, found the students to be motivated and competent.

Accreditation

A positive step is the inclusion of the restoration camps in the curriculum of POLIS University in Tirana (from 2010). This is the first time such practice-based work has been recognised in Albanian higher education. (See Chapter 8 on Albania for further information.)

5.2 Assessment

5.1.1 Effectiveness

The majority of the eight expected results for the Regional Training Centre in Macedonia **have not been achieved**. Nevertheless, through the SEE Network and Restoration Camps, there has been progress towards creating a network of experts in the region.

In regard to the Regional Restoration Camps in Albania, **considerable progress is evident in two of the five expected results**: improved capacity in terms of the practical skills of young professionals, and traditional skills and crafts promoted and safeguarded. For a third result, the beginnings of a network of young professionals can be detected via social networking. For the remaining two results the picture is weaker. In view of the two-week duration of the camps, it is not possible to claim that "a young generation of professionals created with profound understanding of common heritage of the Western Balkans and wider." Social surveys in Gjirokastra would be needed to judge whether the awareness of cultural heritage values on behalf of local communities has been raised as a result of the camps.

In regard to alignment with the five objectives for the Balkan Programme, the training programmes contribute to an **understanding of cultural diversity**. By living and working together for a fortnight, young students are able to develop new collegial relationships. It is a setting in which students can explore cultural freedom. To the extent the students and trainers represent the different countries and groups of the region, it also helps to create **conditions for reconciliation**. Since Albania is considered to be **neutral ground** in the Balkans, untainted by earlier conflicts, it is a particularly suitable place for regional restoration camps.

Conservation work is labour intensive and materials are sourced locally; therefore, there is a direct boost for the **local economy**. The setting of Gjirokastra is firsthand experience of the need for respectful **urban and spatial planning**. The courses are taught to levels that approximate **European standards.**

The demand for the restoration camps is strong with more than three applicants per place for the most recent camps. The programme is the only one of its kind in the Balkan region to expose students to conservation in situ. Conservation, however, is a complex and demanding field and the two-week restoration camps cover only a small slice of the experience and knowledge required. There is scope for expansion of the curriculum to include such themes as recording and conservation surveys of historic buildings (while exercises on survey are part of the overall curriculum, there may be scope for further in-depth learning), conservation areas, urban regeneration and adaptive reuse, community-based development, maintenance of historic structures, financing of heritage interventions, etc.

An important aspect of the restoration camps is the **regional** dimension, both in composition of the student body and craftsmen. This should be retained.

5.1.2 Sustainability

CHwB Albania is actively working to secure a future for the camps. There is a risk, however, if POLIS University takes over the direction of the camps, that the regional element could be seriously diluted should the majority of students be Albanian. Therefore, CHwB may wish to consider options to ensure the regional dimension of the activity with its underpinnings in reconciliation.

6. Kosovo

Cultural heritage in Kosovo has suffered extensively from the war and post-conflict period in Kosovo. CHwB estimates that about 700 of its 800 stone houses – many of which are kullas, towers that have served as a combined homestead, barn and fortification – were lost since 1999. Furthermore, the ethnic tensions that erupted into violence in 2004 resulted in severe damage to Orthodox sites. Strong pressure for new development in Pristina has had a negative impact on heritage: CHwB estimates that 44% of the traditional houses were destroyed between 2002 and 2007 by owners in response to the city's construction boom. The institutional structures for cultural heritage protection in Kosovo are new, inadequately staffed, and weakly funded.

As a common good of all inhabitants, cultural heritage has the potential to unite. At the same time, it can easily be politicised to create divisions. The Comprehensive Proposal for the Kosovo Status Settlement, or the Ahtisaari Plan, was designed to promote Kosovo as a multiethnic society. In Annex 5, it addresses the safeguarding of Serbian Orthodox cultural and religious heritage.

6.1 Findings

The Kosovo programme is structured according to four strategic programme areas:

1. **Programme Area 1:** Cultural Heritage Integrated in Urban and Spatial Planning on Municipal and National level
2. **Programme Area 2:** Reformation of the Institute for Protection of Monuments into a Conservation Centre – as a national body responsible for preservation of cultural heritage of Kosovo and an education centre
3. **Programme Area 3:** Heritage preservation and local community development through cultural tourism
4. **The New Swedish Initiative – also known as Velika Hoca**

The budget for 2008–2011 was SEK 13.1 million, with an additional SEK 4.1 million for the New Swedish Initiative.

During the implementation period of 2008 to 2011, Kosovo declared independence; spatial planning instruments were defined; the University of Pristina embarked on a reform process and the Serbian Orthodox Church was unwilling to implement laws related to cultural heritage. All these external events affected CHwB's programme. Meanwhile, CHwB received many new requests. For instance, it was i) frequently asked to provide grants to small NGO initiatives; ii) called upon as an advocate for cultural heritage in Kosovan society; and iii) requested by Sida to support the Divided Cities Forum in Mitrovica. Furthermore, some of CHwBs initiatives in the programme period that started out as pilot efforts, later developed into larger projects. In short, during the programme period, conditions have changed and opportunities have arisen, while certain avenues have been blocked. CHwB has shifted priorities to reflect these realities.

While there is overall logic and coherence about CHwB's work in Kosovo, it sometimes deviates from the expected results defined in 2008. The structure of the programme areas is confusing – in some instances projects that seem to belong to one strategic area are undertaken as part of another. Furthermore, the original goal structure and expected results are often either too specific or too imprecise (this is discussed further in section 9.4). To promote clarity, the team has decided to present the findings in Kosovo in line with the eight thematic areas presented in the sub-headings below.

The team has aimed to provide findings related to all Sida-funded activities. However, due to limited evaluation resources, it has given greater attention to the municipal planning interventions and the efforts in Velika Hoca.

Integrating cultural heritage in municipal planning

Cultural Heritage and Planning

Modern urban planning in Europe integrates social, economic, infrastructural, environmental and cultural concerns through democratic processes. In Sweden, for example, the government promotes inter-sectoral collaboration in urban planning and design to further sustainable development. Furthermore, the cultural environment is recognised as a resource that is important to regional development, health and quality of life and as a basis for collaboration.[4] UN Habitat's State *of the World's Cities Report 2004* notes that "on the assumption that culture can be a motor of employment growth, governments are directing investment toward new cultural industries, including towards public spaces whose cultural amenities are intended to harmonise different social interests and improve the quality of urban life."[5]

Planning in Kosovo

During Kosovo's socialist period, state institutions undertook all decisions and investments in municipalities. The introduction of a market economy brought challenges of building new institutional and legislative frameworks. The fundamental socioeconomic and political change has created a range of challenges for municipalities: unplanned and uncontrolled developments, environmental degradation, poor management of resources and insufficient new investments, which are contributing to high unemployment and the persistence of poverty. Among the instruments municipalities have to address these challenges is the Municipal Development Plan (MDP), which is a statutory requirement. General practice for producing the MDPs has been to outsource the task to private consultancy companies. This has implied substantive costs for the municipality. In addition, outsourcing has resulted in little participation (if at all); poor integration of cultural heritage concerns; minimal capacity-building; and, in many cases, a low level of ownership of the plan, which consequently has limited prospects for implementation.

CHwB Kosovo's Work in Local Planning

CHwB's Programme Area 1 aims to "strengthen the role of institutions in integrating cultural heritage in the spatial and urban planning process in Kosovo, as well as treating cultural heritage as a development opportunity for society". CHwB offers an important alternative to procuring external planners for municipalities. It consists of building municipal capacity and engaging civil society in contributing pro-actively to municipal planning through the participation in inclusive processes. This approach is expected to result in greater ownership and functionality, and lower costs.

Junik Pilot Project

CHwB chose as a pilot the municipality of Junik, a newly formed municipality with a wealth of cultural and natural heritage. Initially, CHwB was the only external actor supporting the municipality. It worked with the municipality to complete a Conservation and Development Plan for Junik in 2007, which surveyed over 1,300 buildings. Through a participatory process involving community representatives,

4 The Swedish National Heritage Board, 2007.

5 The Terms of Reference ask what significance cultural heritage has for planning of municipal urban development and environmental action plans. However, since this would be a dissertation in itself, it is beyond the scope of this evaluation to provide a full account of this subject area, apart from explaining the importance of integrated approaches in contemporary urban planning practices in Europe and internationally.

five priority areas for development were identified, of which two were i) tourism; and, ii) the protection and promotion of natural and cultural heritage.

In 2008, CHwB began supporting the municipality's preparation of the Municipal Development Plan (MDP), the Urban Development Plan (UDP) and the Urban Regulatory Plan (URP). The municipality itself (one of the smallest and poorest in Kosovo) financed 75%[6] of this work from its budget. In 2009, it brought in UN Habitat and its Municipal Spatial Planning Support Programme[7] as partners, who financed 50% of the process. The planning process was very comprehensive, consisting of numerous meetings, training sessions, thematic workshops and the use of different tools (e.g., brainstorming sessions, SWOT analysis, visioning, setting goals and objectives and scenario-building exercises), which focused on learning-by-doing. A key tool in this process was a five-day visioning workshop with civil society representatives (with special attention to include representatives of marginalised groups), the business community and municipal staff. Throughout, the municipality itself played the lead role and financed 25%.

Visioning Workshop

A participatory visioning workshop lasts for 3–5 days. Participants come from a cross-section of society and number between 20 and 30. The workshop is organised to be a "golden cage" and consists of several stages:

- Envisioning the past by relating individual memories to space;
- Creating a memory map of the area;
- Setting objectives for short- and medium-term using SWOT analysis;
- Setting targets for different issue and sectors – identifying synergies and conflicts; and
- Visualising vision on physical maps.

The objectives of the visioning workshop in JUNIK were:

- Engaging civil society, business community and others in spatial and social planning in order to improve living conditions;
- Strengthening information flow and cooperation between civil society and business community with local authorities; and
- Raising awareness of civil society, business community, citizens and others for the right to ownership of the Municipal Development Plan and Urban Development Plan.

Pilot Results of CHwB Kosovo Activities

Apart from the production of actual plans (MDP, UDP and URP), the planning processes have resulted in a number of effects. First, capacity has been built. According to ChwB, representatives of the Ministry of Culture, Youth and Sport, the Institute for Protection of Monuments, neighbouring municipalities, local institutions and relevant Junik municipal departments were involved during the entire process. The mayor of Junik deems that municipal staff strengthened their technical skills, knowledge and project management. For instance, when maps needed to be adjusted to reflect changes, staff themselves were able to use their new GIS skills to efficiently implement the adjustments. This direct control over the plans by a municipality is not the norm in Kosovo. Second, not only has civil society involvement in municipal affairs been strengthened, there is also evidence that the process has strengthened parts of civil society itself. For instance, when identifying women to attend the visioning workshop, a special meeting was organised for women to inform them of the planning processes. This has led the Junik

[6] CHwB Annual Report, 2008.

[7] This programme involves the Ministry for Environment and Spatial Planning and the Institute for Spatial Planning. It receives Sida support.

women to realise the benefit of dialogue among themselves, and they have begun to organise themselves. Now there are reportedly two women's NGOs generating income.

Third, although the in-house approach was considerably slower than if external private sector specialists had prepared the plans, CHwB maintains that the cost of the process was at least 4–5 times less by making optimal use of the professional expertise of staff and partners. Fourth, Junik has been able to integrate cultural heritage to a much greater and more meaningful degree than other municipalities. This way of working is being seen as a model for other municipalities. Fifth, stakeholders hold that the process has resulted in a much greater awareness and appreciation of cultural heritage among citizens.

There is evidence of a rising culture of participation among the citizens in the urban planning process. In addition, their interest in design, functionality and sustainability of the plans have reached the optimum level for the first time in Junik's history. (From Junik Municipal Report, 2008)

The Junik authorities saw cultural heritage as a priority area. The municipality wanted to conserve, restore, protect and use the wealth of built heritage and ensure that it contributed to the local economy in a beneficial way. Joining up with CHwB for the MDP required a leap of faith by the municipal government – nothing similar had ever been done in Kosovo. There was some fear that the external support would dry up before the end of the process.

The Junik municipality is very proud of its plans and accomplishments. Its success has attracted other partners and donors including IOM and EU regional economic development support. Furthermore, Junik was invited to showcase its planning process at an international conference on urban and spatial planning in Vienna in 2010.[8] It deems that CHwB has been instrumental for what it regards as a highly successful planning process. It regards CHwB's work to be of "excellent professional standard" and describes its partnership with CHwB as "very deep". Without CHwB, it believes its planning processes and documents would have been of much poorer quality and/or incomplete.

Promoting the Junik Pilot in Other Municipalities

CHwB's work with Junik constituted the flagship for CHwB's municipal work. CHwB is planning to bring its experience up to scale. An important part of this process has been a **situation report and baseline analysis of the inclusion of cultural heritage resources in urban and municipal development plans** in Kosovo that CHwB undertook in 2009. It was undertaken in partnership with all Kosovan municipalities, UN Habitat, the Institute for Spatial Planning, the Institute for the Protection of Monuments and the Archaeological Institute of Kosovo. The conference "Integrated Conservation and Sustainable Development" was organised to present the outputs of the research. According to CHwB and some stakeholders interviewed, this project has resulted in increased communication between the cultural heritage and spatial planning sectors. Drawing on this report and the Junik pilot, since 2010 CHwB has achieved the following:

- In 2010, **five municipalities** (Peja, Gjakova, Vushtrria, Mitrovica and Hani i Elezi) benefitted from study analyses, workshops and seminars (also attended by six representatives from Institute for Spatial Planning) on how to **incorporate cultural heritage into their existing and ongoing urban planning processes through integrated conservation** approaches.

[8] A joint group team from Junik municipality, UN Habitat and CHwB presented a case study of Junik entitled "Is Junik Unique?" under the theme "CITIES FOR EVERYONE - Liveable, Healthy, Prosperous - Promising Vision or Unrealistic Fantasy?" at REAL CORP 2010 15th International Conference on Urban Planning, Regional Development and Information Society.

- In 2010, CHwB helped organise a participatory **visioning workshop** for Gracanica, a new municipality that has a Serbian majority and is well known for its UNESCO World Heritage Site monastery.
- In 2011, visioning workshops were held in Partesh (large Serb majority), Mamusha (large Turkish and other minorities) and Vushtrri and Gjakova to inform the municipal planning processes. Except in Vushtrri, CHwB collaborated with UN Habitat.

A local industrialist took the initiative to improve the exterior of his factory after having participated in the visioning workshop in Partesh.

Conserving Prizren's City Centre: Carrying on from the previous programme period, CHwB has played an instrumental role in establishing the historical centre of Prizren as a cultural heritage zone. In 2009, together with the central and municipal authorities, CHwB finalised the Prizren Conservation and Development Plan – the first plan passed in Kosovo that concerns the conservation of a historical quarter. Currently, UN Habitat is supporting the local authorities to develop the implementation guidelines for the Conservation and Development Plan.

State of Vernacular Built Heritage in Kosovo:
The war in 1998-9 and the post-war reconstruction phase have resulted in the demolition of many treasures of vernacular heritage, especially traditional houses. According to records, there are approximately 2800 existing buildings that are labelled high risk because of their poor physical condition. While an average of 12 houses have undergone conservation each year, in Pristina alone 44 such houses were demolished between 2002 and 2007. According to CHwB, the emergency interventions cost one-tenth of a full restoration. *(From CHwB report "Lime and Stone")*

6.1.1 Strengthening professional institutional heritage capacity

In Kosovo, the protection and preservation of cultural heritage is the responsibility of the Ministry of Culture, Youth and Sport and its agency the Institute for the Protection of Monuments (IPM), which has regional offices called Cultural Heritage Centres. The sector is regarded as weak, underfunded and the division of administrative and technical functions has been unclear. As of yet, there is no functioning database of cultural heritage buildings, which undermines protection and preservation efforts.

Capacity development at central level

Early on, strengthening the central cultural heritage institutions was the main thrust of Programme Area 2. The project to support IPM in implementing the Law on Special Protected Zones floundered in 2008, when the Serbian Orthodox Church, influenced by the Serbian Government, refused to implement the law as envisaged by the Ahtisaari Plan. Thus, in 2009, CHwB re-focused. It began facilitating the Ministry of Culture, IPM, and its regional offices in the process of defining the vision, strategy and national plan for cultural heritage management. CHwB contributed to the drafting of the policy document *"Integrated Conservation in Kosova: A Policy Planning Guidance Paper"* and to a strategy on institutional reform of national cultural heritage institutions. A staff member was seconded to the Ministry.

Regional capacity-building through emergency interventions

In 2009, by undertaking a rescue restoration project, CHwB tried a hands-on approach to strengthening the IPM. Using traditional building techniques, a central kulla in Junik was restored for use in the future by the municipality (municipal library and reception hall). CHwB also planned to restore the hammam in Pristina, but when CHwB encountered questionable procurement practices it pulled out.

