



# RRK

## RETURN AND REINTEGRATION IN KOSOVO

**Contract number:** CRIS 2008/ 162 519

### FINAL REPORT (March 2011)



Return and Reintegration in Kosovo  
An EU funded project managed by the European Commission Liaison Office

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## List of acronyms

BiH	Bosnia and Herzegovina
CBEI	Capacity Building for European Integration
EC	European Commission
ECLO	European Commission Liaison Office in Kosovo
ECSF	Ethnic Community Sustainability Fund
EU	European Union
EULEX	European Union Rule of Law Mission
GoK	Government of Kosovo
GSVs	Go and See Visits
HPD	Housing and Property Directorate
IC	International Community
ICO	International Civilian Office
ID	Internally Displaced
IDP	Internally Displaced Persons
IOM	International Organisation for Migration
KCB	Kosovo Consolidated Budget
KFOR	Kosovo Force
KPA	Kosovo Property Agency
LAG	Local Action Group
M&E	Monitoring and Evaluation
MESP	Ministry of Environmental and Spatial Planning
MEST	Ministry of Education, Science and Technology
MLGA	Ministry of Local Government Administration
MCO	Municipal Community Officer
MCR	Ministry of Communities and Returns
MRO	Municipal Returns Officer
MWG	Municipal Working Group
OPM	Office of the Prime Minister
OSCE	Organisation for Security and Co-operation in Europe

PIA	Project Implementation Agreement
PSC	Project Steering Committee
RAE	Roma, Ashkali and Egyptians
RBM	Results Based Management
SEA	Socio-Economic Assistance
SOP	Standard Operational Procedures
SPARK	Sustainable Partnerships for Assistance to Minority Returns to Kosovo
SUTRA	Support to Results-Based Approach
TOR	Terms of Reference
TPA	Tripartite Agreement
UNDP	United Nations Development Programme
UNIJA-M	The Union of IDP associations, operating in Kosovo
UNHCR	United Nations High Commissioner for Refugees
UNMIK	United Nations Interim Administration Mission in Kosovo

## 1 Introduction

### 1.1 Project data

Title	Return and Reintegration in Kosovo (RRK)
Location	Kosovo
Budget	Euros 3,723,700 <ul style="list-style-type: none"><li>• Euros 3,300,000 from ECLO</li><li>• Euros 423,700 from UNDP</li></ul>

Additional funding from the MCR of Euros 1,100,000 (received in 2008)

#### Summary

Duration	27 months (July 2008 – October 2010)
Purpose	<p><i>Overall objective:</i> To contribute to a stable multi-ethnic society in Kosovo with equitable provision of government services (including social services and community development) to all citizens, without regard to ethnicity</p> <p><i>Specific objective:</i> To support the sustainable return of refugees and internally displaced persons (IDPs) through the increased involvement of government and non-government actors at central and municipal level and the strengthening of administrative structures and accountability mechanisms</p>
Stakeholders	Ministry of Communities and Return (MCR); Ministry of Local Government Administration (MLGA); Other sectoral ministries as appropriate; IDP-associations; Municipalities of: <ul style="list-style-type: none"><li>• Istog/Istok</li><li>• Pejë/Pec</li><li>• Fushë Kosovë/Kosovo Polje</li><li>• Gjilan/Gnjilane</li></ul>
Key results	<ol style="list-style-type: none"><li>1. Increased policy-making, outreach, coordination, and monitoring capacity in the returns sector at central government level</li><li>2. Increased local capacity for the participatory design and management of return and reintegration projects resulting from joint actions of local stakeholders in the project municipalities</li><li>3. Return of 130 IDP/refugee families, through reconstruction of dwellings and related infrastructure in project municipalities<sup>1</sup></li><li>4. Increased sustainability of returns in project municipalities</li></ol>

<sup>1</sup> The estimated results derive from the contributions of the EU (EUR 3.3m) and UNDP (EUR 0.4m) only. However, the entire project, including the contribution from the Kosovo Consolidated Budget of 1.1m per year received for 2008, allowed for the targeting of a total of 180 beneficiary households. (The Action supported a total of 130 households; the Kosovo Government contribution supported a further 50).

## 1.2 Status of project at time of reporting

Timeline of the project:

- Project start: 23 July 2008
- Project suspension: from 23 February 2009 until 24 April 2009
- Project extension through a contract addendum until 21 October 2010, which constitutes the end date of the RRK project.

Since the official project closure in October 2010, a core project management team, funded by UNDP, has continued work to ensure that issues still outstanding at the date of the project closure are resolved, and to prepare final reports.

At the time of writing, several issues which had been outstanding at the end of the project have since been resolved. These related mainly to the guarantee period of housing construction and connection to utilities. Whilst this report remains focussed on the overarching targets set out in the Action contract, it is of primary importance to UNDP that these final issues were satisfactorily resolved.

For the sake of completeness, it is useful to report on ongoing issues here. At the time of writing:

- The RRK project target of 180 houses had been reconstructed (Result Area 3) by 21 October 2010, although 15 dwellings had not had their final inspection and had therefore not been handed over to beneficiaries owing to outstanding issues concerning connection to water and electricity utilities. Seven of these cases were in a village in the Gjilan/Gnjilane municipality, and the other eight cases were in the Peja/Pec municipality spread across three villages. All 15 cases have now been resolved and a joint final inspection has been completed. All construction activities can therefore be considered finalised.
- Since the end of the project, a community association has been registered to manage the newly built community centre in Serbobran/Srbobran village in Istog/Istok Municipality. A small start-up grant of 1,000 Euros has been made by UNDP to support the association during 2011. In addition, UNDP Social Inclusion Cluster has supported the association's successful application for 10,000 Euros funding from the OSCE Ethnic Community Sustainability Fund (ECSF).

## 1.3 Preparation and scope of the report

This report has been prepared by the final remaining members of the RRK team, supported by UNDP programme and senior management. As the final report for the project, it will cover project activities delivered, problems and difficulties experienced, and focus on the lessons learned from the project, so as to contribute to future returns programming in Kosovo. The findings of the external Evaluation Mission which reported in October 2010 have also been incorporated.

Therefore, this report addresses the following issues:

- It provides an update of activities undertaken or finalised after the final quarterly report (for the reporting period June – August 2010) which was submitted to the RRK Project Steering Committee in September 2010, thus providing a detailed overview of activities and results delivered at the time of the project closure on 21 October 2010, as well as reporting on issues that were outstanding on that date and a status report on their resolution.
- A review of the findings of the external evaluation report conducted in October 2010, which was distributed to stakeholders after the last quarterly report was prepared and circulated. This report includes a detailed evaluation of the results of the project against the outcomes and result indicators that were set out from the project's design and inception. The evaluation report also assesses the project in the key areas of relevance, efficiency, effectiveness, impact, sustainability.
- It reports on the experience of the project in order to provide detailed recommendations and insight into lessons learned, including project difficulties. The external evaluation report contains an informed insight into these key issues and thus forms a valuable platform from which the project's results, achievements and areas for improvement can be validated.

## 2 Executive Summary and Recommendations

This Report provides an overview of all activities and results delivered by the Return and Reintegration in Kosovo (RRK) Project, a European Union (EU) funded project managed by the European Commission Liaison Office (ECLO) and implemented by the United Nations Development Programme (UNDP), between July 2008 and October 2010. Where relevant, the report also includes details of any activities that have required remediation or finalisation after 21 October, the date on which the Action contract ended.

The RRK Project's overall objective is to contribute to a stable multi-ethnic society in Kosovo with equitable provision of government services (including social services and community development) to all citizens, without regard to ethnicity. The specific objective of the project is to support the sustainable return of refugees and Internally Displaced Persons (IDPs) through the increased involvement of government and non-government actors at central and municipal level and the strengthening of administrative structures and accountability mechanisms in the project municipalities.<sup>2</sup>

In addition to supporting the Ministry of Communities and Return (MCR) at the central level, the RRK Project has focused its activities in four selected municipalities: Fushë Kosovë/Kosovo Polje, Gjilan/Gnjilane, Istog/Istok and Pejë/Pec (Annex A). The project design included activities under five specific Result Areas.

There have been verifiable positive outcomes under Result Area 1 (increased policy-making, outreach, coordination, and monitoring capacity in the returns sector at central government level) and these are highlighted in the Evaluation Mission report. These include the strengthening of MCR staff capacity to monitor returns progress at a municipal level, including the creation of joint commissions to monitor construction progress; significantly improved coordination and cooperation between the MCR and the RRK municipalities and support to the MCR for the transparent and empowering allocation of funds to municipalities on a needs basis. In addition, the deployment by the project of a senior international consultant in support of the MCR during much of 2010 served to strengthen capacity at a central level, through the provision of expert advice and technical assistance.

However, as has been identified in previous reports, this was also the most limited area of successful delivery by the RRK Project. Some capacity development (particularly in the areas of budgeting, communications and outreach, as well as the provision of technical assistance to the working groups for the revision of the Manual for Sustainable Returns) was achieved, but the absence of a capacity needs assessment early in the project cycle – in part owing to beneficiary fatigue from previous capacity reviews – had a seriously negative impact on this result area. This represents an important lesson learned.

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<sup>2</sup> RRK Grant Application Form, 1.5 Objectives



Under Result Area 2 (increased local capacity for the participatory design and management of return and reintegration projects resulting from joint actions of local stakeholders) the RRK Project has had verifiably positive achievements. These include the setting up of Local Action Groups (LAGs) in all four partner municipalities and active involvement of the members in the identification and approval of community development projects. However, it is acknowledged that LAG involvement in project supervision was not achieved and this indicates that involvement of LAG members in activities beyond project identification should be prioritised in future RRK projects. Moreover, as the Evaluation Mission report points out, poor communication on the part of the RRK Project management in the inception phase led to unfulfilled expectations on the part of some LAG members.

Capacity development through the provision of targeted training and mentoring achieved much more substantial results owing to the comprehensive municipal needs assessments completed during the inception phase of the RRK Project. Feedback from participants, as well as the Evaluation Mission's assessment, was overwhelmingly positive. One key indicator of successful strengthening of municipal capacity is the decision by two RRK partner municipalities, Gjilan/Gnjilane and Istog/Istok, to implement their own returns projects based on the RRK model. As mentioned above, there was also strengthened information flow and coordination between the MCR and the four municipalities, as well as an increased sense of empowerment among municipal staff in relation to procurement and construction activities. In addition, there has been strong commitment by the RRK Municipality mayors which played a major role in the project's positive results at municipal level.

Outcomes under Result Area 3 (Return of 180 ID/refugee families, through reconstruction of dwellings and rehabilitation of related infrastructure in project municipalities) have also been verified as overwhelmingly positive by the Evaluation Mission, as well as by municipal staff and beneficiaries. The selection of beneficiaries, with municipalities taking a leading role in the process, supported by the RRK team and UNHCR, has proved successful, with the majority of beneficiaries selected returning to take possession of their new houses.

Data compiled by both the project team, and verified by the Evaluation Mission survey, indicate that the minimum targets established in the Action contract have been met or exceeded. The RRK project aimed to achieve a minimum target of about 70 percent of the reconstructed houses being inhabited by returning families.

Reconstruction of all 180 houses (130 funded under the EU contribution and 50 from MCR funds) had been finalised at the time of reporting, although issues over connection to utilities for 15 houses was finalised by UNDP after the end of the project. One additional house (covered under the MCR contribution), was left unfinished following information from the municipality that the beneficiary did not meet the criteria for returns assistance. Although this was an unfortunate development, the fact that there was just one such case in a project which supported 180 other eligible beneficiary families does indicate that the procedure for beneficiary selection was rigorous. Moreover, the Evaluation Mission has observed in its report that the "chances for sustainable return are very good",<sup>3</sup> even if there is no absolute guarantee of this.

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<sup>3</sup> RRK External Evaluation Report (October 2010), p 21.

According to a survey undertaken by the project team in February 2011, of the 70 beneficiary families in Istog/Istok Municipality, a total of 59 out of 70 are still living in their houses (84 percent), with only one house confirmed as having been sold (Annex E). In Pejë/Pec Municipality, the respective figures were 37 families out of 55 being present at the time of the survey (67 percent), with two houses confirmed as having been sold. In Gjilan/Gnjilane Municipality all 30 project beneficiaries are present, and in Fushë Kosovë/Kosovo Polje Municipality the occupancy figure at the time of the survey was 16 out of 25 (64 percent).

One very important component of the RRK Project design was the commitment to support municipal procurement for construction services. Although it should be noted that this did occasion delays to the construction cycle – and contributed to the need to request a no-cost extension at the beginning of 2010 – the benefits in terms of strengthening municipal capacities to implement reconstruction activities have been clear. It is therefore recommended that future RRK projects should include this modality in the design, while recognising that direct municipal procurement under Kosovo regulations is likely to require a longer timeframe for implementation.

However, an important lesson learned is that there is a need for constant support to municipalities throughout the procurement process, during negotiations with construction contractors and during the supervision of building works. For that reason, it is recommended that future project designs should take into account the need for a constant project team presence in each municipality, particularly team members with engineering or construction supervision experience.

The RRK Project design included the target that at least 30 percent of RRK beneficiaries should come from the Roma, Ashkali and Egyptian communities. Since 35 percent of approved beneficiaries have been drawn from these communities, this target has been successfully achieved. The RRK Project has come close to meeting the target that approximately 25 percent of beneficiary households should be female-headed or otherwise vulnerable. The final evaluation indicates that 40 households out of 180 approved by the PSC are female headed. Specialised training for female beneficiaries was also evaluated as successful by both participants.

However, it is also recognised that a significant amount of further support will be necessary to ensure that the return and reintegration of these beneficiary families is sustainable. It is critical that both the municipalities (particularly departments of education and departments of municipal services) and, where appropriate, local civil society organisations, continue to provide required support to all returned beneficiaries on an equitable basis.

Under Result Area 4 (increased sustainability of returns in project municipalities), of the 180 beneficiary families, 146 (81 percent) had developed a business plan based on the training provided under the project, although 87 percent had participated in training activities. All beneficiaries who have returned have received their selected SEA equipment or livestock. Based on the survey undertaken by the Evaluation Mission team, 119 beneficiary families (71 percent) are generating income from their SEA grant. This meets the minimum target set in the Action contract (70 percent). The fact that a higher proportion of beneficiary

families are not generating minimal income from assistance provided by the project is a reflection of the challenging economic environment.

Key lessons learned under Result Area 4 include the need for more timely delivery of SEA equipment as soon as possible after physical return has taken place and business start up training has been delivered. In addition, based on the Labour Market Survey undertaken by the RRK Project team, it is also clear that very few beneficiaries had any interest in employment generation with local employers, other than salaried employment offered by the respective municipality. There remains a high level of distrust in private sector employers, and in order to overcome this, it will be necessary for future RRK projects to encourage the active participation of local private sector employers in returns-related activities.

Moreover, another key lesson learned is that a monitored mechanism to discourage beneficiaries from selling SEA equipment shortly after delivery is essential. Although this is not known to have occurred in more than around ten percent of cases, an agreement under which recipients commit not to sell equipment or livestock provided to support their economic reintegration was implemented during delivery of income generating equipment for the second cycle of returns. It is recommended that this modality is used for future RRK projects.