In 2010 and 2011, CHwB decided to redirect its focus from the central level to building institutional capacity in the regional Cultural Heritage Centres, municipalities and communities. After a few pilots, it

launched into undertaking emergency interventions, rescue restorations aimed at stopping further degradation and taking preventative measures. A major component of this hands-on approach to building capacity was raising awareness for the appropriate use of traditional crafts, skills and materials.

Using "heritage at risk" criteria, a total of 11 buildings in 11 different areas (Prizren, Dujaka, Peja, Viti, Mitrovica, Gjakove, Junik[9], Dranco, Isniq, Strellc and Pristina) have been selected for emergency interventions. Apart from two public buildings and a church, the rest are privately owned vernacular buildings, two of which are listed monuments. About half are intended for use as homes with bed and breakfast (B&B) facilities. One is intended to house a restaurant, another as a contemporary art centre. It is too early to tell the extent to which the different buildings are fulfilling these functions.

The Ministry of Culture has now adopted emergency interventions as a strategy. For 2011–2013 it has allocated nearly a half million Euros for emergency interventions, including rehabilitation work on 16 buildings in 2011.

Professional Publication and Seminar

To further strengthen professional capacities, CHwB i) published "Traditional Architecture and Documentation Methodologies" as part of its report series; and ii) organised a seminar entitled *Lime and Stone.* The seminar covered good practice in the use of lime and stone in restoration, focusing on longevity, preservation and conservation of the historic fabric. The workshop report reveals a well-planned and high-quality two-day event with site visits and with the Head of Building Conservation at the Architectural Association School in London as the guest speaker. There were 36 participants, including ministry officials, staff from regional cultural heritage centres, architects, craftsman, students and building material producers. One-third were women and one-third were government employees. According to the post workshop survey, participants were highly satisfied with the seminar. The team encountered a few of the participants who confirmed that the seminar was very useful and of high professional quality.

According to CHwB, by the end of 2010, approximately 130 government staff, young professionals, students and craftsmen participated in the restoration and workshops. In addition, documentation for a dozen sites – including plans, drawings, descriptions and photographs – were prepared.

All stakeholders interviewed agree that CHwB adds considerable value to the capacity development effort by linking the different institutions with each other and with civil society. Furthermore, its technical competence is considered to be strong.

6.1.2 Strengthening higher education in cultural heritage

The University of Pristina does not have the personnel or resources to introduce academic programmes that address cultural heritage from a multidisciplinary approach. In 2007, the Faculty of Architecture expressed interest in cooperating with CHwB to develop a postgraduate programme on heritage conservation. A project to strengthen higher education was thus included as part of Programme Area 2. However, in late 2008, the Faculty of Architecture at the University embarked on a reform process that froze the development of postgraduate studies for three years.

Summer University

CHwB, therefore, changed tack and organised a one-off course in 2009, on Integrated Conservation within the auspices of the Summer University in Pristina. It was attended by 26 students from the

[9] The municipality of Junik contributed with funds.

Balkan region under the leadership of a German professor. The eight men and 18 women who attended this course were students of architecture, construction, spatial planning, traffic and transport engineering. A few students who attended the programme were interviewed by the team. They found the course to be useful and of high quality.

CHwB collaborated with the Summer University again in 2010[10]. This time students conducted field work that consisted of documenting houses in Prizren. The aim was to "promote cooperation between the Faculty of Architecture with the Institute of the Protection of Monuments" and "improve capacity of professionals and students to deal with documentation and promotion of the valuable assets of vernacular cultural heritage of Kosovo". In total, 27 students participated in the project, including students from Kosovo, Albania, Macedonia, Serbia and Turkey, with equal involvement of men and women. With the supervision of the regional cultural heritage centre, the students documented seven houses, which are included in the publication "Documentation of traditional houses". One student who participated in this project was interviewed by the team. He expressed that he found the experience very useful and educational. The practical and collaborative components were especially appreciated.

Seminar on Sustainable Design and Disabled Access

In 2010, CHwB organised a seminar/retreat that focused on sustainable design and access for persons with disabilities. It was undertaken at a kulla in Gjakova area that had been recently rescued by CHwB's intervention and was owned by a family with a wheelchair-bound son named Adi. The aim of the seminar was to learn how new ideas and techniques can enhance the use of heritage buildings in line with contemporary needs of the community. At the heart of the seminar was Adi, his needs as a disabled person, and the desire to use the kulla for the benefit of the village community. After publishing an open call to students in the newspaper, eight students (of architecture, electrical engineering, urban design, psychology and conservation) were selected to participate. The students were joined by community members, craftsmen and architects. The seminar produced a report that provided a range of possibilities and ideas for the kulla's future interiors and use that could be implemented in the future. The seminar evaluation reveals high satisfaction among 80–90% of the students. Two students were interviewed by the evaluation team. They found the workshop highly educational. They particularly appreciated the multidisciplinary approach, the dialogue and discussions, and the collaboration with community members. The issues of accessibility were new to them and broadened their perspective.

Providing Internships

CHwB has also engaged interns, usually architecture students, as part of its projects. Since 2010, it has had 10 interns of which six were engaged in Sida-funded projects. Interestingly, several are non-Kosovans. The on-the-job learning afforded to interns and work experience are a contribution to improving skills in the sector as well as increasing the marketability of the interns in a tough economic climate.

6.1.3 Promoting cultural tourism

As stated in the American newspaper for the travel industry *Travel Weekly*, Kosovo "holds a great deal of appeal for select niche markets, and it holds out prospects for a broader audience down the road".[11] Indeed, in October 2010, the American Tourism Society held its annual conference in Pristina. However, tourism infrastructure is limited and its built cultural heritage is under threat from new construction and neglect.

[10] Funded under Programme Area 1.

[11] Nadine Godwin. "Kosovo's tourism development faces number of challenges", *Travel Weekly*, November 30, 2010.

As part of Programme Area 3, CHwB has aimed to stimulate local socioeconomic development and heritage preservation by establishing an improved basis for cultural tourism. Important aspects of this effort have been to engage local communities and promote voluntarism. CHwB Kosovo has developed a strategic – and practical – set of activities in this area. They include the following:

Organising an international conference
In 2009, CHwB assisted the Kosovo Tourism Association (KOTAS) to organise the international conference on "Cultural and Natural Heritage in the Function of Regional Development". The Ministry of Trade and Industry, the Municipality of Decan and the German Technical Cooperation (GTZ) also supported the forum.

Developing standard road signs
To contribute to access to cultural heritage and promote European standards and integration, CHwB worked with the authorities (Ministry of Transport, Ministry of Culture, IPM, etc.) to develop standardised road and information signs and a specific standard insignia for cultural heritage. Five pilot road signs were produced and installed in Junik. Since 2009, the authorities have not developed the signposting.

Publishing tourist guides[12]
CHwB undertook research and gathered information to prepare tourist guides to develop cultural tourism and strengthen tourism capacities. CHwB was contacted by the company "In Your Pocket" to produce the first modern tourist guide of Prizren and environs, complete with a cultural heritage map and information on transport, shopping, restaurants, accommodations, etc. In 2010, 10,000 copies were printed and 4,000 were distributed to shops (for sale), tourist spots and to all visitors attending the international documentary film festival "Dokufest". A pdf version is also available for downloading. A second "In Your Pocket" guide is expected to ready in 2011, and will cover Peja. The guides are professional, comprehensive and attractive with a youthful flair. Since there is a lack of tourist guides covering Kosovo, these guides constitute a significant resource for Kosovo's tourism.

Collaborative restoration for tourism
A report entitled "Identification of Vernacular Buildings with Potential for Collaborative and Voluntary Restoration" was produced in 2011, after a survey of buildings that were selected with the help of the regional heritage centres. It includes a basic architectural description of 30 buildings with pictures and a brief on the socioeconomic situation of the owners. One-third of the owners showed a willingness to collaborate in restorative work.

B & B market research and comparative study
Many of the private kullas that CHwB has documented or restored have potential as bed and breakfasts. CHwB hired a researcher to study the possible market for Bed and Breakfast services in Kosovo. The study also examines legislation and compares it with other countries. The research is to be made available to all interested groups working with tourism.

6.1.4 Promoting peaceful co-existence

In the process of Kosovo declaring its independence, and after a visit from Foreign Minister Carl Bildt, the Swedish government saw an urgent need to earmark funds for the Serbian minority to promote peaceful co-existence between Serbs and Albanians. As Sida was processing CHwB's 2008–2011

[12] The "In Your Pocket" guides have been co-funded by the Dutch Embassy (EUR 6000).

proposal, it requested CHwB to present four proposals for a programme area with this purpose. A joint decision was taken to support the Serbian enclave of Velika Hoca.

Velika Hoca suffers from high unemployment (estimated at 70%) and is recognised as a protected area by the Ahtisaari Plan. In previous years, after considerable efforts, CHwB had managed to gain some trust and access to heritage in Velika Hoca. For instance, it restored Saraj House, a Turkish influenced house, which was set to function as a community centre with a gallery, meeting facilities and computer room.

New Swedish initiative

Key aims of the New Swedish initiative, as the Velika Hoca support became known, was to **contribute to the reconciliation process by using heritage as a tool for i) dialogue; and ii) social and economic development – primarily through employment opportunities**. Four projects were undertaken: the restoration of Kujundzic Kulla, the establishment of a bed and breakfast scheme; the production of a heritage management plan and the renovation of the clock tower in Rahovec.

The initial plan was to restore a winery that was to be transformed into a new centre promoting rural and cultural tourism and thereby contribute socio-economically to the Velika Hoca community. However, to the dismay of many of the villagers, the Serbian Orthodox Church that owned the building, refused to co-operate with CHwB because Sweden recognised Kosovo's independence. CHwB, therefore, consulted with the Village Council – an informal body with authority in the community – to find another suitable renovation project. It was jointly decided to undertake the rescue restoration of Kujundzic Kulla, a community-run Kulla that has been converted into a mausoleum for Serbian soldiers who fell in the liberation from the Ottoman Empire. The restoration work employed 27 people from the village.

CHwB and the Village Council also agreed to promote a **bed and breakfast (B&B) scheme** by refurbishing a few vernacular homes. First, this involved assisting the Village Council in establishing itself as a formal association and legal entity. This gave it the authority to develop and organise an open, transparent and systematic process for the selection of vernacular buildings for the scheme. Four houses (Kostic, Pantic, Manitasevic and Spasic)[13] were identified. CHwB renovated a bedroom and bathroom in each house, provided basic furniture, and refurbished facades and gardens to create attractive spaces. Training in B&B management was organised for owners, including a study trip to Novoberdo to see examples of other B&B services. A cost-effective promotional strategy was established, an attractive brochure, which was promoted at the Tourism Fair in London, and a website that allows for advertisements of the services and direct bookings was set up. The team inspected the B&Bs and found that the rooms were in good shape. Occupancy, however, so far seems, at best, modest.

CHwB identified an inventory of heritage assets and a **cultural heritage management plan** as crucial tools for Velika Hoca as a designated protective zone. Therefore, CHwB, in consultation with the community, conducted an inventory and developed and published a management plan (possible use, strategy for the future, guidelines, maintenance) for the cultural assets in the village. The plan is expected to contribute to sustainable development and economic growth through employment and cultural tourism development.

In an effort to further promote peaceful co-existence, CHwB embarked on the restoration of the **clock tower in Rahovec,** a neighbouring town to Velika Hoca with a mixed Serb and Albanian population. The

[13] Initially 2 refurbishments were planned. Efficiency measures allowed 2 more to be included for the same price.

overall goal was to revitalise communities and inspire hope for the future. To encourage mutual respect, understanding and trust, the work was conducted by a mixed team of Serb craftsmen from Velika Hoca and Albanians. Twenty-five percent of the project was co-financed by the Municipality of Rahovec. The clock tower is a symbol of the municipality and is depicted on its logo. After 50 years, the clock and its bell are functioning – a fact reported in Kosovan media.

Results

In sum, the results of the work in Velika Hoca and environs include:

- A Cultural Heritage Management Plan;
- The formalisation of the community organisation Village Development Council;
- Four operating bed and breakfasts, with trained owners, brochures and a website;
- Restored Kujundzic Kulla, with a public space for community festivals;
- A restored and fully functional clock tower;
- Employment opportunities created for around 200 villagers, mostly men on a rotational basis. The employment has had a positive effect on incomes and taught/refined traditional craft skills among the villagers.

It is difficult for the evaluation team to fathom the depth of the mistrust and hostilities between the ethnic groups and, thus, accurately convey the change. However, stakeholders hold that the most important result of the New Swedish initiatives has been to open up Velika Hoca and provide opportunities for relationships between village inhabitants and outsiders. According to CHwB, friendship and professional partnerships have developed, and keep doing so, across previously hostile borders. CHwB was able to route the 2009 and 2010 Tours de Culture (See Section 6.2.4) through Velika Hoca, where villagers provided food for several hundred Albanians – an unthinkable occurrence a few years ago. Furthermore, statistics show that a comparatively high number of Velika Hoca's inhabitants (60%) participated in the national election – despite calls from Serbian authorities not to. Stakeholders believe that the results of CHwB's efforts in the village are likely to in some way have contributed to the villagers' greater willingness to participate in the election.

The evaluation team visited Saraj House, restored by CHwB in the last programme period. While the house is well restored and outfitted with computers and other inventory for community use, the house is currently not in use and the key is kept by the village priest. Since CHwB stopped paying electricity and Internet fees last year the house is not visited. The house has a few loose tiles, which could be repaired by the several men that have gained building skills. Despite CHwB's encouragement, it seems that the community has not taken on the maintenance of the building nor ensured that it functions as a community centre.

Divided cities project[14]

In 2010 Sida requested CHwB to use its funds to support "The Forum for Cities in Transition". The conference was held in Mitrovica and was attended by representatives from divided cities from Belfast to Jerusalem. CHwB's role was to help with logistics and to restore the cultural centre in which it was held. While the cultural centre does not have heritage value, it continues to be in use for various fairs and festivals among other events.

6.1.5 Promoting heritage in civil society

Due to the effects of both traditions of paternalistic social relationships and the former one-party system of governance, it is argued that many Kosovans have not made the full transition from being

[14] The funds for this project were from Progamme Area 2.

subjects into being citizens.[15] Yet the protection and preservation of cultural heritage everywhere requires an active and supportive civil society. Furthermore, the Ahtisaari Plan proposed that the role of citizens be strengthened in the promotion of cultural heritage.

The 2008–2011 programme document does not fully reflect the importance that CHwB attaches to the role of civil society for cultural heritage. It simply mentions that CHwB would facilitate NGO activities that "promote cultural heritage as a form of economic development and advocate its preservation" under Programme Area 3.

CHwB has actively and successfully promoted the role of civil society and community organisations in Kosovo. Its visioning workshops and other initiatives at the municipal level have systematically involved community members from a cross-section of society – women, ethnic groups, youth and business people.

Stakeholders also agree that CHwB has been effective in linking civil society with government processes and institutions. Spin-off effects of its efforts include the community organisation in Velika Hoca (Village Council) and the local women's organisations in Junik.[16] Other examples of strengthening civil society and cultural heritage include the following:

EC Ma Ndryshe[17]

Under the project "Strengthening the role of citizens on the promotion of cultural heritage", the civil activist NGO "Emancipimi Civil Ma Ndryshe" undertook the following activities with funding and support from ChwB:

- Organised the Prizren Cultural Heritage Forum consisting of ten meetings covering cultural tourism, Prizren's religious heritage and laws related to the historic centre. Government officials, municipal officials, businesses, NGOs, intellectuals and the media participated.
- Conducted research on "Religious Heritage and Cultural Diversity in Prizren", "Volunteerism and Cultural Heritage" and "Low-cost Interventions".
- Published five issues of a newsletter covering activities of stakeholders working in culture and cultural heritage fields.
- Translated 5 key European and international cultural heritage conventions and charters into Albanian.
- Organised a week-long multi-ethnic restoration camp in Drenoc village (Decan) with 15 middle school boys and girls.

Providing small grants to NGOs[18]

CHwB had prior experience of providing small grants. For instance, it was fundamental in the creation of Jeta, a local NGO in Decan that supports marginalised women was supported in its efforts to set up needlepoint and traditional cooking courses.[19] Jeta is now a thriving NGO. It also supported a community organisation that staged a whole traditional wedding procession with music, in which any member of the public could participate. Stakeholders deemed it to be a huge success and it created a strong community spirit – several local businesses stepped up to the occasion and provided food, drink

[15] Lincoln Mitchell et al. *Evaluation of Kosovo Civil Society Program*. USAID 2008.
[16] The women's NGO Jeta is largely a spin-off of CHwB's work from the earlier programme period. The organisation is a regular partner for the local tourism and planning bodies and has since received funds from other donors.
[17] The funds for this project were from Progamme Area 2.
[18] Funded under Programme Area 3.
[19] See also footnote above.

and additional entertainment. In 2010, CHwB established a small grants window to i) support civil society efforts in cultural heritage; and, ii) broaden people's access to cultural heritage.

To avoid a constant trickle of proposals, CHwB posted an open call for proposals. In 2010, 25 were received and 10 were funded. The proposals ranged from artisanal fairs, photo exhibitions, awareness campaigns to an animated film, production of illustrated maps for the historical zone of Prizren, a theatre performance and an artistic programme to welcome 200 euro-bikers. According to CHwB's monitoring, 3,000 visitors – including 270 school children – participated in some way in the activities, shows and exhibits. CHwB launched a second call in 2011, and six NGOs were awarded grants. One of the grantees is collecting information, documenting and filming intangible cultural heritage – the Kosovan cross-ethnic tradition of St George festivals and the rural rain rituals that have pagan roots.

Tour de Culture[20]

Since 2003, CHwB has organised a non-competitive and recreational cycling tour to promote: i) the natural and cultural heritage of Kosovo; ii) non-motor transport and safer roads; iii) health; and iv) clean environment. In 2010, CHwB also added the aim of enhancing inter-ethnic and inter-religious co-operation. It has become a significant event of Kosovo's European Heritage Days. Since 2006, the Tour de Culture has continued under the patronage of the Ministry of Culture, although it continues to be organised by CHwB and UN Habitat. Participation has gone from 100 in 2008, to over 350 in 2010. The event is well covered by the media (e.g., in 2009, 4 television channels and 3 daily newspapers). Along the route cyclists are encouraged to sightsee and participate in cultural events. In 2009, the tour expressly promoted the participation of Albanian and Serbian communities. At the finish line, the Serb community in Velika Hoca provided traditional food, wine and grapes to the 200 cyclists (over half of whom were Albanian) and a tour of the village's heritage site was organised. This was the first time since the war that such a large number of Albanians visited the village. In 2010, Velika Hoca was also incorporated into the itinerary – although this time as a venue for lunch.

6.1.6 Contributing to public awareness and advocacy

While CHwB states that its main goal has been to "advocate for cultural heritage as a means of reaching peace and reconciliation between ethnic groups in Kosovo and the Balkans," it does not have a separate programme area or strategy that focuses on public awareness and advocacy. However, CHwB has in fact energetically undertaken public awareness actions (in, for instance, its municipal work and by conducting public lectures) and engaged in advocacy for cultural heritage – both reactively and proactively. Kosovo's political system, the donors, civil society actors and the media have come to expect that CHwB engages as an independent and professional voice in issues relating to cultural heritage. After a decade of operating in Kosovo, CHwB appears to have gained respect for its professional knowledge and earned a unique standing in society. These public information efforts are particularly important in light of the weak capacity of Kosovan heritage institutions in this area.

In 2010, CHwB staff were invited to participate in 7 different TV debates in relation to cultural heritage issues and called on 30 times by national newspapers and at least once by the international press. So far in 2011, CHwB is mentioned in 13 articles and the head of office has been interviewed on the radio. The Head of Office has also been asked to speak at different events:

- Heritage and Tourism (organised by the American Tourism Society)
- Visioning as Tool for Development (UN Habitat Seminar)
- Heritage potentials for Tourism in Prizren (EC Ma Ndryshe)

[20] Funded under Programme Area 3 in 2009. Also funded by European Development Days (2009), YIHR in 2010.

- CHwB activities in Kosovo (Rotary Club)
- European Heritage Days (Ministry of Culture)

Furthermore, on occasion the office has issued press releases. Last year when the government threatened to tear down the union building in Pristina, CHwB issued a statement that contributed to the building being left alone.

6.1.7 Co-financed and externally financed projects

The CHwB Kosovo office has been very active – and successful – in gaining support from other national, international and bi-lateral agencies. On average, 35%–40% of CHwB's overall work in Kosovo has been financed by other donors, including municipalities. These include:

- **Development of database for IPM** (British Council). Initially part of the Sida-funded programme, this activity was later funded by the British Council. The work involved designing a database system so that built cultural heritage can be registered and managed. 2008, *EUR 170,649.*
- **See you in Dukagjini** (EU). Won tender. This is a project that promotes regional economic growth by promoting cultural tourism. CHwB has submitted a new related proposal for which it was short-listed. 2011–2012, *EUR 487,892*.
- **Promotion of culture and diversity in Kosovo** (Joint-funded project of EU and Council of Europe). 2010–2011, *EUR 25,912*.
- **Training facility in Prizren** (EU funded). Won tender. CHwB has partnered with the German company PEM. 2011-2013.

Restoration projects:

- **Preservation of Dranoc Village (**Swiss Heritage Society). This will involve the restoration of 10 kullas in Dranoc, a village with unique clusters of kullas. SHS, a century-old Swiss institution that has never worked outside the Swiss borders, chose to work with CHwB after a pilot initiative. Substantial community involvement is foreseen. EUR 250,000 through 2013.
- **Restoration of the city hammam in Mitrovica,** (UNESCO). 2009, *EUR 62,000.*
- **Conservation and Restoration of the wall paintings in the Hadum Mosque,** (UNESCO and 20% Sida). 2008, *EUR 62,500.*
- **Restoration of Kulla Haxhi Zeka in** Leshan (funded by Ambassador Fund of the US). Won tender. 2008–09, *EUR 39,052.*
- **Vushtrri Castle** (funded by Ambassador Fund of the US). Won tender. 2001, *EUR 15,518.*
- **Orthodox Episcopal in Prizren (EU)** Won tender in partnership with a private company. 2008, *EUR 130,000.*
- **Restoration of St. Saviour Church in Prizren** (UNESCO & Patrimony Sans Frontiers project). This project has had clear effects in relation to people's access to cultural heritage and a positive effect in relation to inter-ethnic relations. Before the restoration, the church was closed to outsiders. CHwB allowed the public to approach the restoration grounds when work started. Today the church is frequented by the general public as they hike up to the Prizren fort. 2010–2011. *EUR 44,672.*
- **Conservation and restoration design of Shuaip Pasha House in Prizren** (Municipality of Prizren). 2009, *EUR 3513.*

6.2 Assessment

As discussed in Annex 4 and Section 9.4, the goal structure for the different programme areas in Kosovo is not always clear. Some goals are poorly formulated and some are no longer relevant. Many projects (emergency interventions, the small grants window to NGOs, the Rahovec clock tower, the B&Bs in

Velika Hoca) were not foreseen in the original programme document, although the annual operational plans have introduced the projects and their aims at the start of each year. Another complicating factor in assessing effectiveness has been that **the annual operational plans introduce new projects with new aims**. While most of these reflect the previous stated goals and expected results, the emphasis and hierarchy may differ.

The team has studied the original 20 expected goals for Kosovo and can confirm that the goals have been more or less achieved, although often in a modified form. Instead of launching into a long, detailed discussion on each expected result, its formulation, the extent of its current relevance and the extent to which it has been achieved, the team deems that the most useful approach is to assess effectiveness in relation to higher level goals for Kosovo and the overall Western Balkan Programme.[21]

The overall goals of the Kosovo programme, as formulated in the 2008 programme document, are:

1. Cultural heritage integrated in urban and spatial planning on municipal and national levels.
2. The role and capacity of national and local institutions that deal with cultural heritage strengthened.[22]
3. Heritage preservation and local community development through cultural tourism.
4. Peaceful co-existence promoted and economic opportunities provided in Velika Hoca.

The extent to which these goals have been achieved and the sustainability of the effects will be discussed below. In addition, CHwB's results in relation to civil society and advocacy are discussed in relation to overall goal achievement.

6.2.1 Cultural heritage integrated in urban and spatial planning on the municipal and national Level

CHwB is a central actor in the effort to integrate cultural heritage in urban and spatial planning in Kosovo. The successful process and results in Junik is, according to all stakeholders, unique and impressive. Junik has shown the art of the possible when it comes to integrated planning. The baseline analysis that CHwB has produced regarding urban and municipal development plans reveals there is a way to go before cultural heritage is properly integrated elsewhere in Kosovo. However, CHwB's support to integrated planning processes in Prizren, Peja, Gjakova, Vushtrri, Partesh, Mamusha, Mitrovica, Hani i Elezi and Gracanica are clear steps in this direction. Whether the processes in other parts of Kosovo will be as successful as in Junik remains to be seen. The municipality of Junik, however, holds that it would not have the plans it does without the support of CHwB.

The integration of cultural heritage into urban and spatial planning promotes **diversity** and upholds the **right of citizens** to partake in culture. When cultural heritage is successfully integrated into municipal plans, it creates conditions for **potential growth** of the tourism sector. While it is too early to assess the tourism impact in Junik, the plans have taken special consideration to promote economic growth through cultural and natural tourism. While integrating cultural heritage in local planning is itself in line with **European norms**, European standards and ways of working have also been integrated in the process.

[21] Please note that achieved results have been documented in the above section 6.1.

[22] Since the original goal of reforming the Institute for Protection of Monuments "into a Conservation Centre - as a national body responsible for preservation of cultural heritage of Kosovo and an education centre" could not be implemented, the team has adjusted the goal to better reflect the subsequent strategy.

Sustainability

The institutional sustainability in the case of Junik is very high. The municipality has been in the driver's seat and assumed full ownership of the process. Community participation in the process has further strengthened sustainability. In addition, the municipality has invested its own resources in the process, as well as contributed to the restoration of built cultural heritage. The success of the planning process has also attracted funds from new donors. At the national level, the good relations CHwB has developed with the Institute of Spatial Planning points to continued collaboration.

6.2.2 The role and capacity of national and local institutions that deal with culture strengthened

Effectiveness

In its work with municipalities, emergency interventions, seminars, visioning workshops, tourism development, research efforts and publications, CHwB has systematically involved relevant national and local government institutions. Feedback from all governmental stakeholders was very positive. The feedback from workshops examined by the evaluation team also shows high satisfaction among participants. Since there have been no ex-post surveys of people who have benefitted from the capacity building efforts, it is difficult to assess the extent to which the capacity has been applied to strengthen the institutions. However, it can be reasonably assumed that with the breadth and depth of initiatives undertaken by CHwB, the institutions have been strengthened to at least some extent. The team also has anecdotal evidence from discussions with officials in Junik, Gjakova and Prizren of strengthened institutions during which officials explained how they applied their new skills. Both a central level official and a municipal staff member separately told the evaluation team that their training and collaboration with CHwB were the "best experience" they had had professionally.

University reform prevented CHwB from developing a postgraduate programme at the University of Pristina – an initiative that was likely to have had more far-reaching effects than the ad hoc efforts focused on the higher education system. Nevertheless, the initiatives were innovative, practical and multidisciplinary – all of which the current education system lacks.

CHwB has been adept at drawing students into actual projects that have results for Kosovo's cultural heritage beyond being educational. Promoting interaction and cooperation between the faculty of architecture and IPM can be seen as strategic for both institutions and the cultural heritage sector as a whole.

The development of institutional capacity in cultural heritage is crucial for **cultural freedom** and **diversity** to be enjoyed. If there is no capacity to protect, preserve and manage cultural heritage, people's right to take part in culture is undermined. Thus, CHwB's results have been a factor in developing institutional capacity and have contributed to creating conditions for cultural freedom and diversity.

Given that well-managed and preserved cultural heritage constitutes an important factor in tourism, the capacity strengthening may be contributing to creating conditions for **potential growth** of the tourism sector. While the team has not been able to verify it, there are indications that in its capacity-building efforts, CHwB has consistently promoted **environmental sustainability**, traditional materials and techniques, and **European** laws, standards and ways of working.

While only a small initiative to support the **human rights** of persons with disabilities, the fact that CHwB organised a workshop on disability access with a specific focus on the rights and needs of a young wheelchair-bound man, deserves special mention.

Sustainability

The ad hoc nature of the support to higher education has low institutional sustainability. Meanwhile, the more systematic and comprehensive support to the municipalities, the IPM, Institute for Spatial Planning and the regional cultural heritage centres suggests a greater propensity for institutional sustainability. According to the Ministry of Culture, CHwB's support is always "in harmony" with government policy, which also promotes greater sustainability.

6.2.3 Heritage preservation and local community development through cultural tourism

CHwB has been **effective** in producing the expected results in relation to cultural tourism. Arguably the most visible result with the most potential impact in the short-term is the "In Your Pocket" guides. "See you in Dukagjini", CHwB's new project with the EU (and 10% Sida contribution), is also contributing in substantial ways to cultural tourism. The results create conditions that may eventually contribute to promoting cultural diversity and stimulate economic growth.

In terms of **sustainability**, the studies conducted are finished products that can serve as useful tools in the future. There is good potential in that the "In Your Pocket" guides are financed by advertising and/or actors in the tourism industry. However, the sustainability of the cultural heritage road signs is uncertain. While some have been set up in Dukajin, the government has not replicated them in other regions.

6.2.4 Peaceful co-existence promoted and economic opportunities provided in Velika Hoca

In assessing the effectiveness of the initiatives in Velika Hoca, the **process** must be deemed more important than the actual results. Nevertheless, the results (listed in Section 6.1.5) are beyond what CHwB itself believed was possible. Unforeseen effects such as the formalisation of the community organisation and the cooperation between Albanian and Serb craftsmen can be seen as building blocks that contribute to **sustainable peace** and **democratic development**. Furthermore, Velika Hoca has become a far more open community and, according to stakeholders, therefore different from other Serb enclaves that have not received support. According to community leaders, this change is a result of the villagers work with CHwB. It can therefore be assumed that without CHwB support, tensions would have remained high and Velika Hoca would have remained isolated. While causality is difficult to prove, stakeholders, including a village leader, believe that it is plausible that CHwB's presence in Velika Hoca was one of several factors contributing to the relatively high level of participation in the election.

In terms of **stimulating economic** growth and developing cultural heritage as an income-generating factor at the community level, the effects of the support are modest to low, but not unimportant. During the restoration period, most families benefited from employment opportunities, albeit for a short period. While four new bed and breakfasts can provide extra income to four families, the sums are very small and tourism is yet in its infancy.

The inventory of heritage assets and the cultural heritage management plan are relevant to CHwB's overall goals and important both to Velika Hoca's community and to Kosovo: i) as tools for managing this designated protected zone, they facilitate implementation of the peace plan; ii) they contribute to **urban and spatial planning**; iii) they create conditions for Kosovans to enjoy **cultural diversity**; iv) they contribute to the **cultural freedom** of the Serb minority; and v) they are tools that support the government in fulfilling its obligations in promoting the right of **people to take part in culture**.

In the case of Velika Hoca, sustainability of the contributions to peaceful coexistence is arguably the most important. The relationships established, and the more open perspective of the village, have relatively high sustainability. Likewise, the cultural heritage management plan is a sustainable effect. The sustainability of the bed and breakfasts will depend on the level of business achieved in the coming years. Tourism will need to reach a level that makes it worthwhile to continue to maintain the bed and breakfast facilities. As a village with some attractive older buildings and being near a pilgrimage site, Velika Hoca has a certain potential for tourism. Meanwhile, the financial contribution to the income of many families provided through the restoration work was temporary by design and not sustainable.

6.2.5 Civil society, public awareness and advocacy

Strengthening i) civil society/civil society actors in the field of cultural heritage; ii) raising awareness in Kosovan society; and iii) advocating for cultural heritage are not stated as specified goals. Nevertheless, CHwB has achieved significant results in these areas and they contribute to achieving its overall goals.

To begin with, by supporting heritage NGOs/community organisations and strongly promoting a cross-section of society into visioning and other workshops, CHwB is contributing to strengthening civil society itself. A healthy civil society is considered a prerequisite for a well-functioning **democratic society.** Likewise, by offering an independent voice on cultural heritage in the media and proactively advocating for the protection of built heritage, **CHwB is contributing to public discourse**, an important factor for **good governance**.

By supporting heritage NGOs, CHwB has promoted a fuller spectrum of cultural heritage, including crafts, intangible heritage, performing arts, documentation of disappearing heritage, etc. This in turn provides additional ways in which CHwB has contributed to creating conditions for greater **cultural diversity** and **cultural freedom**/people's right to partake in culture. Likewise, CHwB has contributed to creating conditions for cultural diversity and cultural freedom by raising awareness of cultural heritage resources (among community members, craftsmen, building owners, tourism actors, students, children, in the media etc.), and in some cases successfully advocating for heritage protection and conservation.

In its initiatives involving civil society, communities and the public, CHwB has quietly promoted **reconciliation**. It has made efforts to include members of minority communities in its activities (Tour de Culture) and its municipal planning workshops (in e.g., Mamusha, Gracanica, Partesh and Mitrovica). It also appears that it has gained some credibility as being ethnically neutral by undertaking restorations of three Orthodox churches and the Serb enclave of Velika Hoca. While not funded by Sida (See Section 6.1.8), the renovation of St. Saviour Church in Prizren has contributed to normalising life in this part of the city, allowing access to all members of the community.

<u>Sustainability</u>

After over 10 years of work in Kosovo, there is evidence that CHwB's awareness-raising is having an effect. The organisation has become well known and the demand for its views and expertise is testament to that its messages are getting through. Systematically engaging with communities to appreciate the value of cultural heritage promotes ownership.
the value of cultural heritage promotes ownership.