Under Result Area 5 (increased reintegration of minority returnees in project municipalities) all approved Community Development activities were delivered, although it is noted that there was dissatisfaction by stakeholders over some specific issues (such as the final design of the Serbobran/Srbobran community centre), mainly due to a lack of communication between the project management and the PSC. Nevertheless, as the Evaluation Mission observed, at least one project in each municipality has benefited the minority community in three of the RRK partner municipalities (Gjilan/Gnjilane, Istog/Istok and Pejë/Pec). This objective was not met in Fushë Kosovë/Kosovo Polje.

Moreover, as noted above under Result Area 2, there has been disappointment among LAG members that some proposed projects were rejected as inappropriate or as failing to support the objectives of the project. An important lesson learned is that the setting up of the LAGs and the active engagement of their members is essential from the earliest days of the inception phase. LAGs will only function as intended if there is a clear understanding of the RRK concept among members. It is recommended that when LAGs are set up in future, members should receive a comprehensive training at the start of the project. In addition, the project selection protocols and PIP forms for community project identification developed by the project team should be used as standard by future RRK projects.

In conclusion, it should be noted that the RRK Project was ambitious in its aims and objectives, particularly in comparison with previous returns projects delivered in Kosovo. The project can be evaluated as relevant, in that it has made a significant contribution in supporting the four beneficiary municipalities to strengthen their capacities to implement return and reintegration activities. It has also directly supported 180 families (1,039 individuals) with the reconstruction of their homes in Kosovo.

The project can be evaluated as efficient at the municipal level, although it is accepted that there were shortcomings in terms of efficiency in respect of support to capacity development within the MCR. As the Evaluation Mission points out in its report, the project design was overly ambitious in aiming to implement activities with a high level of complexity within the original timeframe of 21 months. It is acknowledged that a 30 month project would have been more appropriate. Delays in the inception phase, unsatisfactory reporting by the project team during the inception phase (culminating in a two month suspension by ECLO) and changes to management team during the project cycle further compounded the challenges of project implementation and delivery.

While recognising that there have been mixed results in respect of effectiveness and impact of the project, it is also fair to state that RRK has had a very substantial impact on the living conditions for those beneficiary families who have returned to their reconstructed homes in Kosovo. Moreover, the Evaluation report stresses the “very positive” impact on the RRK partner municipalities<sup>4</sup>, and notes that there have been effective capacity development outcomes particularly in Gjilan/Gnjilane and Istog/Istok.

It has always been acknowledged that sustainability of return and reintegration remains the outstanding challenge for any returns project. At the time of writing economic sustainability remains a key issue for a number of project beneficiaries, particularly members of the Roma, Ashkali and Egyptian communities. Further carefully targeted follow-up is required to ensure the sustainable reintegration of all 180 returnee families supported by the project. UNDP has continued to track the ongoing reintegration of beneficiaries since the RRK project concluded and is committed to assist with this ongoing process, in close cooperation with the four partner municipalities, MCR and other stakeholders.

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<sup>4</sup> RRK External Evaluation Report (October 2010), p 27.

### 3 Review of Progress and Performance at completion

#### 3.1 Policy and programme context, including linkage to other operations/activities

UNHCR data indicates that as of the end of December 2010, 2,187 individuals had returned to Kosovo voluntarily during last year. This indicates that demand for voluntary returns is increasing steadily when compared to figures for minority return in Kosovo during 2008 (679 individuals) and 2009 (1,153). In order to respond to this demand there will be a continuing need for the mobilisation of resources to support return and reintegration activities in Kosovo, particularly against the background of rising numbers of involuntary returnees under readmission agreements and the continuing limited resources available.

The MCR is in the lead in coordinating returns strategy and in monitoring the implementation of return and reintegration activities. The Ministry's Strategy for Returns (approved by the Prime Minister in February 2010) is now in force, while the draft of the latest revision of the Revised Manual for Sustainable Return was circulated to political advisors in the MCR in February for final review. However, a date by which this process will be completed has yet to be clarified. Once finalised, it is expected that the new Manual will play a critical role in terms of clarifying procedures. It is important to note that some provisions are already being applied (such as those dealing with resettlement in the place of displacement within Kosovo).

The four RRK partner municipalities (Annex A) continue to express their commitment to implement return and reintegration activities. Two municipalities, Gjilan/Gnjilane and Istog/Istok, are planning further returns projects using municipal resources, but modelled on the RRK concept.

During its implementation the RRK Project coordinated its activities with the following institutions and projects:

##### **UNHCR**

Close cooperation with the UNHCR was a key feature of the entire project, from outreach to beneficiaries displaced outside Kosovo, through beneficiary selection and the monitoring of return and reintegration. UNHCR also participated in the RRK PSC and project coordination meetings with the deputy ministers of the MCR and MLGA. It continues to convene regular inter-agency meetings on Returns in which UNDP participates.

##### **OSCE**

The OSCE has been closely involved with legal issues impacting on the RRK Project, particularly in relation to the amendment of land use agreements with some beneficiaries in Istog/Istok and Gjilan/Gnjilane. Team members have continued to have meetings with the relevant OSCE staff and UNDP has supported the Serbobran/Srbobran community association to prepare a successful bid for community reintegration activities under the OSCE's Ethnic Community Sustainability Fund (ECSF).

### **Danish Refugee Council (DRC)**

Regular exchange of information and sharing of knowledge took place between the Danish Refugee Council, which is implementing the RRK2 Project, and the RRK team. Both projects also shared the same PSC and the two project teams organised a joint workshop for members of their respective LAGs. The production of a Protocol for RRK LAGs and the establishment of criteria for the selection of community development projects came about as a result of this joint approach.

### **International Organisation for Migration (IOM)**

The International Organisation for Migration (IOM) in Kosovo is implementing the Community Stabilisation Programme (CSP), funded by the European Union and managed by ECLO. The project has been established to support the improvement of the socio-economic situation of minorities and minority communities throughout Kosovo, thereby supporting the international community and the Ministry of Community and Returns (MCR) Strategy to strengthen and stabilize communities and promote sustainable return. The programme aims to improve living conditions and to promote sustainable livelihoods in minority areas in Kosovo through the implementation of income generation and community development activities. A briefing was provided to IOM, with encouragement from ECLO, in order to explore ways in which CSP can continue to support the stabilisation of communities where RRK beneficiaries have returned.

### **Government and Agency coordination**

Meetings took place during the project implementation period between UNDP senior management and the Minister of Communities and Return. An RRK Project Action Plan was developed in early 2010 and regularly reviewed with participation of the MCR and ECLO.

The RRK Project management team participated in regular coordination meetings with the MCR and MLGA, including a bi-monthly project meeting hosted by the two deputy ministers of the MCR and the MLGA, as well as in the interagency meetings convened by the MCR and UNHCR. Regular meetings also took place between RRK team members and the senior international Advisor deployed to the MCR in 2010 under the project budget.

## **3.2 Objectives achieved**

RRK's overall objective is to contribute to a stable multi-ethnic society in Kosovo where government agencies will provide public services (including social services and community development) to all citizens equitably, without regard to ethnicity.

The specific objective of the project is to support the sustainable return of internally displaced persons (IDPs), as well as refugees, originating from Kosovo.

The project has five planned results:

1. Increased policy-making, outreach, coordination, and monitoring capacity in the returns sector at central government level;

2. Increased local capacity for the participatory design and management of return and reintegration projects resulting from joint actions of local stakeholders;
3. Return of 130 ID/refugee families through reconstruction of dwellings and rehabilitation related infrastructure in project municipalities;
4. Increased sustainability of returns in project municipalities;
5. Increased reintegration of minority returnees in project municipalities.

The main focus of assistance was at the local level, where municipal and non-government actors have been supported through funding and capacity development assistance for local return and reintegration projects, which resulted in the rehabilitation of dwellings and related infrastructure, the provision of socio-economic assistance to returnees, and the undertaking of community development initiatives.