7. Serbia

While Serbia has a comparatively more developed institutional set-up for cultural heritage within the public sector, it is strongly centralised and the involvement of civil society is minimal. CHwB has aimed to facilitate contacts and dialogue among Serbian heritage actors at different levels, as well as link the sector to regional and European partners.

CHwB's independent evaluation from 2007 highlighted the need to include Serbia in initiatives to promote peace and stability. Indeed, CHwB considers the inclusion of projects in Serbia as crucial to ensure a balance in the region and gain the necessary credibility as an honest broker.

CHwB planned for two different restoration projects in Serbia during in the period 2008–2011. First, together with the cultural heritage NGO ARCH, CHwB initiated a project to transform the industrial community of Senje and its coalmine into a centre for cultural tourism, with a special emphasis on youth. The budget for 2008–2011 was estimated at SEK 1.56 million.

Second, the "100 Roofs Project" was established in partnership with the Serbian Institute for the Protection of Monuments (SIPM) with a budget of SEK 2.25 million for 2008–2011. An additional €9.000 was provided by SIPM. Despite its name, this project has never had as an immediate objective to restore 100 roofs. Rather, the objective has been to improve the capacity of local craftsmanship and professionals regarding usage of local materials and techniques in restoring roofs of vernacular[23] Serbian building heritage, which is a disappearing craft. For instance, the skill of hewing wooden shingles was held by only two elderly craftsmen in all of Serbia until CHwB's support.

7.1 Findings

Senje: Senje coalmine is Serbia's oldest and dates from 1853. It is considered the birthplace of industrialisation in Serbia. After the initial restoration of the old forge, which served as a tourist centre, a plan was to be produced to convert the area into an eco-museum based on the Bergslagen eco-museum in Sweden. It was hoped that the project would serve as a model for the conservation and enjoyment of other industrial heritage sites in the region, few of which have been recognised for conservation. However, this project never progressed beyond its first phase, which included i) the design and production of a beautifully produced info-map that describes the cultural landscape of Senje with pictures, photos, text and maps; and, ii) preparation of signs and pathways to guide visitors around the community. The cessation was due to lack of agreement between the Ministry of Culture and ARCH. Furthermore, the Ministry claimed that it had received funding from the European Commission for the restoration of the forge and therefore no longer needed ARCH or CHwB. CHwB attempted to mediate between its two partners by offering to redirect the restoration work towards a union building in Senje that needed a new roof and that could serve as a performing arts centre. However, CHwB's partners have remained in disagreement. Meanwhile, there has apparently been no progress regarding the EC-funded forge restoration. The project has been terminated.

[23] i.e., of being an indigenous building style using local materials and traditional methods of construction and ornament, especially as distinguished from academic or historical architectural styles.

100 Roofs: This project, which may have been more aptly called "vernacular roofs" since 100 restorations were never in mind, will have consisted of the documentation and rescue restoration of 7 buildings:

- 2 winery roofs/walls completed in Rogljevo
- 2 winery roofs/walls to be restored within months in Rajac, (Negotin area, Eastern Serbia)
- 2 vernacular churches in Zlatibor region (South-western Serbia)
- 1 stable in Tica field (Milenkovac, southwestern Serbia), which was turned over to a local association concerned with the protection of Tica Field. It is to be used for tourism training for villagers.

Criteria on choosing buildings for rescue roof restoration:

1. The level of priority for the Institute for Protection of Monuments
2. The state of deterioration
3. The type of the roof cover
4. Geographic location
5. Available funds
6. Potential impact on the development of surrounding area
7. The interest of the owners/state/municipality to undertake further restoration

During the course of the programme period decisions on which buildings to restore shifted several times. The general criteria in the adjacent box were used to determine which buildings to prioritise. Initially, only two wineries in Negotin were selected, but once the area was included on the Serbia tentative UNESCO World Heritage List, two more roofs were added.

In addition, 4 workshops on craftsmanship for roof repair (straw, tiles, wooden joints and wooden tiles) have been held at the different sites. Around 25 people have been trained, including architect students, craftsmen, NGO members, clergy and community members. A manual for restoring wooden roofs, a dying craft in Serbia, has been prepared and is expected to be published before the end of the year in English and Serbian. It will be distributed to the relevant Serbian authorities, to Serbian heritage NGOs, all stakeholders involved, the SEE Heritage Network members and the heritage institutes in BiH and Montenegro.

This evaluation visited and studied the restoration sites in the Negotin area characterised by wine cellar settlements called pivnice. This region of Serbia is economically depressed, suffering from extensive depopulation of productive-aged citizens due to inhabitants seeking work abroad. Tourism is seen by the government as a viable economic sector that needs to be developed. The pivnice appear to have considerable tourism potential: they are attractive, unique, produce wine and brandy and have picturesque festivals in the autumn and winter. In particular, it is hoped that restored structures in the pivnice could be converted into bed and breakfast facilities. Other nearby sites of tourist interest that can have a pull-effect include Mesolithic, Roman and medieval ruins of considerable note. However, given the generally dilapidated state of the structures and the lack of infrastructure (water and sewage systems, levelled pathways, etc.) considerable investments[24] are needed. CHwB's restoration work with SIPM is considered by the latter as pilot initiatives to show the art of the possible to the local population, authorities and potential investors and as a first step in making the pivnice a vibrant tourist destination. SIPM believes that the ability to attract other donors, such as the EC, to support further restoration work will be much greater now with a few examples of restored structures. Further, SIPM entered into dialogue with the ministries for tourism and agriculture to explore possibilities for partnership.

[24] The head architect from SIPM estimates 100 million EURO are needed for the full structural restoration and infrastructural upgrading of the 3 main pivnice sites. This can be compared with the recent renovation of a prominent church in Belgrade which has cost 400 million EURO.

Selection of Pivnice for Conservation

Before preparing the restoration plans, a series of meetings with the local owners of the cellars were held to help with the selection. A number of criteria were used by SIPM to select structures, including that the cellar was in use for wine production; that the owner(s) were from the village; the income level (low) of the owner; and, the state of the structure. Once the restoration work began, owners were both involved in the actual building work and looked after the craftsmen. Architects and students were also part of the building team. The co-operation among the different actors has, according to SIPM, been very good. At one point, when rain was threatening to damage the structure, all the architects and several villagers pitched in together to finish the roof as fast as possible.

Capacity Building

The architects from SIPM who have participated in regional CHwB training efforts are highly positive regarding the co-operation with CHwB (See Section 5). While the technical knowledge and professional exchange were highly appreciated, the most valued aspect was the exposure to improved management skill, not least with regard to approaching and involving communities. While SIPM has received occasional funds from other international sources, it does not enjoy a comparable partnership with any other external organisation.

The Negotinske Pivnice

In the area of the Negotin Frontier, famous for its vineyards dating from ancient times, local viticulture populations used to establish secondary rural settlements of wine cellars not far from their permanent homes called Pivnice. The cellars were used to process grapes into wine and brandy, as well as storage facilities. Most have dilapidated completely but a handful remains.

The oldest documents on the Negotinske Pivnice date back to the mid-19th century. There are no reliable data on the time when they were first built in this region. It is assumed that before the present-day *pivnice* were created, structures made of much poorer quality material and construction had been built at these locations.

The significance of these secondary settlements for the local population is reflected in the fact that these wine cellars were often more monumental and better quality structures than family homes. Each family had one or more cellars, constituting an integral part of the life of every villager in the region. These cellars and the wine were incorporated in religious and farming festivals and birth and burial rituals, many which remain till today. For instance, the archaic custom of holding the funeral ceremony in the cellar complex is still practiced and each head of household takes red wine from his/her cellar and when the procession passes by he/she pours the wine over the hearse wheels. Some of the ceremonies are reminiscent of Roman Bacchanalian rites, and indeed wine was first cultivated in the area during Roman times.

The Pivnice have become candidates for UNESCO World Heritage List because they are considered to:

- bear a unique or at least exceptional testimony to a cultural tradition or to a civilisation which is living or which has disappeared;
- be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history;
- be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change;
- be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance.

(Adapted from UNESCO's website)

7.2 Assessment

The Senje Coalmine project was effective in achieving the objectives set out in its first phase. However, since the project was terminated when CHwB's partners failed to reach an agreement, the other objectives could not be met. There are no indications that CHwB can be held responsible for the cooperation problems between the other two partners. The failure of this project is a pity because it had potential to eventually connect across borders with other industrial heritage sites in the Balkan region, which would have been relevant to the promotion of peace, reconciliation and civil society interaction.

The following assessment of the results of the 100 Roofs project focuses mainly on the restoration activities visited by the team, namely the Negotin pivnice.

The expected results have been achieved as follows:

- *Restored roofs of at least 5 vernacular buildings*: 5 roofs have been achieved. In at least three cases, more than just the roofs were restored – walls, beams and other structural parts were also addressed. Two more pivnice cellars will be restored by the end of the year, totalling 7 roofs. The finished structures are well restored and contrast sharply to the crumbling neighbouring cellars.
- *Protected traditional crafts by their direct usage:* Use of traditional crafts will have helped keep techniques alive, at least during the project period. The documentation by SIPM will be important to provide guidance to future restorations in line with traditional crafts. The upcoming publication on wooden roofing techniques will also constitute a significant contribution. While the project will have contributed to the protection of traditional roofing craftsmanship, the actual extent to which these skills will be protected depends on whether more wine cellars, straw and wooden roofs will be restored in line with traditional techniques in the future.
- *Improved capacity of female and male professionals:* 7 women and 15 men participated in workshops on traditional roofing techniques. How the training was applied or whether there were other changes as a result of training could not be determined by the team from the data gathered.
- *Traditional techniques and materials used in a comprehensive way:* The finished pivnice cellars show fine craftsmanship. Mostly local materials were used – including beams made from local trees. The evaluator was shown a building that had been renovated privately using cheaper or more modern solutions, which were clearly inferior.
- *Vernacular Serbian heritage promoted and emphasised as a category worthwhile protecting:* The fact that the Negotinske Pivnice have been placed on the tentative UNESCO World Heritage List concretely recognises and promotes this form of Serbian heritage as potentially valuable to mankind and, therefore, in need of protection. This result is beyond what was expected in the programme document. Stakeholders interviewed believe it is unlikely for this to have happened at this time if SIPM had not partnered with CHwB to begin restorative work in line with traditional techniques. The evaluation has not had the resources to study the other sites and can therefore not assess the extent to which they have been regarded as valuable heritage.

In terms of *immediate* results achieved, the **effectiveness** of 100 Roofs can be said to be high. In terms of effectiveness in relation to CHwB's *overall* goals from the Western Balkan Programme, the effectiveness is modest. Having been placed on the tentative UNESCO World Heritage List is an indication that the Negotinske pivnices may have unique cultural value not only for the local population and Serbia, but also for mankind. The support to restoring the disappearing pivnice contributes to **diversity of cultural heritage;** and by fulfilling Serbia's commitments to Article 15 of the ICESCR, it promotes **cultural freedom**.

In terms of the overall goal of stimulating **economic growth** and developing cultural heritage as an income-generating factor at the community level, the contribution is not unimportant, but in the case of the Negotinske pivnice, it has so far been fairly minimal. The renovation of four cellars out of many dozens in need will not alone transform the pivnice to more popular tourist destinations. Considerable investments in renovation, infrastructure, agriculture and the service sector will be needed. While this may happen, it is too early to tell whether and how long such developments will take. Nevertheless, given the uniqueness of the pivnice culture, combined with the attractive landscapes and other potential tourist destinations with high tourist value in proximity, CHwB has prioritised the investments according to where there is a realistic chance for tourism development. It is not possible for the team to comment on the other restoration sites.

There is no evidence that there is a connection with this project and the introduction of **European laws**. However, the consultative manner of the work process and the involvement of various stakeholders can be regarded as a modern European way of working.

There is **no evidence that the project creates conditions for reconciliation** or is even the least bit relevant in this sense. At best, perhaps the support can be seen as important in honing SIPM interest in engaging in CHwB's other regional activities, which have stronger reconciliation and peace-promoting dimensions.

The **sustainability** of the buildings that have been restored is promising. If properly maintained, the structures will last for decades. Knowledge and capacities in regard to building conservation have been gained by professionals and institutionalised in a government agency (SIPM). At the same time, members of the local population have also gained valuable knowledge and understanding that can contribute to sustainability (upkeep of structures) and replication. However, the sustainability of all capacities gained through the project depends very much on how they can be applied. This is tied in part to future investments to conserve the pivnice, improve the viticultural production and develop the area for tourism.

8. Albania

Albania is fast emerging from half a century of near total isolation. Explosive building activity since independence and the absence of a functional land-use planning system have destroyed much of the country's historic environment. Institutional capacity has lagged but is being supported by international, bilateral and private foundations including the World Bank, EU, Government of Italy, the Packard Humanities Institute, and Butrint Foundation. The overall institutional and political context of cultural heritage in Albania is difficult, with a serious deficit in qualified staff in government heritage bodies. For a number of years there have been frequent changes at the ministerial and institutional levels.

The **overall objectives of the 2008–2011 cooperation** in Albania are to contribute to:

- Sustained training of conservation/restoration specialists and the creation of their future employment opportunities
- Improved restoration practices.

Expected results from the training and sustainable use of restored buildings in Albania, according to the 2008 programme proposal, are:

- Trained professionals within the Institute for Protection of Monuments will be securing the long-term sustainability of the active cultural heritage protection in Albania;
- Traditional craftsmen integrated in the process of restoration, where the link between them and the responsible architects from the Institute, are securing the sustainability of their production in future;
- Three buildings are restored in Gjirokastra;
- Maintenance programmes produced for the restored buildings.

The budget for the programme in Albania is SEK 6.1 million, which an additional €75.000,00 from the Packard Humanities Institute.

8.1 Findings[25]

Albania is able to play an important role in delivering CHwB objectives as it is considered to be **neutral ground** in the Balkans, untainted by earlier conflicts. At the same time, due to its previous extreme isolation, contact with regional and European experts is essential for its future development and integration into the EU.

The CHwB programme in Albania began in 2006 with a focus on professional training and restoration of pilot historic buildings. CHwB started its cooperation in Albania by conducting a first working camp in the Tekke of Melanait near Gjirokastra. A local NGO organised the event, which gathered young persons from several countries in the western Balkans. The Albania cooperation continued with the annual meeting of the SEE Heritage Network in Gjirokastra in 2006 and then in Berat in 2008. Again in 2007, CHwB promoted cultural heritage in Albania through a regional restoration camp jointly organised with Albanian partners.

At this time CHwB received requests from Albanian partners for continued cooperation; joint planning took place with the Institute for Protection of Monuments and the Gjirokastra Conservation and Development Office regarding improved conservation policies.

[25] In the time available during the field visit, the team concentrated on the SEE meeting in Tirana and meeting with key stakeholders in Tirana. Due to time and resource constraints it was not possible to visit Gjirokastra, nor see the restoration camps in action.

In mid-2008 a contract was signed with the Institute for the Protection of Monuments for continued collaboration in Gjirokastra and elsewhere, as well as planned annual building conservation camps. The agreement was terminated, however, "due to disagreement between various Albanian authorities" (Annual Report 2009, p. 11).

Subsequently, the contract was revised and in 2009, CHwB signed a collaborative agreement with five Albanian institutions: the Albanian Ministry of Culture; National Cultural Heritage Institute, Tirana; Regional Cultural Heritage Institute, Gjirokastra; Gjirokastra Conservation and Development Office; and Gjirokastra Local Organisation for Cultural Development. The agreement concerns the restoration of two culturally important historical buildings, and the reinforcement of capacity and training in the area of cultural heritage through regional building conservation camps. An aim is to increase Albanian participation in regional and wider European activities.

In late 2009, CHwB registered and established its office in Tirana. It now has a branch office in Gjirokastra to supervise the building restoration works. The head of office travels to Gjirokastra on a weekly basis as a means of quality assurance. CHwB is also involved in assuring that transparent tendering processes are respected in all its activities.

Albanian institutional partners

The main institutional partners of ChwB in Albania include the Albanian Ministry of Tourism, Culture Youth and Sport; Institute of Monuments of Culture in Tirana; Gjirokastra Conservation and Development Office (GCDO); Regional Directorate of National Monuments of Culture Gjirokastra; Gjirokastra Conservation and Development Organization; POLIS – International University for Architecture and Urban Policies; Adventures in Preservation Network; and two museums which participated in the 1 + 1 project; the National Historical Museum of Tirana and the Shkodra Museum. Another partner is the Post-graduate Department of Architectural Conservation of London School of Architecture.

Changes

Since 2008, the CHwB Albanian cooperation has adjusted itself to accommodate a variety of institutional changes. Initially, the project document was developed to deal with three monuments instead of two. The contractual agreement was signed with the Institute of Monuments (IMC) in mid-2008. This contract has allowed for surveying of the buildings to begin and to engage young trainees. But due to an administration re-organisation that took place later in 2008, the contract needed to be re-structured. The new contract added the newly formed branch of the Ministry of Culture (now Culture, Youth and Sport). This new contract was not signed until mid-2009, when a new Minister was appointed. The total time lost was more than six months. Due to this, and several other obstacles, CHwB is now finalising restoration of the two monuments in Gjirokastra.

Capacity Building

CHwB operates in a situation of considerable institutional instability where qualified staff is in very short supply. The Institute of Monuments changed four directors since 2008. With each new director CHwB Albania requested that IMC professionals be engaged in the Gjirokastra conservation work in order to create synergies among professionals and craftsmen. Until late 2010, cooperation was inadequate with very little IMC staff involvement. With the latest IMC Director there has been a positive change and three architects have been engaged in the project, two of whom CHwB sent for training in Romania, and two who participated in the restoration camps. Another two will be trained in the September regional restoration camps. During the camp in April/May 2011, ten young craftsmen were trained, and three of them were also sent to Romania for additional training. The Regional Directorate

of National Monuments of Culture (the branch of IMC in Gjirokastra) has engaged those three craftsmen in a minor restoration works in Gjirokastra, and one has been selected as a trainer in the camp in September.

The Gjirokastra Conservation and Development Organization, as a partner with CHwB, employed four young architects to be trained in the restoration and conservation field. While GCDO initially employed architects, in 2010 their employment was transferred to CHwB because GCDO wanted to redirect their financial contribution towards physical restorations. The training consisted of the surveying process; development of restoration/conservation proposals; supervision of restoration/conservation project implementation; and development of maintenance programs and plans. The training was done onsite; the trainees were supervised by CHwB Albania and every 6 weeks, a Swedish architectural conservator (Dick Sandberg) came from Sweden. There were two days of seminars in Gjirokastra, discussing and dealing with different aspects – from surveying, to values, possible usage for the monuments, etc. Two extra days of seminars were organised with Scot & Wilson consultants who came to present the aspects of structural vulnerability of monuments and ways on how to deal with historic building reparations. This intensive training was concluded mid-2010, after which the architects have been fully engaged in an ongoing restoration/conservation project, and participate in regional restoration camps each time they take place (twice a year). There has been some attrition in staffing: one out of four architects was dismissed in the beginning of 2010, due to poor performance and one left because of family issues. Two of the architects remain.

Maintenance programmes
CHwB has played a proactive role in highlighting the need for cultural heritage maintenance programmes and plans, organising a seminar with all institutes for monuments protection in Albania in November 2009. For the restored buildings in Gjirokastra, maintenance programs will be developed towards the completion of physical interventions.

The Albania country level work has two main elements: regional restoration camps and the conservation of historic structures in Gjirokastra. In addition, CHwB has devoted considerable effort to familiarise themselves with the institutional landscape of Albania. The idea is that, "through mobilising and organising a broad number of institutions and organisations around education initiatives in Gjirokastra, interaction and mobility of cultural professionals leading to an exchange of experience and knowledge" will take place. These are viewed as priority areas as they have the potential to lead to fruitful professional cross-border relations, contributing to capacity development and democratic heritage institutions within the region.

8.2 Assessment

8.2.1 Effectiveness

CHwB Albania is well regarded by a range of stakeholders in Albania and can be seen to **promote good governance** in the culture sector, with, for example, its insistence on transparent tendering processes.

> *"It is very open and good…. It is transparent and good on advanced planning." – (Comment from an Albanian institutional partner)*

Analyses and the findings drawn from the Albania mission and review of documentation confirm that the **Albania programme has been successful in achieving the majority of its expected results**. Traditional craftsmen have been closely involved in the process of restoration; they have both received

and given training. Two – rather than three – buildings are being restored in Gjirokastra. A seminar on maintenance was held and a maintenance plan for the restored buildings is under preparation.

In regard to meeting the five overall programme objectives, the Albania work points to the following. Trained professionals within the Institute of Monument Conservation and the Gjirokastra Conservation and Development Organization (rather than within the Institutes for Protection of Monuments) have been involved in the pilot conservation projects where they have the opportunity to take part in securing the future for the historic buildings of Gjirokastra. Strengthening the capacity of cultural heritage management creates conditions for greater **cultural diversity** and **cultural freedom**.

"We used to demolish and forget. It is important to remember the past and know its real value." (Restoration trainee)

The regeneration of Gjirokastra and the reuse of its historic buildings is an exercise in **stimulating economic growth** and developing cultural heritage as an income-generating factor. Concern for the environment, urban and spatial planning is integral to the Gjirokastra training camps. As a World Heritage site, Gjirokastra is a means to promote future EU integration of the Western Balkans. The training standards and ways of working are in line with European practice.

8.2.2 Sustainability

The CHwB Albania office is looking to the future, learning lessons from its earlier activities. By working at different levels and with a range of stakeholders, it is furthering the sustainability of its work. Its activities are beginning to have a structural impact with **trained individuals becoming agents for change** within Albanian institutions and trained craftsmen teaching others. For example, CHwB sent two professionals from the central Institute of Monuments in Tirana to the July 2011 training module in Romania. One of them was judged to be the best participant out of the total of 40 participants. She is in charge of the architectural cultural heritage department at the national level and will come to Gjirokastra later this year to learn about traditional materials and techniques.

Creating a sense of **ownership** is another aspect of sustainability. Prior to defining the needs in Albania for the period 2012 onwards, CHwB Albania conducted a questionnaire of all the institutions in Albania that deal with cultural heritage protection. It has served as a basis to think about the new possibilities for CHwB in Albania. Responses confirm the need for practical exercises (restoration camps) to be carried out on inhabited monuments, so that the owners themselves will be equipped with a certain level of knowledge of proper upkeep. Integrating such practical exercises in educational curricula (there are few opportunities throughout the Balkans) is also a priority so that the universities will take ownership of the programme in the future. Other areas of need that have been identified are: assistance to institutions with educational seminars and exposure of their professionals to different types of training (Romania, Gjirokastra, Kosovo and Serbia); creation of a pool of trained craftsmen and the possibility to acquire individual licenses for work; integration of young professionals in educational efforts; and support to female cultural heritage professionals to become decision-makers.

Sustainability also depends on Albania using good examples or different examples of regeneration. For instance, in Gjirokastra owners of historic buildings have little idea on how they can utilise them as an economic asset. Many historic cities in Albania have a vast fund of historic structures that are slowly deteriorating. The original functions of many have changed, which affects their physical structure and can lead to further destruction.

9. Management and approach

In this chapter the overall management and approaches pursued by CHwB are assessed and recommendations are provided.

9.1 Overall management and organisation culture

It is beyond the scope of this evaluation to conduct a management review or capacity assessment of CHwB. Meetings, visits, document review and discussion, however, have provided an overall picture of the organisation's capacity, which the evaluation would like to highlight.

Management

CHwB is run in a highly decentralised manner. The Stockholm office is very lean (2.5 staff members), while there are over 20 staff (including project personnel) employed in the BiH, Kosovo and Albania offices. According to Sida staff in the region, CHwB is unique among international NGOs for being managed completely by national staff, with responsive backstopping from headquarters (Stockholm). The office in BiH has also played a backstopping role, particularly for the regional networks. CHwB's strategy to build up its national and regional level competence has been highly successful. Along the way, it has established an open, democratic management style with good internal communication.

CHwB works to promote **gender equality**. As detailed in each of the previous chapters, CHwB ensures the participation of both women and men in its activities. For instance, the SEE Heritage Network enjoys a strong presence of women experts; the restoration camps have a suitable gender balance; women experts play an important role in the Albania architectural conservation works; and in Kosovo, women are specifically targeted as part of its municipal development work. The efforts of the Kosovo office to support civil society and community organisations have provided opportunities for women. The Museum Network promotes awareness of gender equality in the content of its workshops and specifically strengthens women's capacities with its female sub-network. CHwB's monitoring includes sex-disaggregated figures for participants. The organisation as a whole (and at all levels of responsibility) and the Board have a mix of women and men. When hiring new staff, there appears to be a consciousness of ensuring balance.

CHwB is a dynamic and flexible organisation. During the programme period there have been significant external changes that have disrupted CHwB's original plans and that it has dealt with skilfully. The Networks and country offices have positioned themselves to take advantage of opportunities. The Kosovo office has been particularly proactive and entrepreneurial, as demonstrated in successful and multiple competitive grant awards from the US Embassy and the EU. The Albania office is making headway in establishing itself as a serious organisation and is also active in pursuing other funding opportunities.

There is evidence of **synergies** between parts of the programme's different areas. For example, the SEE Heritage Network and the restoration camps interact and collaborate with the programmes in Albania, Kosovo and Serbia. The Museum Network, on the other hand, is at best loosely linked to the other parts of the programme. This is partly due to the fact that the composition of the Museum Network is substantially different and involves other stakeholders. Both the Kosovo and Albania offices, in their coordinating roles, interact with heritage and museum institutions and staff belonging to the two networks. This interaction was heightened during the period of the 1+1 exhibition. There may be opportunities to explore further links as a means of sharing expertise (in graphic design, visibility activities, strategic planning) and creating economies of scale between the networks and country offices. Furthermore, links could enhance the different dimensions of cultural heritage, e.g., integrating museological perspectives into educational and heritage practices could provide theoretical frameworks

to discuss disputed histories and identity, which could further strengthen peace and reconciliation initiatives.

<u>Recommendation 1:</u> CHwB should explore the possibilities of creating greater synergies among its programme areas in its proposal for 2012–2015.

Human Resources

CHwB is a professional organisation that attracts committed, creative and well-qualified staff. The level of capacity is high with a combined expertise in architecture, design, planning, law and museums. Deployment of staff in the region is rationalised to meet needs. The staff are keen (and quick) to learn and improve performance. Staff commented on their own professional progress, from junior staff member to senior officer in an organisation that recognises ability. Interviews with staff suggest a strong level of loyalty to CHwB, and an appreciation of the learning opportunities that the organisation has provided, such as visits to Sweden and other educational opportunities. The organisation has drawn on its Swedish board members, who represent an important technical resource, although in recent years they have been used less. CHwB may consider how it can continue to add value to its programme by drawing on the Swedish resource base. Many stakeholders in the region repeated how instructive contacts with Swedish experts had been to them. The Swedish non-hierarchical management style and emphasis on dialogue and communications were highlighted as particularly positive. This can be seen as a comparative advantage of Swedish cultural heritage professionals.

<u>Recommendation 2:</u> CHwB should consider how it can continue to add value to its programme by drawing on the Swedish resource base in its proposal for 2012–2015, and thereby promoting Swedish management approaches and raising its profile in Sweden.

Communications and public information

Communications – internal and external – is one of CHwB's strengths. At the office level, there seems to be a good flow of information; this is also characteristic of communications with Stockholm. The organisation as a whole produces ambitious publications on varied architectural, urban, museum and heritage conservation subjects, aimed generally at a professional audience, but in some cases for the general public. Most are of high quality, although the English translations are sometimes weak, despite use of professional translation. Most of its public documents are produced in at least two languages and contain attractive graphics and layouts. The CHwB report series is particularly impressive, for example, the publication *Centres and Peripheries in Ottomon Architecture: Rediscovering a Balkan Heritage* (Report series No. 9/2010). They are important learning resources, which are being used in academic institutions. The report series has been managed from the regional office in BiH. It will be important that this function is not weakened as a result of closing the office in BiH.

The Stockholm, BiH and Kosovo offices and networks have established websites, and the Albanian office is expected to have its own site soon. The websites contain a wealth of information with attractive photos. More could be done, however, to keep the websites updated, structured and user-friendly. It would be useful, for example, to increase the number of technical reports that are available online and to have a calendar of activities or events of interest in the respective countries. Eventually, elements of the present evaluation might also be posted. CHwB might consider applying a more uniform corporate design so that the different sites are recognised as a part of a brand.

While CHwB's visibility in Sweden is very low, there is better exposure in the Balkan region through the country offices and networks. The Kosovo office enjoys high visibility due to press coverage (newspapers, radio and TV) and participation in public events. The visibility of the Museum Network is also increasing and the 1+1 exhibit placed the network on the map internationally, a result of strategic

use of networks and fora in the international museum world to promote the exhibition. The SEE Heritage Network is generally known in heritage circles in the Balkans and Europe. It has benefitted from a new website design and the many activities of its partner organisations. It is also beginning to be known in civil society circles.

<u>Recommendation 3</u>: CHwB should engage native English editors and translators for publications and key documents and continue to deepen the content of its website.

Partnerships

CHwB enjoys a wide variety of partners. The Museum Network has been successful in establishing relations with museum organisations outside the region (e.g., Glasgow Museums, Heritage without Borders). SEE Heritage Network has also developed strong partnerships, among the 24 member organisations, as well as foundations such as the Headley Trust and Open Society. The Training Network has relationships with various ICOMOS national chapters and universities in the region. Partners in Kosovo, Serbia and Albania include both government structures and NGOs, and most speak highly of CHwB.

The ToR requests an assessment of CHwB's collaboration with UN Habitat and REC. Probably CHwB's closest partner in Kosovo is **UN Habitat**. The collaboration is very smooth. Staff members at UN Habitat are highly appreciative of CHwB and genuinely enjoy working with them. Synergies between UN Habitat's Sida-financed programmes and CHwB's are maximised. CHwB has established relations with The Regional Environmental Centre for Central and Eastern Europe (**REC**), also funded by Sida, through networking. They enjoy a productive dialogue. REC has worked in Kosovo as part of its regional programme, but not in municipalities where CHwB has been active. REC will soon embark on a country-specific programme in Kosovo and there are plans for CHwB and UN Habitat to collaborate with them in the area of municipal planning to integrate cultural heritage and natural resource management in the upcoming programme period.

CHwB appears to enjoy good relations with the Swedish embassies in the region. In Kosovo, the Embassy invites its NGO partners for a breakfast meeting every quarter, which allows for networking. In Albania, the Embassy follows CHwB closely and makes a point of attending their conferences, etc. Acting on behalf of the Swedish Institute, the embassies in the region are also involved in bilateral cultural projects. For instance, in Serbia the Embassy is working with several initiatives related to Swedish and Serbian museums. In this area there is scope for more effort to inform and develop synergies as appropriate, especially in areas related to governance and youth where the embassies are active.

CHwB's other donors are impressed by CHwB, which they characterise as effective and efficient. In Kosovo, CHwB is the only organisation that one donor has provided two grants to from the same source. Another donor, referring to CHwB's professionalism, half jokingly told the team, "If all grantees were like CHwB, I would not need to come to work in the morning".

<u>Recommendation 4:</u> CHwB, Swedish embassies and the Swedish Institute should make a greater effort to inform one another on related work to improve potential for synergies and increase the visibility of the CHwB programme.

9.2 A Rights-based approach

CHwB's approach is one of its strengths. Although CHwB's overall objectives includes creating conditions that respect human rights, it has not defined its approach as rights-based. Nevertheless,

from what the team has observed and studied, there is evidence that CHwB's management culture and approaches are **consistent with rights-based principles**. It:

- Works with **duty-bearers** (the local and central government bodies) in what effectively amounts to strengthening duty-bearers in fulfilling their obligations towards rights-holders.
- Works with **civil society** to raise awareness and create conditions so that people (and future generations) can enjoy their right to take part in cultural life.
- Consistently promotes **ownership** of projects among its partners and within its regional networks.
- Strongly promotes the **participation** of communities and civil society organisations. Participation in the development process is considered a human right.
- Promotes **equality**, **non-discrimination and inclusion**. It makes specific efforts to include marginalised groups, such as persons with disabilities, women, minorities and youth and undertakes activities specifically aimed to empower women.
- Has procedures that are transparent and **accountable.** Examples include the use of open calls for small grants and the use of predefined processes with clear criteria when selecting heritage properties to restore.
- Has shown integrity and **respect for the law** by refusing to continue work when corrupt practices were revealed (Pristina Hammam).
- Has referenced **international treaties** (Convention on the Rights of Persons with Disabilities, the Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict and the Venice Charter*)*.

This method of working positions CHwB to adopt a more systematic rights-based approach, with a focus on the **right to partake in culture**. Furthermore, since it seems that CHwB at times is unclear about the priority of outcome goals versus process goals (see Annex 4), a rights-based approach could be helpful. A rights-based approach regards process goals (participation, equality, non-discrimination, etc.) on par with outcome goals.

<u>Recommendation 5:</u> CHwB should consider exploring and developing a more explicit rights-based approach, with a focus on the right to partake in culture/cultural freedom.

9.3 Toolbox

The previous chapters have shown that CHwB has a broad and flexible "toolbox." The main elements are:

<u>Operational tools</u>
Physical conservation and repair of buildings
Pilot projects
Visioning workshops
Small grants to NGOs

<u>Learning and public information tools</u>
Studies and research
Publications and media coverage
Public debates, events and lectures
Creation of Networks – Museum, SEE Heritage,
Training

<u>Capacity-building tools</u>
Seminars and workshops
Hands-on skills training
Restoration camps
Study visits
Internships and secondment to ministries
Cooperation with ministries and municipalities
Support for policy formulation
Support for legal reform
Provision of Swedish expertise

In response to the question of whether there are tools in CHwB's toolbox that can be said to have been more relevant or successful than others in contributing to overall objectives, it is important to note that the "tools" are rarely used in isolation. For example, in CHwB's work physical conservation and repair of buildings would likely be accompanied by on-site training of craftsmen, be the subject of a publication, benefit from Swedish expertise, and be used in some way to build individual or institutional capacity. Similarly, small grants might be accompanied by training and media coverage.