Each of the five concrete results described above has key measurable indicators associated with it which were outlined in the design of the project. As was done in the external evaluation report, the results of the project can be evaluated against these prescribed indicators to assess the project's level of success in achieving each of these five concrete results. As part of UNDP's commitment to monitoring the reintegration of RRK beneficiaries, a comprehensive survey of all households was undertaken during February 2011 (Annex E). All 180 reconstructed houses were visited by UNDP staff, beneficiaries were interviewed and the findings have been included in the report.

### 3.3 Activities undertaken

#### 3.3.1 Result Area 1: Increased policy-making, outreach, coordination, and monitoring capacity in the returns sector at central government level

Indicator	Achieved	Comments
MCR has developed an outreach strategy to provide information to the displaced	<b>Partially</b>	The MCR has developed a comprehensive communications strategy which includes specific outreach to IDPs. However, the MCR does not yet have a single outreach strategy document or action plan.
MCR established database providing information on IDPs' interest to return in the RRK project municipalities	<b>Yes</b>	The MCR database has been in the process of development throughout the lifetime of the project and an external contractor was tasked with this activity. The RRK project has provided data to the MCR, but did not play a role in the development of the database system which was contracted out to a commercial company by the Ministry.
MCR improved outreach to displaced via strengthened	<b>Partially</b>	Strengthened cooperation with IDP associations was achieved through the RRK project. IDP associations

<p>cooperation with IDP associations, the Governments of Serbia and Montenegro, and the Commissariats for Refugees and IDPs.</p>		<p>completed IDP survey in Serbia about future returns demand.</p> <p>Strengthened cooperation with the Government of Serbia was not achieved. This issue required engagement at a higher political level, which was beyond the scope and reach of the RRK project team.</p> <p>Strengthened cooperation with Commissariats for Refugees and IDPs has been fully achieved.</p>
<p>MCR has established a functioning monitoring unit for return related activities at the municipal level</p>	<p><b>Partially</b></p>	<p>A formally structured monitoring unit as such does not exist. However, the external evaluators concluded that the monitoring of return related activities at the municipal level is functioning, and was strengthened by the RRK project.</p>
<p>MCR will have strengthened coordination with the international community, other Ministries and other stakeholders in the returns sector such as IDP associations to support return related activities.</p>	<p><b>Yes</b></p>	<p>Coordination with all stakeholders is a flagship activity of the RRK project. The MCR has strengthened cooperation with other Ministries and municipalities.</p> <p>Municipal staff stated that cooperation with MCR was significantly increased by the project.</p>
<p>MCR developed a more comprehensive strategy on how to integrate returnees in Kosovo.</p>	<p><b>Yes</b></p>	<p>The MCR has developed 3 important documents on integrating returnees in Kosovo during the lifetime of the RRK project:</p> <ul style="list-style-type: none"> <li>- The Revised Manual for Sustainable Return.</li> <li>- Strategy of Return 2010-2013.</li> <li>- A specific strategy for the reintegration of Roma, Ashkali and Egyptian (RAE) communities.</li> </ul> <p>Members of the RRK team participated in sub-working groups for the revision of the Manual.</p>
<p>MCR (in collaboration with the GoK) established a pooling mechanism to support resource mobilisation and grant funding to municipalities for accelerated returns sub-projects.</p> <p>Also, an MCR chaired, Returns-Government donor coordination and dialogue mechanism established.</p>	<p><b>No</b></p>	<p>There is no financial pooling mechanism for resource mobilization and grant funding.</p> <p>Despite regular meetings between MCR and donors, the MCR-chaired Returns-Government donor coordination and dialogue mechanism does not exist. Despite proposals made by the RRK project to organise a donor conference, this was not pursued,</p>



		possibly because MCR considered that it should have full ownership on this issue.
MCR (with UNDP support) transparently and objectively responds to the needs of the municipalities in their support of returnees, by allocating more funds based on a needs basis.	<b>Yes</b>	<p>This target has been achieved through the joint efforts of RRK and MCR. The allocation of funds with the support of UNDP was perceived by the external evaluators as transparent, objective and empowering.</p> <p>The four project municipalities were assisted on a needs basis and the process was transparent and supported the development of the municipalities' sense of ownership.</p>

3.3.2 Result Area 2: Increased municipal capacity for the participatory design and management of return and reintegration projects resulting from joint actions of local stakeholders in beneficiary municipalities

<b>Indicator</b>	<b>Achieved</b>	<b>Comments</b>
Municipalities set up fully functional LAGs, comprised of a representative of municipality, civil society, business community and IDP representatives, who will coordinate returns activities jointly with the MWG	<b>Partially</b>	<p>All four municipalities had their LAGs set up by mid 2009. Of the 24 LAG members in total, four were female. None of the LAGs had an IDP representative as member.</p> <p>All LAGs have been fully involved in the selection of community development projects and specialised training for group members has been provided through the RRK Project. However, no LAG participated in monitoring activities.</p>
Relevant departments in the project municipalities trained in activities related, but not limited, to the implementation of returns projects	<b>Yes</b>	<p>Following a comprehensive capacity needs assessment conducted in each municipality during the inception phase, the RRK project contracted an implementing partner (MDA) to deliver capacity building training activities for municipal staff. MDA delivered a total of 54 training days. Additional specialised trainings were provided by RRK team members.</p> <p>Positive feedback from all four municipalities confirmed that the training benefitted municipal staff and has increased their capacities to implement future municipal returns activities.</p> <p>Two municipalities (Istog/Istok and Gjilan/Gnjilane) have based on their developed capacities decided to implement additional return projects themselves.</p>

<p>LAGs trained in project management and coordination within their municipality and coordinate sub-projects for returnees under minimal supervision</p>	<p><b>Partially</b></p>	<p>LAG members participated in trainings provided at municipal level. However, the external evaluation report found that participation of LAG members in MDA trainings which could have benefitted them was low, except in Gjilan/Gnjilane.</p> <p>A specialised training for LAG members focusing on project identification and formulation was delivered by the RRK staff. The project team worked closely with LAG members to develop protocols for the selection of community development projects. The greenhouse project in Gjilan/Gnjilane was a direct result of this.</p> <p>The external evaluation found that none of the LAG members surveyed in any of the four municipalities has been involved in coordinating sub-projects for returnees. However, the municipal representatives in LAGs were actively involved in coordination of RRK activities.</p>
<p>Ethnically-inclusive civil society organizations are active participants in the development and implementation of local return and community integration projects</p>	<p><b>Partially</b></p>	<p>CSO participation in the development of community development projects was limited. The involvement of the local Red Cross in a project in Serbobran/Srbobran represents an example of CSO involvement in the direct implementation of a community development project.</p> <p>Two other project components have involved CSOs:</p> <ul style="list-style-type: none"> <li>- An NGO was engaged to conduct trainings for female beneficiaries in all four project municipalities.</li> <li>- The business start up trainings in the Gjilan/Gnjilan and Peja/Pec municipalities were conducted by local NGOs.</li> </ul> <p>A locally registered NGO, The Ideas Partnership, with support from the RRK project team, has developed an income generating project for ecologically friendly cloth shopping bags (funded by the British Embassy) in which RRK beneficiaries in Serbobran/Srbobran are participating.</p>
<p>The information flow and coordination between municipality actors involved in returns activities and the relevant Ministries, the MCR</p>	<p><b>Yes</b></p>	<p>In all four municipalities, the municipal authorities confirmed that the cooperation and information flow between the municipality and the MCR in particular has improved drastically.</p>

and the MLGA, will have improved		The municipalities stated that the project was the first time they had been included in the whole return process.
Municipalities will have easier access to temporary use of unoccupied reconstructed property for minorities	<b>No</b>	<p>The RRK team co-chaired the sub working group on legal issues concerning the revision of the return manual. This working group considered the issue of unoccupied houses and set up a smaller task force dedicated to it which then handed over their recommendations to the MCR for further action.</p> <p>However, all four municipalities stated that the project has not worked with them on this issue. The issue of unoccupied property needs to be solved on national rather than municipal level.</p>