The choice and mix of tools is also closely related to the country context. In Kosovo, where CHwB has operated for more than a decade and office staffing is multi-disciplinary, more tools are in use than in Albania where operations only recently started and where the office is small. The basic and essential tools of CHwB are pilot projects, workshops, building capacity, networks, and publications and media coverage. All of CHwB's tools relate to at least one of the overall objectives; none of the tools is relevant to all five. The list below suggests which tools can be considered as most significant in relation to the overall objectives.

Overall Objective	**Most significant tools**
1. Create conditions for the understanding of cultural freedom and cultural diversity	Small grants to NGOs, museums, publications, public debates, visioning workshops, restoration camps
2. Create conditions for reconciliation as a prerequisite for peace and democracy with respect for human rights	Networks, visioning workshops, exhibitions, inter-community collaboration on building restoration
3. Stimulate economic growth – and develop the cultural heritage as an income-generating factor on community level	Physical conservation and repair of buildings, audience development in museums
4. Support the sustainable use of natural resources and concern for the environment, urban and spatial planning	Capacity-building tools
5. Use cultural heritage to promote future EU integration of the countries in the Western Balkans through introducing European laws, standards and ways of working.	Capacity-building tools, in particular Swedish expertise

<u>Recommendation 6</u>: CHwB should continue to use a variety of tools, paying particular attention to those that are best matched to meet overall objectives.

9.4 Results-based management

It is evident to the team that there is logic and coherence in CHwB's programme and approach. Often, this is, however, inadequately reflected in CHwB's theoretical framework for results-based management. Its management documents (programme document, annual operational plans and annual reports) provide insufficient reasoning and explanation to show how all the different parts are strategically connected. This is particularly true of the programme in Kosovo, the most complex of the programmes.

It is difficult to easily obtain an overview of CHwB's work in the region. The Sida-financed programme constitutes around two-thirds of its activities in Kosovo. Although there is clear synergy between the differently-financed projects in Kosovo, there is no single strategic document that provides this overview. A challenge to CHwB's results-based management has been the numerous changes to the programme over the years. In fact, assessing CHwB's results framework is like shooting at a moving

target. The situation and conditions in the Balkan area are continuously changing and developing. When the programme document was written, Kosovo had not declared its independence.

The projects that (for justifiable reasons) could not be pursued as planned include the training centre in Macedonia, the restoration of Senje coalmine, a postgraduate course in cultural heritage at the University of Pristina, the reformation of the Institute For the Protection and Monuments in Kosovo, support to IPM in implementing the Law on Protected Zones and the restoration of winery in Velika Hoca. CHwB replaced them with other, more practicable activities. Although CHwB has been proactive and flexible in dealing with unforeseen obstacles and finding suitable alternatives, the annual reports and/or operational plans do not provide sufficient insight into how decisions on new projects were undertaken and how the alternatives relate to the different objectives that CHwB is aiming to achieve.

According to Sida's agreement with CHwB, substantial changes in the direction, duration of the project and other substantial variations must be approved by Sida in advance. The extent to which this has been undertaken is unclear. Furthermore, CHwB has retained the original names of programme areas (such as "Reformation of the Institute for Protection of Monuments into a Conservation Centre"), even though the activities no longer relate to them. This causes confusion and challenges for programme management.

Given the continuously changing situation in the Balkan region, CHwB may benefit from devising a strategic plan for its work in the region, with greater analysis and full overview of what it attempts to achieve. It would need to be accompanied by an indicative budget, complemented by annual work plans, annual budgets and biannual reporting that analyse the current position and problems - including risks and external factors. It would need to develop goals that are broad enough to allow for flexibility and for seizing opportunities as they arise. At the same time, the immediate objectives need to be defined clearly enough to permit systematic monitoring.

Recommendation 7: In dialogue with Sida, CHwB should examine the possibilities for a funding proposal that constitutes a strategic plan with an indicative budget, annual work plans, annual budgets and biannual reporting for its 2012–2015 programme.

Reporting

As stated above, CHwB's internal communications function well. CHwB has systems for reporting internally and the different parts of the organisation seem well informed. However, the annual reports fall short of their potential. Part of the shortcoming is the reporting format, which seems to have constrained the reporting. The reasoning and strategies do not fit into the relatively stringent report structures used. The reporting format has changed over the programme period, but it has not encouraged the depth in reporting that the programme's results deserve. CHwB will need to develop a format that allows for analysis and clear presentation of rationale.

Recommendation 8: ChwB, in cooperation with Sida, should consider refining its reporting format to fully capture programme results.

Monitoring

CHwB is undertaking more monitoring than it reports on. For instance, for most of the workshops and restoration camps it has conducted, it has sex-disaggregated data on the participants. It has also been systematic in undertaking surveys among the participants at the end of the workshops. The annual reports generally do not to provide information based on these surveys.

Conducting workshop and training evaluation surveys is an important means of gauging progress of capacity-building efforts. However, to ascertain whether the training has led to more than learning results, one would need to monitor, i.a., on-the-job application of the training, changes at the work place and intangible benefits (e.g., networks established). Conducting ex-post surveys a year or two (or more) later could be a useful tool to apply. CHwB regularly conducts surveys after workshops and they have improved over time. In an effort to sharpen them further, CHwB could consider using free Internet-based survey tools such as SurveyMonkey to be able to better analyse results and even combine survey results and make extrapolations. This would require formulating the majority of questions so that the answers can be quantified (e.g., the answer is on a scale of 1 to 5 or can be given a numeric value).

Need to develop indicators and an evidence base

CHwB could improve its monitoring by developing SMART indicators. The Museum Network has made a decent effort by developing 2–5 indicators for every expected result. These have been monitored to some extent. The Museum Network's monitoring could be strengthened by asking museums to provide data on its visitor evaluations, audience research and evidence on the extent to which they are implementing management changes. The SEE Heritage Network would also benefit from developing indicators for its expected results; this has not yet been done.

CHwB could also improve its ability to provide sound evidence of its effects. Stimulating economic growth is an overall objective of the programme and also a lower level objective in Kosovo. In Albania, an overall objective is the creation of future employment opportunities for conservation/restoration specialists. Particularly since the local economic development part of its work is expected to grow in both Albania and Kosovo in the coming years, CHwB would benefit from gathering economic baseline data and monitoring for change. It will be important to determine indicators so that change can be attributed to its cultural heritage activities.

With regard to integrating cultural heritage in municipal planning, it could be valuable to monitor not just the municipalities where CHwB is working, but also similar municipalities that are not integrating cultural heritage to examine the differences and the possible effects as counterfactual evidence.

<u>Recommendation 9:</u> CHwB should strengthen its monitoring effort by undertaking ex-post surveys of workshop/camp/course participants. It should also establish key baseline data, develop SMART indicators, and monitor and report on these.

Results-based framework

Results-based management requires a well-formulated framework for effective monitoring and reporting. CHwB's programme document is relatively well structured. Its strengths include mostly clear and specific expected results for the Museum Network, Kosovan and Serbian programme areas. Meanwhile, several of the expected results of the SEE Heritage are unspecific: e.g., "greater influence on decision makers" and "generation of joint projects and activities".

CHwB could improve its results-based framework by providing a clearer theory of change for each programme area within the programme areas and in terms of how programme areas will contribute to overall goals. This requires presenting clearer rationales for its programme areas and overall programme.

Improvements can also be made to goal formulation. In Annex 4, the team has provided some comments to the goal formulation of the 2008–2011 programme document. However, the most important issue relates to **two gaps in its overall objectives: *developing civil society* and *promoting governance*.**

Central to what CHwB does in the region relates to strengthening civil society organisations and involving communities. This is evident in the Museum Network, SEE Heritage Network, and in the country programmes. In fact, **CHwB's ability to engage civil society and link communities with institutions is one of its greatest strengths**. There is no overall objective in the 2008–2011 programme, however, that adequately captures this concept. Such an objective would have tightened the results-based framework and make the logic of certain projects and approaches more evident.

Perhaps because there is no overall objective relating to civil society, the mention of civil society in the Kosovo programme for 2008–2011 is minimal. It is nevertheless evident from the processes and results achieved there that CHwB sees a clear need to promote the role of civil society in heritage conservation, tourism development, integrated municipal planning and in the effort to peaceful coexistence. It has systematically worked with communities and NGOs throughout the programme period (particularly programme areas 1, 3 and 4). This is also true in Albania, where the restoration works in Gjirokastra are beginning to involve the local community. The programme document speaks about the sustainable usage of restored buildings but does not mention the owners and their community. This is not the case for the SEE Heritage Network, where a strengthened role for civil society and promotion of the NGO sector's work are expected results.

Is strengthening civil society a means to improve cultural heritage conservation? Or a means to promote people's right to partake in culture? Or is the cultural heritage sector a means of strengthening civil society?

Another concept that CHwB promotes in Kosovo and through the SEE Heritage Network is **good governance**. Its efforts with government institutions at the central and local levels relate to good governance. In particular, the work in Junik has concretely contributed to good governance through processes, tools and strengthened capacity, and corresponds to strengthening the accountability of duty bearers in fulfilling their obligations towards rights holders. This is not made explicit in the formulation of the Kosovo programme, nor is it in the SEE Heritage Network, Training Network or Albania programme.

<u>Recommendation 10:</u> CHwB should ensure that strengthening civil society and promoting good governance are reflected in its future goal structure for the 2012–2015 programme. Under each programme area, objectives and rationale should be explicitly linked to the overall goals.

9.5 Efficiency

The evaluation team has not undertaken a full financial analysis of CHwB's programme. A few observations can nevertheless be made concerning efficiency. First, CHwB is **time efficient** – usually working according to schedule – and is appreciated by its partners and other donors for this. It has shown the team that it is usually quick to respond.

Second, the organisation is **cost-conscious**. The relationship between financial input and outputs appears to be reasonable (SEE Heritage, Training Network and Museum Network), and in some cases is very positive. For instance, in Serbia it planned to restore 5 roofs but will have undertaken 7 by the end of the year. The work has not been limited to roofs. In some cases, structures, beams and facades have been restored. In Kosovo, CHwB managed to refurbish 4 instead of 2 bed and breakfasts in Velika Hoca. Likewise, with the Swiss Heimatschutz /Patrimoine Suisse (Swiss Heritage Society), double the number of kullas are expected to be renovated due to efficient use of funds.

There is evidence that CHwB takes measures to ensure that **resources are efficiently used**. For a start, it has a very slim central management apparatus at headquarters in Sweden. Office space and expenses are kept to a minimum in all countries visited. Direct contracting of workmen in Kosovo, instead of engaging companies, makes CHwB's renovation work in Kosovo very competitive. With strong in-house design, graphics and computer skills, CHwB rarely has to outsource the production of its quality publications and it prints most of them in the region for lower costs than in Sweden. When organising regional workshops, the SEE Heritage and Museum Networks depend on their members for a variety of services (translation, planning, logistics). Furthermore, CHwB benefits from the free labour supplied by its board members who contribute advice and expertise and sometimes participate in workshops. Interns are another means by which CHwB can access human resources at low cost (10 in the Kosovo office since 2010, and 3 in regional office since 2010).

9. Conclusions and future prospects

"Cultural heritage is a powerful tool for reconciliation." (Swedish Embassy staff)

Cultural Heritage without Borders is **unique among cultural heritage organisations** in its work in conflict and post-conflict countries where it attempts to set cultural heritage in the context of reconciliation and human rights. It is an organisation with several strengths: by bringing people, previously in conflict, together to work on creative projects in a **participatory and democratic** way, it concretely contributes to reconciliation processes. It operates with a large toolbox and an approach that promotes participation, inclusion and ownership, while strengthening civil society and building institutional capacity. It works efficiently, applying democratic leadership with competent, dedicated, professional and dynamic staff.

CHwB has successfully established and nurtured the soon-to-be independent SEE Heritage Network. The Museum Network is following the same path and is expected to be independently run in the coming programme period. These constitute impressive accomplishments. They are also unique. Although cultural heritage presents a powerful means of uniting people, there are few effective actors in this field of work. These initiatives, which combine cultural heritage conservation with a human rights and reconciliation perspective, have potential for replication in other parts of the world.

CHwB is one of the few international NGOs that have remained in Kosovo. This long-term perspective has made it possible for CHwB to systematically build up relations and networks in the country. By proving itself to be effective and professional, it has gained credibility that has allowed it to establish close partnerships with government and civil society partners alike. This has opened the possibility for the organisation to move into areas such as municipal planning processes and promoting local economic development.

Although its presence has not been as long or as comprehensive in Albania, CHwB is becoming established there, which should open up more opportunities that have broader reach through partnership with both government and civil society.

CHwB is more than an NGO that arrives in the wake of conflict to rescue cultural heritage buildings. It has proven that it is also an NGO that can mobilise the cultural heritage sector; play a crucial role in networking civil society across borders in a conflict scarred region; contribute to strengthening civil society and support processes that contribute to good governance.

Faced with the reality that parts of the programme in the Western Balkan are destined for independence or will be phased out, the role of CHwB in the region in a 4–10 year perspective is likely to be of a different and somewhat diminished character. Unless CHwB is able to find appropriate opportunities in other parts of the world, its unique and effective resources, competence and approach risk fading away.

With its minimalist secretariat, however, it is a considerable challenge for CHwB to both explore new opportunities *and* partnerships and mobilise resources, while at the same time managing the existent programmes with its characteristic responsiveness.

<u>Recommendation 11:</u> Sida should consider providing a multi-year institutional development grant to CHwB for the period 2012–2015 to allow it to re-focus from the Balkan region to other post-conflict areas of the world. It should also support CHwB in linking up with different parts of the organisation and understanding its current policy framework to identify how CHwB's resources, competence, approach and experience can be applied in other countries where Sida works.

9.1 Future membership organisation in Kosovo

As pointed out in Sida's strategy for Kosovo, there is a need to strengthen the ability of civil society to take a more active part in the development of society. Analysts of Kosovan NGOs point to their weak ability to develop constituencies, conduct work across ethnic lines, mobilise resources, and collaborate with government institutions and advocate.[26] CHwB does not show any of these weaknesses. In fact, these are among its strengths. It is judged by several stakeholders to be one of the most professional and reliable NGOs in Kosovo.

During its 10-year existence, CHwB Kosovo has gained a solid reputation as a competent, professional and efficient organisation in Kosovo. It has worked to strengthen and develop civil society actors throughout the country, and its partnership with local and central government institutions is contributing to good governance. The government has come to regard its partnership with CHwB as valuable and regularly consults with it in most cultural heritage issues. Donors have recognised its potential in promoting local economic development through cultural tourism and have awarded it grants. CHwB has become a respected independent voice in Kosovar civil society. Its ability to tread carefully and avoid the pitfalls of the politicisation of culture, which contributes to divisiveness, has earned it substantial credibility. CHwB's role is needed in a country where culture has and still is often politicised. Equally it is has a role to play in strengthening Kosovo's civil society.

CHwB could be in a position to become a national Kosovan NGO with a membership base considering that:

- It has strong capacity, deep commitment and dynamism;
- It is has gained significant credibility among a range of stakeholders;
- It deals with a subject matter that in one form or another appeals to most people;
- Through its support to civil society actors, work at community level, and public events it has a potential constituency;
- It currently has products (tourism, cycle tour, publications, public lectures, courses) that appeal to many people and has the capacity to develop many more.

The team believes there may be scope for the Kosovo office to become an independent national Kosovan NGO – similar to a national trust organisation – within 4 years. It will require CHwB to:

- Step up its public relations and awareness work, in particular in developing its website;
- Determine options for its governance structure;
- Test the feasibility – socially and financially – of a membership organisation at the national level;
- Study examples of the organisation and function of national trust like organisations; and
- Explore mechanisms for building a membership base and developing attractive products.

CHwB's link to Sweden is important. It has reinforced its neutrality and provided a decade of access to Swedish competence and resources. A Kosovan CHwB would benefit from continued association with the Stockholm office, perhaps in the form of a CHwB alliance member.

[26] Lincoln Mitchell et al. *Evaluation of Kosovo Civil Society Program*. USAID 2008.

Establishing an independent national membership NGO should be given priority over establishing a commercial arm. Nevertheless, the commercial arm could provide a useful source of income for the NGO in the future.

<u>Recommendation 12:</u> CHwB should consider establishing an independent national membership NGO in Kosovo and include relevant objectives and activities in its 2012–2015 proposal. Given its potential relevance to civil society development in Kosovo, Sida should consider funding the process involved to establish such an NGO.

9.2 A commercial option for Kosovo

Through its track record in Kosovo, CHwB has gained a reputation as a trusted and expert conservator of built heritage that performs efficiently. However, by law, CHwB cannot bid on government contracts because of its NGO status. The companies that bid are often much less qualified and resort to shortcuts and solutions that are not in line with proper conservation practice. CHwB (corroborated by a resource person interviewed) holds that Kosovo's heritage (and the construction sector) would benefit if CHwB could submit bids by establishing a commercial arm.