### 3.3.3 Result Area 3: Return of 130 ID/refugee families, through reconstruction of dwellings and related infrastructure in project municipalities

<b>Indicator</b>	<b>Achieved</b>	<b>Comments</b>
By the end of the project 180 dwellings and related infrastructure in project municipalities repaired	<b>Yes</b>	<p>Reconstruction of all the 180 houses has been completed. (Construction of one additional house was halted in 2010 by Gjilan/Gnjilane Municipality after 60% of the works had been undertaken due to the beneficiary not qualifying for returns support).</p> <p>Related infrastructure projects are community development projects which have all been completed.</p>
Approximately 25% of beneficiary households are female-headed or otherwise vulnerable, among them some vulnerable non-returnee households	<b>Yes</b>	This target has been achieved with 40 out of 180 households (22.4%) being female-headed. A targeted training program was also conducted in September 2010 for female beneficiaries, and was evaluated very positively by the participating beneficiaries in the external evaluation report.
About 70% of the houses reconstructed are inhabited and families have returned	<b>Yes</b>	Although not all beneficiaries had moved into their reconstructed house as of the end date of the project, the external evaluation noted that 77% of respondents stated that they were present in their houses. According to the survey of all RRK beneficiaries undertaken in February 2011, a total of 79% of reconstructed houses (142 out of 180) were inhabited by the approved beneficiary families.

		<table border="1"> <thead> <tr> <th>Municipality</th> <th>Number of houses built</th> <th>Occupancy rate (Feb 2011)</th> </tr> </thead> <tbody> <tr> <td>Istog/Istok</td> <td>70</td> <td>84%</td> </tr> <tr> <td>Pejë/Pec</td> <td>55</td> <td>67%</td> </tr> <tr> <td>Gjilan/Gnjilane</td> <td>30</td> <td>100%</td> </tr> <tr> <td>Fushë Kosovë /Kosovo Polje</td> <td>25</td> <td>64%</td> </tr> <tr> <td><b>Total</b></td> <td><b>180</b></td> <td><b>79%</b></td> </tr> </tbody> </table> <p>The evaluation also noted that the chances for sustainable return are “very good” as the beneficiaries are, by and large, satisfied with their return and intend to stay long-term.</p>	Municipality	Number of houses built	Occupancy rate (Feb 2011)	Istog/Istok	70	84%	Pejë/Pec	55	67%	Gjilan/Gnjilane	30	100%	Fushë Kosovë /Kosovo Polje	25	64%	<b>Total</b>	<b>180</b>	<b>79%</b>
Municipality	Number of houses built	Occupancy rate (Feb 2011)																		
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Fushë Kosovë /Kosovo Polje	25	64%																		
<b>Total</b>	<b>180</b>	<b>79%</b>																		

### 3.3.4 Result Area 4: Increased economic sustainability of minorities in project municipalities

Indicator	Achieved	Comments
All returnee households will have developed basic business plans or sustainable livelihood proposals, in support of socio-economic assistance allocation.	<b>Partially</b>	Out of 180 beneficiaries, 81% have developed business plans or livelihood proposals, while 29% have not. Since this indicator specifies that <b>all</b> returnee household should have developed a business plan this output has not been fully achieved.
At least 80% of beneficiaries (including some non-returnees, and with special consideration given to female-headed or otherwise vulnerable households) assisted with income generation grants to improve sustainable livelihoods	<b>Yes</b>	<p>According to the external evaluation report, the income generating grants have been generally well distributed. Over 70% of the assistance has been in agriculture, particularly motor-cultivators or similar equipment.</p> <p>The external evaluation report confirmed that this target had been achieved, with 174 respondents (86%) having been provided with the SEA grant. By the end of project, 178 out of 180 beneficiaries had received their SEA equipment (one of the remaining two was ineligible, having already received support from Mercy Corp; the other beneficiary had not yet returned to Kosovo by the end date of the project). Specialist</p>

		training had been provided to female beneficiaries and this included income generation support and advice.
About 80% of beneficiaries have participated in basic business start-up trainings, vocational trainings or on-the-job-trainings	<b>Yes</b>	87% of the 180 returnees had participated in basic business start-up, vocational or on-the-job trainings. This output delivery results target has therefore been exceeded.
About 70% of beneficiaries generate minimal income from the grant received within the project.	<b>Yes</b>	<p>The survey conducted as part of the external evaluation found that 71% of respondents confirmed that they were still generating some income. This target can therefore be considered to have been achieved.</p> <p>The UNDP survey of RRK beneficiaries noted that income generation from the SEA grant varied significantly between municipalities. In Gjilan/Gnjilane, for example, only one beneficiary had sold his SEA equipment, while the remaining 29 (97%) were utilising, or had plans to use, their grant. In contrast, in Istog/Istok, just 40 (68%) were still making use of their SEA equipment.</p>

### 3.3.5 Result Area 5: Increased reintegration of returnees through community development projects and reconciliation activities

<b>Indicator</b>	<b>Achieved</b>	<b>Comments</b>
Community development projects supporting the community at large will have supported reintegration and reconciliation efforts by the municipality	<b>Partially</b>	<p>The majority of the community development projects delivered through the RRK project was infrastructural, including reconstruction of 18 houses for vulnerable majority community members, and assistance with building materials for four other families. It can be argued that these infrastructural projects benefitted the whole community in terms of improved relations and therefore played a role in supporting the reintegration of RRK returnees. In addition, irrigation and drainage works also benefited the wider communities. However, as the evaluation mission pointed out, buying the good will of the majority community cannot necessarily be considered a long term reconciliation effort.</p> <p>The external evaluation report also concluded that substantive reintegration and reconciliation projects</p>

		have not been implemented under the community development component, with the exception of the support to schooling of RAE children in Istog/Istok. As of February 2011, 23 out of 35 school-age children of the RAE community living in Serbrobran/Srboban are attending classes provided through RRK community development activities which support reintegration into the mainstream education system and two classrooms in the local primary school had been re-equipped through the RRK project.
At least one project in each municipality would have benefited the minority communities	<b>Partially</b>	<p>The external evaluation report judged that this target was achieved for the municipalities of Gjilan/Gnjilane, Pejë/Pec, and Istog/Istok.</p> <p>In Fushë Kosovë/Kosovo Polje, this target was not achieved as the only community development project implemented, a house for a vulnerable Kosovo Albanian family, did not directly benefit the minority communities, although it is acknowledged by the MCO that this contributed to reducing inter-ethnic tensions within the area where a number of RRK beneficiaries have returned.</p>
Municipalities will have revisited their Municipal Returns Strategies with participation of IDP representatives, including reintegration and community development efforts	<b>Partially</b>	<p>Three of the municipalities (Pejë/Pec excluded), have revised their Municipal Returns Strategies with support from the project. The external evaluation team noted that participation in the RRK project had assisted them considerably.</p> <p>In Pejë/Pec this had not been achieved by the end of the RRK project. The municipality states that it is waiting until the Revised Manual on Return has been finalised. This municipality may therefore need some specifically tailored capacity development assistance on this issue in the future.</p>

The following Community Development projects have been implemented during the course of the RRK project at a total cost of Euros 459,214.67. Of this sum, Euros 375,843.42 was contributed from RRK funds, while the partner municipalities contributed a total of Euros 83,371.25 as detailed in the respective tables below, which also include details of specific activities, identification of beneficiary communities, costs and dates of completion.