The evaluation team was specifically asked to examine the issue of establishing a commercial CHwB arm in Kosovo. It is important to underline that CHwB is primarily motivated to establish a commercial arm in the interest of Kosovo's built heritage and not as an opportunity to gain income. However, CHwB envisages that any profits gained by the commercial entity would benefit CHwB's non-profit activities, through, for instance, the establishment of a trust fund.

The team is not qualified to assess the viability of a commercial arm. It requires appropriate legal and business expertise. The concept is very interesting in that it could further the protection and conservation of built heritage in Kosovo, which has potential cultural and economic value, as well as promotes the right to partake in culture. Furthermore, it offers an innovative means of securing sustainable funding for CHwB Kosovo. However, of utmost importance would be to establish a firewall between the NGO and commercial arm to ensure that the CHwB brand is protected and not diluted. While initially somewhat sceptical to the idea of a commercial arm, the team believes that studying its feasibility is definitely worth pursuing. Very thorough analysis, however, is required before any decision is taken.

<u>Recommendation 13:</u> A feasibility study for CHwB Kosovo should be undertaken that examines:

- **The legal (including governance) and business aspects of setting up a commercial entity with links to an NGO;**
- **Similar experiences of NGOs establishing commercial entities in the region and elsewhere;**
- **The potential trade-offs and possible conflicts of interest that a commercial arm might entail with regard to the rest of the organisation.**

The study should be included in the 2012–2015 proposal.

9.3 Strategic Mapping in Albania

The Albania programme is young. Its geographical scope has focused on Gjirokastra and environs. Its programmatic areas have been limited to short-term training and conservation works. It has not yet had time to establish itself in Albania to the same extent as the Kosovo office – which has engaged with a range of actors in a number of different facets of cultural heritage and urban planning. Furthermore,

the institutional context of Albania is more evolved and crowded, with several international foundations playing key roles in the heritage sector. Informants indicate, however, that the longstanding support from these foundations is about to be reduced, and this will necessitate adjustments.
CHwB in Albania will need to continue to prove its value in an increasingly competitive environment in Albania and the Balkan region. Defining its comparative advantage and leveraging opportunities will be critical for its future.

<u>Recommendation 14:</u> CHwB should conduct a strategic analysis and needs assessment in Albania that maps the role and capacities of the various government, non-government and private sector organisations and areas of opportunity in the heritage sector. The analysis should look not only at educational and training needs, but urban planning, municipal development, local economic development, civil society and overall governance issues in relation to cultural heritage. Where possible, CHwB should draw on existing analyses. On the basis of the findings, CHwB Albania could develop a midterm strategy to guide its future development, with attention to possible funding sources. The analysis should be included as an activity in the 2012–2015 proposal.

Annex 1: Terms of Reference

Evaluation of CHwB in the Western Balkans

Background
Cultural Heritage without Borders (CHwB) was founded in 1995 as an independent Swedish non-governmental organization to work in the spirit of the 1954 Hague Convention for the protection of cultural property in the event of armed conflict, natural catastrophes, neglect, poverty or political and social conflicts. The vision of CHwB is that cultural heritage is a natural and active part in reconciliation, social and economic development and in the strengthening of human rights, especially after a war or conflict expressed in ethnic antagonism.

CHwB describes its mission as "to strengthen civil society through local and regional cultural heritage projects in areas touched by conflict and/or in need of disaster relief and development". Its belief is that protecting and promoting respect for cultural, ethnic and religious diversity are crucial for peace building and foster positive forces in any society and it also contributes to employment and development. Working methods include opening up for dialogue, collaboration and partnership between museums, professionals and other actors and groups in the society as well as restoring and raising awareness about cultural heritage and making it accessible for various groups. CHwB underlines that institutionally weak nations that suffer from damage to their cultural heritage have difficulties in addressing this issue alone.

CHwB has supported the cultural heritage development sector in the Western Balkans since 1996. These activities have mainly been financed through funding from the Swedish International Cooperation Agency (Sida). By virtue of the support from Sida, CHwB has been able to provide a tangible example of international development cooperation.
The present cooperation has two major dimensions: regional cooperation and country specific work. The regional cooperation consists in three major networks with participation from institutions and organizations in the Western Balkans. The country specific work is conducted in Kosovo, Albania and Serbia with Kosovo continuing to be CHwB's major commitment.

Purpose of the evaluation
Sida is in dialogue with CHwB about a new phase of support in the Western Balkans, most likely the final phase for this region. The purpose of the evaluation is to give input to Sida in the assessment and preparation of the upcoming phase.

In addition, Sida desires to get a broader picture of CHwB's capabilities to work in a conflict or post-conflict context. This is to be seen towards the background that Sida may provide support for cultural heritage in other parts of the world.

Finally, Sida has a wish to contribute to CHwB's own development, highlighting and scrutinizing the relevance and potential of different methodologies and instruments used in CHwB's context.

Scope of the evaluation
To evaluate the outcome and impact, relevance, effectiveness, cost efficiency, and sustainability of the support, in line with OECD/DAC's evaluation criteria.

The evaluation is to take into account both country specific contributions in the contries to be visited, and the regional activities (e g the museums network and the SEE Heritage Network, as well as the regional training activities).

Issues to be covered

A. Theory of change

CHwB's overall objectives, found in the programme document for Western Balkans, read:

- Create conditions for the understanding of cultural freedom and cultural diversity,
- Create conditions for reconciliation as a prerequisite for peace and democracy with respect for human rights,
- Stimulate economic growth – and develop the cultural heritage as an income-generating factor on community level,
- Support the sustainable use of natural resources and concern for the environment, urban and spatial planning,
- Using Cultural Heritage to promote future EU integration of the countries in the Western Balkans through introducing European laws, standards and ways of working.

In order to promote these objectives, CHwB has a broad and flexible tool box, incarnated in various sub-projects under the programme, including organizing regional seminars and conferences, support to networking between institutions and organisations, management support, restoration camps, cooperation with ministries and municipalities and more. CHwB works on the assumption that the sub-project enhances the overall objectives.

1) The consultant is asked to make an assessment of to what extent CHwB's sub-projects and activities have contributed to the overall objectives. In doing so the assessment also needs to address the cost-efficiency and the sustainability of the operations. The assessment shall be illustrated with causality links from a sample of CHwB's work and the overall objectives.
2) Are there tools in CHwB's tool box that can be said to have been more relevant or successful than others in contributing to overall objectives?
3) To what extent have there been synergies between CHwB's different tools? Is there risk that sub-projects or activities work in an isolated way, or are all parts of the programme equally relevant?
4) To what extent has CHwB work contributed to sustainability in terms of increased capacity of the institutions they have cooperated with?

B. Results-Based Management

1) How can CHwB's Results-Based Management be further improved (in terms of resources, organization and management)?
2) How can the theoretical framework of Results-Based Management (link between activity – outcome – impact) be strengthened?

C. For the future

What are the potential areas of intervention in Kosovo and Albania that could be prioritized by CHwB, given the present context in these countries and the region, and CHwB's strengths?

D. Other questions

1) How has collaboration in Kosovo worked with Sida's programs with UN Habitat? How can synergies be strengthened? What significance does the cultural heritage have for the planning of municipal urban development plans?

2) How has collaboration in Kosovo worked with Sida's programs with and REC? How can synergies be strengthened? What significance does the cultural heritage have for the planning of municipal environmental action plans?
3) How can CHwB's financing further broaden and stabilize, what are potential sources and a viable and feasible strategy for CHwB?
4) What are risks and benefits for CHwB to develop into a consultancy business, respective to stick to the NGO concept?

Methodology
The consultant is asked to present a tender response package including proposed methodology, budget and composition of team. An inception report is not seen necessary for this mission. The evaluation is to take its point of departure in CHwB´s project document, activities and reporting for the period 2007–2010. The mission will require travelling to Kosovo, Albania and Serbia.

Interviews are to be made with CHwB's office in Sweden and local offices, with CHwB's major cooperation partners, boundary partners, participants in the activities and other relevant stakeholders. The Swedish embassy in respective country shall be briefed before leaving the country. To the extent possible, the evaluation shall take a participatory approach.

The final report shall contain a contrafactual discussion, as well as a discussion on attribution/contribution in relation to main findings.

The report shall be written in accordance with, and will be assessed by Sida in relation to, OECD/DAC's Evaluation Quality Standards (annex 2.4). The report is to be based on these Terms of Reference, following the guidelines in "Format for Sida Evaluation Reports".

Recommendations shall be issued to CHwB and to Sida. Comments shall be made about the relation between the recommendations and the new application to Sida (to be handed in May 2011).

Time schedule and reporting
A draft report shall be handed in to Sida by the 1st of September 2011. Sida shall make comments within three weeks. A final report, not exceeding 40 pages excluding annexes, shall be sent to Sida by the 15th Oct 2011.

Resources
32 working days are proposed for the mission, including desk study, travel to Kosovo and Albania, report writing and presentation of the report at a seminar (if requested by Sida).

Profile of the consultants
Team leader – Evaluation specialist with 10 years' experience of evaluation of development contributions in the fields of democratization, EU-rapprochement, human rights or economic development.
Conflict Management Expert – 5 years experience from work with conflict/post conflict countries.
Results-Based Management Expert – 5 years experience from work with RBM in a democracy/human rights context.

The inclusion of an expert from the Western Balkans in the team is seen as an asset. The number of working days for the respective experts shall be visible in the budget.

Annex 2: List of informants

CHwB

1. Båge, Karin	Coordinator
2. Bakija, Djugajin	Project Manager
3. Binakaj, Nol	Project Manager
4. Biörnstad, Margareta	Former Director-General, Former Chair of CHwB Board
5. Demiraj, Gearda	Project coordinator
6. Dobroshi, Ardita	Administrator
7. Dzino, Adisa	Program Officer
8. Hadzic, Lejla	Regional Co-ordinator
9. Heymowski, Andreas	Architect, Vice Chair of CHwB Board
10. Husén, Margareta	Secretary General
11. Munktell, Ing-Marie	Museum Director, CHwB Board member,
12. Shoshi, Sali	Head of Office, Kosovo
13. Toska, Enes	Project Manager
14. Uka, Naim	Financial Manager
15. von Arbin, Christina	Former Director- General, Chair of CHwB Board
16. Walters, Diana	Regional Museum Co-ordinator
17. Bllaci, Mirian	Urban Planner

Stakeholders in Albania and SEE Heritage Network Meeting

18. Aliaj, Besnik	Dean of POLIS University
19. Bejko, Lorenc	Professor of post-graduate program "Cultural Heritage Management" at Faculty of History and Philology university
20. Cari, Klaudio	Restoration Camp participant from POLIS University
21. Cipa, Kriledijon	Restoration Camp participant, State University
22. Dajci, Jona	Restoration Camp participant
23. Demollari, Etleva	National Historical Museum Tirana
24. Dobjani, Etleva	Assisting Professor, POLIS University
25. Elezaj, Ermal	Restoration Camp participant, State University
26. Graci, Stela	Restoration Camp participant, State University
27. Hoxha, Daris	Restoration Camp participant, State University
28. Hoxha, Sotirulla	National Historical Museum Tirana
29. Ivanovna, Marijana	Secretary General, SEE Heritage Network
30. Jaupi, Eduina	Restoration Camp participant, POLIS University
31. Juka, Fatmir	Director of Historical Museum, Shkodra
32. Kadria, Sali	National Historical Museum, Tirana
33. Kapetanovic, Aleksandra	EXPEDITIO, SEE Heritage Network member
34. Koka, Joleza	Restoration Camp participant, POLIS University
35. Lafe, Ols	Director, Department for cultural heritage, Ministry of Tourism, Culture, Youth and Sport, Albania
36. Lamaj, Alketa	Restoration Camp participant, State University
37. Lebaric, Anja	Pro Torpedo, SEE Heritage Network member
38. Malltezi, Luan	Director, National Historical Museum, Tirana
39. Mnalla, Fatima	Restoration Camp participant, State University
40. Molla, Armada	Chairwoman, ADCT, Albania
41. Ndrenika, Diana	Albanian Heritage Foundation

42. Olofsson, Britta	Counsellor, Head of Development Cooperation, Swedish Embassy, Tirana
43. Prok, Mariana	Restoration Camp participant, POLIS University
44. Roshi, Elenita	Gjirokastra Conservation and Development Organization
45. Simon, Myriam	Restoration Camp participant
46. Tanka, Erinda	Restoration Camp participant, State University
47. Virjoni, Florid	Restoration Camp participant, POLIS University
48. Zaimi, Nevila	Restoration Camp participant, POLIS University

Stakeholders in Serbia and Museum Network Meeting

49. Avramovic, Masa	Swedish Embassy, Belgrade
50. Bjorn Mossberg,Björn	Counsellor Swedish Embassy, Belgrade
51. Cvjetčanin, Tatjana	Director, National Museum, Belgrade
52. Djordjevic, Biljana	Deputy Director, National Museum, Belgrade
53. Duskovic, Vesna	Ethnographic museum, Belgrade
54. Gacpar, Tatjana	Museum of Smederevo
55. Gavrilovic, Eliana	National Museum, Belgrade
56. Grabez, Gordana	National Museum, Belgrade
57. Jusup, Vesna	National Museum, Belgrade
58. Levnaic, Aleksandra	Ethnographic museum, Belgrade
59. Mahmić, Lejla	Zenica City Museum
60. Milasevic, Lidija	Museum of Kikinda
61. Miljkovic, Simonida	National Museum of Macedonia
62. Mirosavljevic, Slavka	Museum of Republika Srpska
63. Munišić, Milijana	Republican Institute for Monument Protection, Belgrade
64. Nedeljkovic Angelovski, Vesna	Director, Novi Sad City Museum
65. Palkovljevic, Tijana	Gallery of Matica Srpska
66. Pavlović,Ana	National Museum of Montenegro
67. Slavica Markovic, Slavica	Swedish Embassy, Belgrade
68. Taylor, Michèle	International coach and facilitator
69. Tomasevic, Bosiljka	Republican Institute for Monument Protection, Belgrade
70. Villagers in Pivnice	Serbia

Stakeholders in Kosovo

1. Three owners of restored houses	Velika Hoce
2. Aliu, Liburn	Member of Parliament
3. Aliu, Vjollca	Director, Cultural Heritage Department, Ministry of Culture
4. Arifi, Rrezarta	Student
5. Azizi, Margarita	Student
6. Berisha, Migjen	Student
7. Berisha, Rozafa	Student
8. Berisha, simon	Student
9. Buza, Fatmire	Director, Gjakova Museum
10. Ceku, Hajrullah	EC Ma Ndryshe, SEE Heritage Network member
11. Gacaferi, Safete	Women's NGO, Jeta
12. Gashi, Dafina	Student
13. Gashi, Lumnije	UN Habitat

14. Gojani, Osman	Regional Cultural Heritage Centre in Gjakova
15. Haliti, Senat	Student
16. Hasani, Syle	CHwB mason
17. Hatashi, Lemane	RDA West
18. Himaduma, Arijeta	UN Habitat
19. Hoxha, Gjejlane	Kosovo Council for Cultural Heritage
20. Islamaj, Muhamet	CHwB carpenter
21. Isufaj, Fatmir	Owner of kulla being restored in Junik as a tourism centre
22. Kajtazi, Besime	European Commission
23. Kuci, Agron	Mayor, Junik
24. Masar Binxhia	Gjakova Museum
25. Melbing, Maria	Counselor, Swedish Embassy, Pristina
26. Morina, Adi	Member of kulla-owning family, Dujaka
27. Morina, Gezim	Member of kulla-owning family, Dujaka
28. Mormorina, Aferdita	Municipality of Prizren
29. Mr. Hysen Shehu Sr.	Member of kulla-owning family, Junik
30. Ms. Ramadan Shehu	Member of kulla-owning family, Junik
31. Musaj, Nezir	CHwB mason
32. Musmurati, Merita	US Embassy, Pristina
33. Nakalamic, Bojan	Representative, Velika Hoce, former deputy mayor
34. Nixha, Festa	Spatial Planning Institute
35. Nushi, Luan	Director, Spatial Planning Institute, Ministry of Spatial Planning
36. Pasha, Petrit	Student
37. Priest, Serbian Orthodox Church	Velika Hoce
38. Ramku, Bekim	Political Adviser of Minister of Culture
39. Ratkoceri, Genta	Student
40. Shabani, Albulena	Student
41. Siqeca, Shpresa	NGO Shijefen Gjecoui
42. Syla, Yllka	Student
43. Tojaj, Faik	Director of Urbanism, Junik
44. Visoka, Kushtrim	Balkan Sunflowers Volunteers for Social Reconstruction
45. Xhibo, Jusuf	Regional Cultural Heritage Centre
46. Zahiri, Ardita	Regional Environmental Centre for Eastern Europe (REC)

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24. CHwB. "Annual Report for the Cultural Heritage without Borders Foundation. Financial Year 2009".
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Websites:
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http://www.chwb.org/kosovo/
http://www.chwb.org/regional/
http://www.sida.se/English/
www.seeheritage.org/
www.icom-see.org
www.unesco.org

Annex 4: Comments on the goal formulation in the 2008–2011 programme document

The comments below have been complied to provide CHwB with some feedback on how it could strengthen its goal formulation. The team recognises that the proposal programme for 2012–2016 has been improved. Nevertheless, we believe these comments are still relevant. It has been beyond the scope of this evaluation to appraise the future programme proposal.