## Istog/Istok

Project title	Beneficiaries	Status	Budget		
			RRK	Municipality	TOTAL
Three houses for vulnerable families	3 K-Albanian families in Istog/Istok town, Cercë and Kosh	Completed October 2009	35,073.82		35,073.82
Dam in the village of Kovrage (irrigation)	All village inhabitants (majority and minority)	Completed September 2009		5,000.00	5,000.00
Dam in the village of Prigode (irrigation)	All village inhabitants (majority and minority)	Completed September 2009		5,000.00	5,000.00
Sewage system in Banje/Banja village	60 Bosniak, 23 Albanian and 10 Serb families	Completed December 2009	10,000.00	30,976.25	40,976.25
Initial infrastructure works in Serbobran/Srbobran	18 RAE returnee families	Completed November 2009	26,506.60		26,506.60
Five houses for vulnerable families	5 K-Albanian families in the municipality	Completed May 2010	61,064.00		61,064.00
Community Centre in Serbobran/Srbobran	All the village inhabitants (majority and minority)	Completed September 2010	23,290.00		23,290.00
Community Centre furnishings	All the village inhabitants (majority and minority)	Completed September 2010	3,125.00		3,125.00
Basketball practice area	All the village inhabitants (majority and minority)	Completed September 2010			
Concrete pathways linking houses with internal roads in Serbobran/Srbobran	18 RAE returnee families	Completed September 2010	18,286.00		18,286.00
Gravel road within Serbobran/Srbobran village	18 RAE returnee families	Completed July 2010			
Play-ground for children within Serbobran/Srbobran	Children of 18 RAE returnee families	Completed September 2010	4,950.00		4,950.00
Fences around the new houses in Serbobran/Srbobran	18 RAE returnee families	Completed August 2010	11,834.00		11,834.00
Supplementary drainage system in Serbobran/Srbobran	18 RAE returnee families	Completed September 2010	9,738.00		9,738.00
Support for Primary Education in Serbobran/Srbobran	18 RAE returnee families	Completed October 2010	5,883.00		5,883.00
Rehabilitation of the secondary road connecting Serbobran/Srbobran to the main road	18 RAE returnee families and 15 families from receiving community	Completed October 2010	9,700.00		9,700.00
	<b>TOTAL</b>	-	<b>219,450.42</b>	<b>40,976.25</b>	<b>260,426.67</b>

### Pejë/Pec

Project title	Beneficiaries	Status	Budget		
			RRK	Municipality	TOTAL
Two houses for vulnerable families	2 K-Albanian families in Zahaq/Zahac and Kristal	Completed February 2010	25,000.00	4,000.00	29,000.00
Rehabilitation of Zahaq/Zahac Culture and Youth Centre	Inhabitants of three villages (K-Albanian and Ashkali communities)	Completed July 2010		20,980.00	20,980.00
Five houses for vulnerable families	5 K-Albanian families in the municipality	Completed July 2010	50,011.00		50,011.00
Electrification in Maja e Zeze/Crni Vrh	Serbian returnee families	Completed October 2010	9,920.00		9,920.00
	<b>TOTAL</b>	-	<b>84,931.00</b>	<b>24,980.00</b>	<b>109,911.00</b>

### Gjilan/Gnjilane

Project title	Beneficiaries	Status	Budget		
			RRK	Municipality	TOTAL
Two houses for vulnerable families	2 families (1 K-Albanian and 1 K-Turk) in Gjilan/Gnjilane town and Muqibabe village	Completed December 2009	27,790.00		27,790.00
Supply of housing reconstruction material for four vulnerable families	4 K-Albanian families in Gjilan/Gnjilane town and the villages of Malisheve, Vrapciq and Llastice	Completed December 2009	4,016.00		4,016.00
Supply of plastic Green houses	111 minority and 106 majority families in the municipality	Completed October 2010	26,656.00		26,656.00
Infrastructure in Budriga	8 returnee families	Completed October 2010		13,965.00	13,965.00
Play-ground for children in Budriga	Children of 8 returnee families	Completed October 2010	1,500.00	3,450.00	4,950.00
	<b>TOTAL</b>	-	<b>59,962.00</b>	<b>17,415.00</b>	<b>77,377.00</b>



### Fushë Kosovë/Kosovo Polje

Project title	Beneficiaries	Status	Budget		
			RRK	Municipality	TOTAL
One house for a vulnerable family	1 K-Albanian family in Nakarade	Completed June 2010	11,500.00		11,500.00
	<b>TOTAL</b>		<b>11,500.00</b>	-	<b>11,500.00</b>

### 3.4 Resources and budget used

The total budget for the RRK project was Euros 4,823,700 of which:

- Euros 3,300,000 from ECLO;
- Euros 423,700 from UNDP;
- Euros 1,100,000 from MCR (2008).

UNDP received Euros 2,883,340.75 from ECLO in two instalments. A third instalment, amounting Euros 416,659.25 was not requested. The total expenditure of the Action (EU and UNDP contributions combined) was Euros 3,156,786. Following budget revision discussions with ECLO, UNDP agreed to earmark Euros 23,700 to cover additional HR costs arising during the period of the no-cost extension (22 July – 21 October 2010).

At the end of the project, the unspent budget amounted to Euros 566,914 including the unutilised third instalment of EU funding. Interest payable on EU funds is held in UNDP headquarters account and will be returned to the donor in accordance with the conditions of the agreement.

The table below shows how much interest has been accumulated by the end of project.

Fund Code 47204	USD		EUR
Year	Amount	Rate	Equivalent
2008	9,496.24	0.699	6,637.87
2009	25,653.07	0.693	17,777.58
2010	13,288.40	0.761	10,112.47
<b>Total</b>	<b>48,437.71</b>		<b>34,527.92</b>

The project budget, expenditures and balance are reflected in Annexes C and D. Annex D includes a report on project expenditure since the last financial report was submitted to the PSC in the Q3 report, and this covers period from 1 September until 21 October 2010.

### 3.5 Assumptions and risks – status at end of project

As of the end date of the RRK project (21 October 2010) most key assumptions and risks reflected in the Risk Log Matrix remained unchanged since the last RRK quarterly report (June – August 2010) was submitted in September 2010. The updated Risk Log can be found in Annex B of this report.

There was no evidence that Kosovo's declaration of independence in 2008 (prior to the project's inception phase) resulted in any involuntary movements of minority population (section 1 of the risk log). The most significant and potentially destabilising event during the project's implementation - the International Court of Justice (ICJ) advisory opinion on the legality of Kosovo's declaration of independence – did not result in inter-ethnic strife and, by extension, did not have any discernable negative impact on the return and reintegration process. Since there has been no change in respect of the Kosovo authorities' commitment to the return and reintegration process, section 1 of the risk management plan was adjusted to P=1, while the impact I=4 remained the same.

An early general election took place in December 2010, after the project had ended. However, this was not clear at the time, so the probability of political upheaval at central government level was adjusted in section 2 of the log frame to P=3, although impact remained unchanged at I=4. At the time of writing this final report, there is no indication that new or changed legislation may invalidate assumptions upon which the project was based.

In section 3, changes following the municipal elections of 2007 did not occur during the lifetime of the project and all four partner municipalities remained committed to the RRK project. Therefore probability remained unchanged at P=1 throughout the project, as did I=2.

No new or changed legislation occurred which invalidated the assumptions of which the RRK Project was based during its lifetime (section 4 of the log frame). As a result, the risk of P=2 and I=4 remained unchanged at the end of the project.

There was no pressure from the authorities in Belgrade to prevent the dissemination of information about the call for return (section 5). The completion of the registration of interest to return took place in July 2009, so P=2, I=3, as of the end date of the project.

While concerns remain over the capacities of governmental structures and implementing partners' general lack of capacities (section 6), it was judged that training provided through the project had a positive impact on the capacities of staff at both central and municipal level. It was therefore not considered necessary to revise the probability and impact in the risk log.

As was noted in RRK quarterly reports, although careful monitoring to ensure equality of opportunity, income generation and access to services will be required throughout the reintegration process in order to strengthen sustainability, there was no compelling case for revising logframe section 7 as of October 2010, therefore P remained at 3, while I was left unchanged at 2.

No approved RRK beneficiary in any municipality cited security concerns as a reason for not returning to Kosovo (section 8). Though localised concerns over security in one area of Istog/Istok municipality was noted during the project lifetime, these were not perceived by beneficiaries as impacting on their return. While this issue remained pending at the end of the project, it was widely acknowledged that economic concerns are of much greater importance. The RRK team continued to monitor the security situation through returns site visits and contact with municipal returns teams until the conclusion of the project in late October 2010.

Despite the need for constant monitoring by municipal staff during the construction process in all municipalities, no reconstruction work was left unfinished by the project's end (section 9), although there was a need on the part of two municipalities to finalise connections to utilities. It is also noted that there were delays in housing construction in Pejë/Pec Municipality during the second cycle. The log frame assessment of P=4 and I=3 was left unchanged, as this reflected anticipated problems with local contractors, as well as the significant impact when this occurred.

In respect of partnerships failing to deliver the desired outcome (section 10), it is noted that some municipalities required more support than others (eg Fushë Kosovë/Kosovo Polje), UNDP did not have to take over implementation, although there were significant delays. For this reason, P=3 remained unchanged, as did I=3.

Changes of key personnel did occur within the RRK Project management during the lifetime of the project (section 11). Specifically, there were two international project managers and three deputy project managers. These changes impacted on project implementation and reporting; Hence P=4, while I=3.

Section 12 of the risk log (lack of clarity over roles and responsibilities) reflected the challenges of training both project staff and implementing staff/LAGs in the municipalities. Training did improve central and municipal staff capacities, and LAG members also participated in specialised trainings. Therefore while these risks remained at the end of project, the probability and impact did not merit adjustment.

There was no evidence of individual or group interests being given unwarranted priority during the lifetime of the project (section 13). Nevertheless, the initial high probability of P=4 and impact of I=3 were maintained owing to the potential risks during the beneficiary selection and procurement processes.

As noted above in section 11, the RRK Project Manager was changed during the course of the project owing to under-performance against expectations. Funding for the international project manager ended on 21 July 2010 and this also had an impact on implementation. However, it was mitigated by UNDP proposing that the manager be funded by another project, while maintaining a 20 percent commitment to the RRK Project. Hence, Section 14, probability was revised to P=3, while impact remained at I=5.

Throughout the period of project implementation the PSC fulfilled its role. The log frame assessment of P=1 and I=4 (Section 15) was therefore left unchanged. This was also the

case under Section 16, given that no significant changes in service delivery and support to returns occurred following the November 2009 municipal elections.

Lesson arising from assumptions and risks are discussed further under Paragraph 4.4 below.

## **3.6 Management and coordination arrangements**

### **3.6.1 Central level**

Following the project's conclusion on 21 October 2010, UNDP Senior Management continued to coordinate closely with the MCR and ECLC in order to resolve issues that remained outstanding. Meetings have taken place with these stakeholders, including with the direct participation of the Minister of Communities and Return, and have involved the UNDP Kosovo Director and members of the UNDP Social Inclusion Cluster.

The RRK management structure was reorganised during the final three months of the project, following the redeployment of the international project manager to another UNDP project in Kosovo, in line with the approved RRK budget modification to support the no-cost extension. However, as was agreed with the donor, the international staff member continued to support the RRK Project on the basis of a 20% time commitment. The former Deputy Project Manager was deployed as the Acting Project Manager, with the agreement of the PSC.

As was noted in the external evaluation team's report, changes of management during the project lifetime should be avoided where possible and this should be taken into account when budgeting for future RRK projects. Following the project's end in October 2010, several members of the former RRK project team continued to be employed by UNDP, funded through its own resources, in order to finalise outstanding project issues.

### **3.6.2 Municipal level**

The RRK team worked in close cooperation with the four partner municipalities throughout the lifetime of the project, mainly through day to day contacts with the MCOs, MROs and other relevant officials. However, political support was also obtained through periodic meetings with mayors and their advisors. The participation of senior members of the MCR in meetings with mayors, including the Minister and advisors, played a very positive role in supporting the implementation of the RRK project. Since the project's end, UNDP Senior Management has continued to engage with mayors and other municipal officers.

### **3.6.3 Other stakeholders**

Throughout the lifetime of the project, the RRK team utilised opportunities to exchange information with a range of key stakeholders, including DRC which is implementing the RRK2 project. The two RRK project teams also cooperated closely over the development of protocols for community development projects by LAGs. During inter-agency meetings convened by the MCR and UNHCR, the project shared information about implementation progress with other stakeholders and articulated lessons learned for the improvement of the returns process.

### **3.7 Financing arrangements**

Project Implementation Agreements (PIA) were signed between UNDP and the four partner municipalities in order that funds could be transferred from the RRK Project for the implementation of approved activities supporting the return and reintegration of 130 families using funds provided by the EU and UNDP. The initial PIAs were valid from November 2008 until February 2010. These were subsequently extended until 15 April 2010 and, once the no-cost extension had been agreed with ECLO, the PIAs were extended until October 2010.

The categories of activities implemented by the four municipalities included procurement (housing reconstruction, SEA income generation equipment, non-food assistance, community development projects) and communications and outreach. Procurement activities were undertaken in full accordance with Kosovo's Law on Public Procurement and with RRK staff and MCR representatives participating in all commissions for evaluation of bids. In line with the Action contract, UNDP retained the power of veto in any case where appropriate procurement rules were not applied.

During the course of the project, the partner municipalities submitted regular financial reports on their expenditure and these were verified and approved by UNDP Operations. Municipal financial reports were shared with ECLO and the MCR on both a monthly and a quarterly basis. During the final phase of the project, each municipality provided a final financial report. Any unspent funds were transferred back to UNDP.

Procurement undertaken directly by the RRK Project was in accordance with UNDP's Principles of Procurement, including Best Value for Money, Fairness, Integrity and Transparency. The project directly procured office equipment and vehicles, as well as specialised capacity development training services and some technical services for outreach and communications activities (such as radio and television documentary production). Full reports on the procurement process were provided to the PSC during the lifetime of the project, as were periodic and final reports provided by contractors such as MDA (specialised training) and Human Radio Network (media outreach).

Recruitment of both Kosovo and international consultants for deployment under the RRK Project was conducted in accordance with UNDP's human resources rules. Details of selected consultants were shared and approved by donors, while consultants' reports were also provided at meetings of the PSC.

Project financing arrangements are further discussed under paragraph 4.6, below.

### **3.8 Key quality/sustainability issues**

It is an essential element of the RRK project design that by the project's end the Ministry of Communities and Return (MCR) will have the capacity to formulate and implement return strategy and to monitor the implementation of returns projects. It is clear that the Ministry has made very significant progress and is now capable of designing returns projects, identifying implementing partners and of monitoring such projects using its own staff.

There are specific areas where further training and capacity development will be required, but it is considered that the MCR senior management can identify these and seek appropriate solutions.

There are also objective indicators that the RRK's four partner municipalities have made substantial progress in developing their capacities to implement returns activities, including supporting the reintegration of returnees. Several municipalities have already developed further returns projects which they intend to implement as funding permits. Moreover, successful examples of returns under the RRK Project are being used as outreach to other IDPs in the region and this is, in turn, stimulating substantive interest in further returns, particularly in Gjilan/Gnjilane, Istog/Istok and Pejë/Pec.