CHWB has changed the way it called different goals in its hierarchy during the programme period. It has changed again in the draft proposal to Sida for 2012–2016. **In the text below, "goal" and "objective" are used generically.**

Imprecise language

One issue for results-based management is lack of precision with regards to word use and formulation of concepts. Consider, for instance, CHwB's statement that "efforts in civil society aimed at strengthening human rights and democracy will continue to be the overarching focus of CHwB's activities in the region." What does CHwB mean when it says "strengthening human rights"? It is not human rights *themselves* that need strengthening, but rather the respect for these rights. What is actually meant by "efforts in civil society"? While an organisation like CHwB, given its area of work, could promote good governance and democratic values, could it ever really *strengthen* democracy? Consider also CHwB's first overall objective: "Create conditions for the understanding of cultural freedom and cultural diversity". Why create conditions for the *understanding* of cultural freedom and diversity as opposed to the *enjoyment* of these goods? According to the 2008 Programme document, the objective of the NGO network is "to contribute to Southeast Europe (SEE) as a region where people cooperate, understand and respect each other based upon their cultural differences." Should people really cooperate based on *differences*?

The relationship between methods and goals in the goal formulation is sometimes muddled by imprecise language. Consider the following: "The purpose of the museum programme is improved capacity and creativity for participating museums in management and reaching out to the public, young and old, women and men. This is done through enhanced interethnic understanding and in accordance with international museum standards." How does enhanced interethnic understanding contribute to improved capacity and creativity?

Linking the goal structure

The upward linking of the objectives at the country and project levels with the overall CHwB programme goals has not always been clear. Consider the following: "The overall objectives of CHwB's work in Kosovo is to develop and support work on integrated conservation of cultural heritage by restorations (and thereby creating good examples), ensuring public protection and maintenance of buildings through promotion of restoration competence, traditional craftsmanship and materials. The intention is also to create new synergies in key sectors (spatial planning, tourism, cultural heritage) on (sic) Kosovo and Balkan level, through the development of common policies as well is coordination of actions aimed at establishing a modern cultural heritage management system." This goal statement begs many questions. (How would the promotion of restoration competence, traditional craftsmanship and materials ensure public protection? What is meant by development of "common" policies? Is it supposed to say "national" policies?). However, above all, it fails to fully link with the five overall objectives of the Balkan programme.

Nowhere in the Kosovo section of the programme is it clear how it will create conditions for the understanding of cultural freedom and cultural diversity, and for reconciliation and respect for human rights. Similarly, the section about the Museum Network programme does not mention the importance of cross-border collaboration, although this would seem to be its most important raison d'être. In the Albania programme there is also a notable absence of tie-in with CHwB's main programme objectives.

Logic.
The logic of the goal structure in terms of means and ends is sometimes difficult to understand in the RBM documents. The programme area "heritage preservation and local community development through cultural tourism" suggests that the end goal is *heritage preservation* and local community development. However, the programme document also says, "the aims of supporting cultural tourism are the exposure of monuments and sites of a wider public and to create the basis for local economic development". This suggests that the end goals are to give people access to cultural heritage (the right to partake in culture?) and promote local economic development. Thus, heritage preservation would be a *means* as opposed to the *end*. Likewise, in the case of the SEE Heritage Network, end and means are not clearly differentiated: the purpose is to protect and promote the common SEE heritage as a tool for sustainable and responsible development. This reflects a common dilemma in the heritage sector: is heritage conservation an end in itself or a means to a socio-economic end goal? Experience indicates that it may be both.

Another example from Kosovo is Programme Area 2, which aims at the "reformation of the Institute for Protection of Monuments into a conservation centre – as a national body responsible for preservation of cultural heritage of possible and an education centre". The objective of this programme area is described as making the heritage sector functional with defined roles and responsibilities for the institutions – including higher educational institutions. It would seem that the reformation of IPM would be a subset of developing the capacities of the cultural heritage sector and not vice versa.

There sometimes seems to be a lack of clarity regarding **process goals and outcome goals**. The 2008 Velika Hoca proposal to Sida presented a cultural heritage management plan as an outcome of the New Swedish Initiative. However, in the subsequent Annual Reports, the objective of the management plan project was defined as "to contribute to improvement of the capacity of the Velika Hoca community in identification and promotion of its rich cultural heritage" and the objective as "to strengthen the role of the local community representatives of the culture by carrying out an assessment ..." suggesting that the *process* of preparing a management plan was the more important aspect of the project. Nevertheless, in the 2009 annual report, CHwB provides a clear rationale for the inventory and management plan (these would serve as crucial tools for Velika Hoca as a designated protective zone in the Ahtisaari Plan), which again suggest that the production of the actual *plan* was primary. To a degree, the SEE Heritage and Museum Networks can be seen as much as a process as an outcome.

Annex 5: Evaluation framework

Evaluation criteria	Evaluation questions	Information source
Effectiveness		
The extent to which CHwB's programme in the Western Balkans has achieved its overall objectives and expected results.	1. What results have been achieved in the different programme components (regional networks, country-focused interventions)? Do they accord with the planned results? 2. To what extent have these results contributed to CHwB's overall objectives? Is there a logical flow from outputs, expected results and overall objectives? 3. To what extent are there synergies among the different components of CHWB's programme? Do they form different parts of a whole? 4. What can be assumed in terms of the situation had CHwB NOT implemented its programme? 5. To what extent are results attributable to CHwB's work rather than extraneous factors? 6. What are CHwB's strengths and weaknesses in terms of achieving results? As an organisation, how can it further strengthen its management of results?	Desk review of CHwB's strategies, programme document, annual reports, monitoring reports, training evaluations, studies, assessments. Interviews with: -CHwB HQ & Balkan staff; -Partner organisations at country level and in Sweden; -Primary stakeholders at country level – NGOs, municipal authorities, national CH institutions, training workshop participants; -Key stakeholders at country level – CH resource persons, Sida, Swedish embassy, other donors; Site visits; SWOT workshop.
Efficiency		
The extent to which the costs of CHwB's programme in the Western Balkans can be justified by its results, taking alternatives into account.	7. Could the results have been achieved better, more cheaply and more quickly? 8. Have the efforts, been managed with reasonable regard for efficiency? 9. What measures have been taken during planning and implementation to ensure that resources are efficiently used?	Analysis of budgets, financial statements, audited accounts. Interviews with CHwB staff in Stockholm and the Balkans. Interviews with CHwB Board. Interview with Sida. Desk review of CHwB's strategies, programme document, annual reports, monitoring reports, training evaluations, studies, assessments.
Sustainability		
The likelihood of continuation or longevity of benefits from CHwB's programme after the cessation donor funding.	10. What is the likelihood that the effects achieved will be sustained? 11. To what extent has CHwB increased the capacity of the institutions they have cooperated with? 12. To what extent is there a sense of ownership among CHwB's partners? 13. What are the prospects for CHwB's financial sustainability? How can CHwB's financing further broaden and stabilize? What are potential sources and a viable and feasible strategy for CHwB? To what extent is developing a consultancy business to obtain a greater income viable and beneficial?	Discussions withCHwB Board. Interviews with: -CHwB HQ & Balkan staff; -Partner organisations at country level; -Primary stakeholders at country level – NGOs, municipal authorities, national CH institutions, training workshop participants; -Key stakeholders at country level – Swedish embassy, other donors; -SWOT workshop.

Relevance		
The extent to which CHwB's work conforms to the needs and priorities of target groups and Sida's priorities.	14. To what extent are the tools and strategies applied by the programme relevant in terms of being technically adequate to the issues at hand? 15. To what extent are the tools and strategies applied by the programme relevant in terms of improving the conservation and management of cultural heritage? 16. To what extent are the tools and strategies applied by the programme relevant in terms of promoting peace and reconciliation? 17. To what extent of the tools and strategies applied by the programme relevant in terms of promoting human rights and gender equality in line with Sida's policies? 18. Considering i) the present national and regional context; and, ii) reflecting upon CHwB's strengths, which potential areas of intervention in Kosovo and Albania would be relevant for prioritisation?	Desk review of CHwB's strategies, programme document, annual reports, monitoring reports, training evaluations, studies, assessments. Interviews with: -CHwB HQ & Balkan staff; -Partner organisations at country level and in Sweden; -Sida; -Primary stakeholders at country level – NGOs, municipal authorities, national CH institutions, training workshop participants; -Key stakeholders at country level – CH resource persons, Swedish Embassy, other donors; -Site visits; -SWOT workshop.
Synergetic effects		
The extent to which the total development effects of interventions are maximised by synergies with other ion efforts.	19. How has collaboration in Kosovo worked with Sida's programmes with UN Habitat? How can synergies be strengthened? What significance does the cultural heritage have for the planning of municipal urban development plans? 20. How has collaboration in Kosovo worked with Sida's programmes and with the Kosovo Regional Environmental Center (REC)? How can synergies be strengthened? What significance does the cultural heritage have for the planning of municipal environmental action plans?	Interviews with: -CHwB Balkan staff; -Partner organisations at country level; -Sida and Swedish Embassy; -Municipal authorities (CH and environmental sections); -UN HabitatREC

Annex 6: Background of evaluators

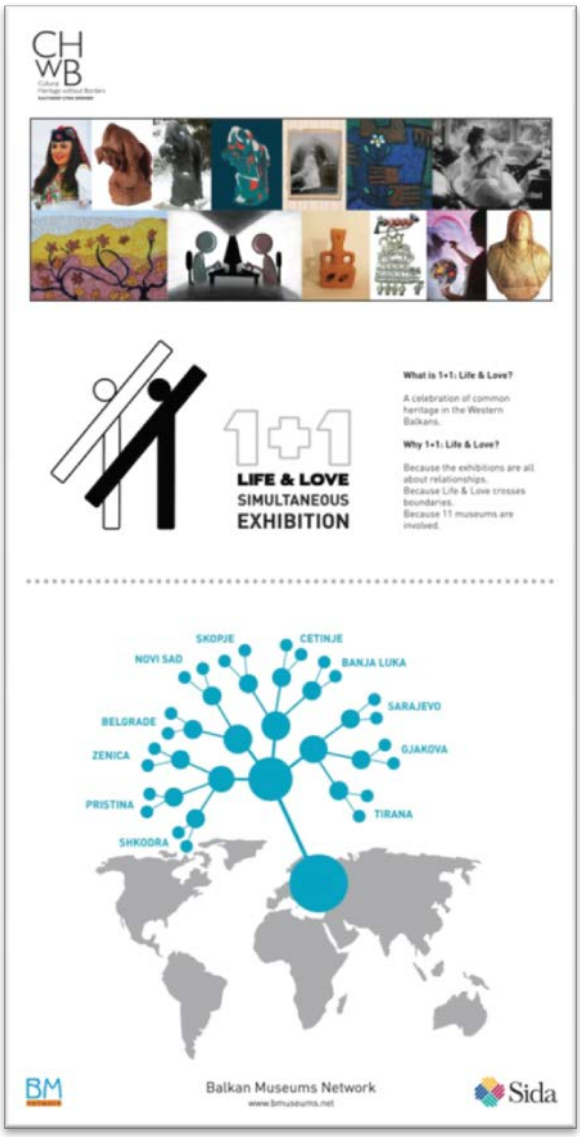
Cecilia Ljungman: Ms. Ljungman has a Master's degree in Political Science, Economics and Philosophy from Balliol College, University of Oxford, and has more than 18 years of experience of international development co-operation. She has specialised in development co-operation strategy formulation, results-based management, evaluation and rights-based approaches. Her area of work spans efforts to address human rights, civil society development, culture, gender equality and conflict settings. She has been involved in nearly 36 evaluations, including large-scale global policy evaluations, sector evaluations, meta-evaluations and organisational evaluations. In 2004, she led a team of ten that conducted Sida's largest evaluation in this sector: *Sida's work with Culture and Media, Evaluation Report 04/38*. In 2005, her work on rights-based approaches was published in Britha Mikkelsen's book *Methods for Development Work and Research - a New Guide for Practitioners*, (Sage Publications, 2005). Ms. Ljungman is based in New York.

June Taboroff: Dr. Taboroff is a senior cultural resource, institutional development, and evaluation specialist with a PhD in art and architectural history from the Institute of Fine Arts, New York University, and a background in environmental economics. Her specialization lies in the fields of cultural heritage conservation and planning, evaluation, project management and policy-making, and community and local economic development. She has extensive field experience of the Western Balkans, where she has worked regularly for the World Bank since 1989. Over the course of her career, Dr. Taboroff has worked in over 60 countries, including many post-conflict countries, and has led more than 10 evaluations for major international and national development agencies. Dr. Taboroff is based in the UK.

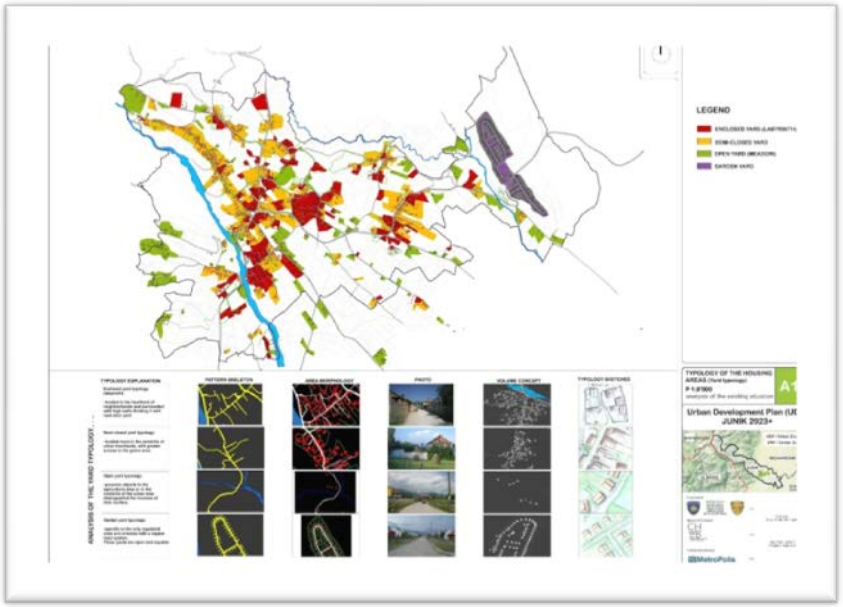
Photo Annex to Evaluation Report: CHwB Activities

Restoration Camp in Gjirokastra

Museum Network Activities



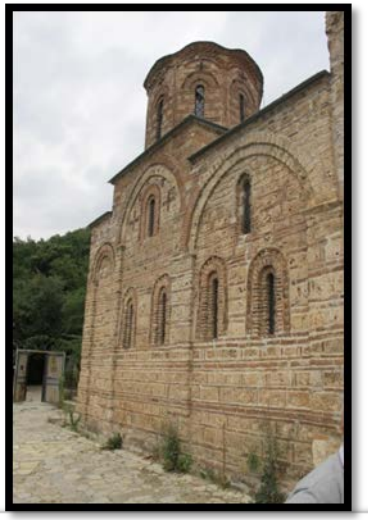
Participatory Municipal Planning in Junik



Junik visioning workshops and heritage maps in the Urban Development Plan

CHwB Restorations in Kosovo





Left to right Veika Hoce; Door of Hadum mosque; Orthodox monastery in Prizren; Hadum Mosque(16th Century); Discussion Adi Morina and family, kulla owners.

Restorations in Kosovo: *left to right* –Windows of a kulla in Junik currently being restored; Gate of the same kulla; , Restored Kulla e Mazrekaj that functions as a Bed & Breakfast run by women's NGO JETA; Ongoing restoration of Kulla in Junik which will become the Djugajin tourism centre; Kulla e Mazrekaj; Kullas in Junik – right one will become a municipal library and event space for the municipality.

Serbia: Pivnice roofs

EVALUATION OF CULTURAL HERITAGE WITHOUT BORDERS (2008–2011)

Cultural Heritage without Borders (CHwB) was founded in 1995 by prominent members of the cultural heritage community in Sweden as a direct response to the targeting and destruction of cultural heritage during the conflict in Bosnia-Herzegovina. Since then it has been active in conserving cultural heritage as part of the wider reconciliation and democratisation effort in the Western Balkan region, receiving core financial support from Sida. This evaluation report forms part of the dialogue between Sida and CHwB regarding a possible future phase of support in the Western Balkans. The evaluation covers the regional and country-level (Albania, Serbia and Kosovo) work of CHwB in the Western Balkans from 2008 to 2011, assessing the effectiveness, efficiency, sustainability and relevance.

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