It is expected that the experience and capacities of the LAGs in the four RRK partner municipalities, developed during the project's lifetime, will continue to contribute to sustainable return and reintegration activities, subject to the availability of financing. In addition, the active involvement of civil society organisations at municipal level – such as the Red Cross and the Ideas Partnership in Serbobran/Srbobran – should make a significant contribution to both the ongoing sustainability of existing returns, as well as offering future partnerships for further returns activities.

### **3.9 Visibility actions**

Visibility actions undertaken during the lifetime of the RRK project were conducted in accordance with ECLO's Joint Visibility Guidelines, and in close coordination with the ECLO office in Pristina. The Guidelines were respected in both printed and published materials (including website documents), and in the field at reconstruction sites and during media events. During its inception phase, the project also produced leaflets presenting the RRK aims and objectives in Albanian, Serbian and English languages.

In particular, all RRK reports and official communications were prepared in conformity with the Visibility Guidelines, and the design and layout of banners, plaques and construction site signs were discussed and approved in advance with the ECLO office prior to installation. Reconstructed houses have been identified with an individual plaque, while areas where there are multiple houses in the same location have also had a large visibility sign erected near the main access roads.

Major media events were organized to mark significant milestones in the RRK project's progress, including a public event in Gjilan/Gnjilane Municipal Assembly at the time of the signing of the tripartite agreements with beneficiaries in June 2009; a breaking of ground ceremony in Istog/Istok in July 2009 to commemorate the start of reconstruction activities and an official handing over of keys event in Serbobran/Srbobran in December 2009 to mark the completion of construction activities and the formal handover of new houses to beneficiary families. Senior representatives of ECLO, the MCR, UNDP, UNHCR, RRK municipalities and other key stakeholders participated in each media opportunity. The project's communication associate coordinated with Kosovo and regional media in order to maximize positive media coverage and public awareness of the RRK project and its activities.

As part of the RRK project's communications activities, outreach to IDPs/refugees was prioritized. Two series of radio broadcasts were commissioned by a local media contractor Human Radio Network (HRN) and the resulting programmes were broadcast by nine radio stations in Kosovo in four languages (Albanian, Serbian, Turkish and Romani). The aim of these broadcasts were to inform returnee families, those IDPs/refugees considering return and the receiving communities about the concrete results achieved by the RRK project at the local level. The fifth and final radio show from the second series included interviews with the main stakeholders and donors, including ECLO, the MCR and UNDP, about the results of the return and reintegration process in Kosovo.

Building on the success of the two series of radio shows, a 30-minute television documentary film concerning the RRK project and its activities was commissioned, following a call for proposals. A Pristina-based media contractor, Studio A.S. Vizioni, implemented this activity, which was filmed and edited during September-October 2010. The documentary was produced in Albanian, with parallel versions featuring Serbian and English subtitles. It included interviews with municipal officials, MCR and MLGA officials, ECLO representatives, members of the UNDP team, LAG members, specific interest groups (from the returning and receiving communities), and other partners involved in the return and reintegration process in Kosovo. This documentary is available for broadcast, subject to final review and approval from ECLO and UNDP.

Further regional outreach activities including close cooperation with the UNHCR-produced television programme entitled Povratak (Return) which is aimed specifically at IDPs presently located in Serbia. RRK management and the project communications team provided information and logistical support to the Povratak crew during their field visits in Kosovo.

There was also active RRK project team support provided to local and regional media crews, including RTK (Radio Televizioni i Kosovës/Radio Televizija Kosova) and Kosnet Info TV, during field visits to returns sites throughout the lifetime of the project. These crews conducted interviews with returnee families supported under the RRK Project and the features were broadcast on primetime news in Kosovo and in Serbia.

International media interest in the RRK project was also supported. A major current affairs documentary dealing with return and reintegration in Kosovo was made by the French television channel France 3 in September 2009 with the active support and coordination of the RRK management and communications team.

### **3.10 Cross-cutting issues (gender equality, minority and environment)**

#### ***3.10.1 Environmental protection measures***

During the reconstruction activities undertaken by the project, the RRK project's engineering team monitored all sites to ensure that they had been properly cleared of unused construction materials and that residual waste, such as demolition rubble, had been

disposed of in accordance with Kosovo legislation on environmental protection. In addition, major drainage and sewage works were undertaken at the Serbobran/Srbobran and Banja sites in Istog/Istok Municipality.

Management of sewage arrangements in rural areas continue to present a major challenge, since many isolated communities do not benefit from connection to mains sewage systems. However, this is an infrastructure issue faced by whole communities and, future community development projects could include similar activities to those delivered under the RRK project.

The provision of individual fencing for each beneficiary family in Serbobran/Srbobran has also had a significant impact on the environment, as each plot is now the clear responsibility of the family and a notable improvement in domestic waste management around the residential area has been achieved within this community of 18 RRK beneficiaries. It is recommended that this approach be adopted for similar reconstruction activities in the future, if budget permits.

### **3.10.2 Gender equality**

Gender mainstreaming is an essential component of all UNDP projects. The RRK Project design set a target that approximately 25 percent of beneficiary households would be either female-headed or otherwise vulnerable. A total of 40 approved beneficiary households (22.4 percent) from both cycles are headed by women, meaning that the project has achieved this key objective. In addition, the project team worked closely with the partner municipalities to ensure equality of access for female beneficiaries to social assistance, medical care and other essential services at a local level.

The delivery of the planned training workshops entitled “Economic Empowerment of Female Returns Beneficiaries” during September 2010 proved very useful for participants and created links with relevant NGOs. However, as pointed out in the external evaluation report, female literacy remains a key challenge that will require locally-based initiatives if women and girls are to be empowered and supported to improve their economic and social opportunities.

### **3.10.3 Minority issues**

The finalised beneficiary list for both return cycles, disaggregated by community of origin, is as follows:

- K-Serbs – 53%
- K-Roma, K-Ashkali, K-Egyptian – 35%
- K-Bosniak – 10%
- K-Montenegrin – 2%

The RRK Project design aimed to provide support to minority community beneficiaries, of whom around 30 percent were foreseen as coming from the RAE communities. This target has been exceeded.



The project team, particularly regional associates, continued to monitor the success of minority reintegration throughout the period following beneficiaries' physical return until the end of the project, with a further survey of all project beneficiaries being conducted by UNDP during February 2011. Equitable access to public services has been prioritised and municipal capacities to respond to returnees' needs have been strengthened through the activities and trainings delivered through the RRK project.

It is important to note that the UNDP survey conducted in February 2011 (Annex E) concluded that all the school age children of Serb RRK beneficiaries who are present in Kosovo are participating in education in their mother tongue, with a small number of older students attending university level courses in Mitrovica. As of February 2011, the UNDP survey identified 11 Ashkali beneficiary families supported by the RRK project whose children were still not participating in education. Three of these families, in Fushë Kosovë/Kosovo Polje, have been referred by UNDP for inclusion in catch-up classes with the aim that they will be entering mainstream education in September 2011.

While it is acknowledged that there is a degree of cultural resistance among some RAE parents towards participation in formal education, in part based on previous negative experiences of discrimination and exclusion, it is also clear from the experience of RRK beneficiaries in Serbobran/Srbobran that with appropriate support and confidence building (including a strong indication of personal commitment from the local school director), children from these communities can be encouraged to participate in, and enjoy, mainstream education. In this case, the RRK project took measures to avoid the creation of any kind of 'parallel' or segregated education provision by ensuring that catch-up classes are delivered by local teachers on the primary school premises. This, in turn, has built confidence among pupils as they develop trust in the teachers.

In addition, the active involvement of the Red Cross in partnership with the RRK project in Istog/Istok, has assisted families through the provision of appropriate clothing for school age children, while the Municipal Department of Education has provided textbooks and other educational equipment. A verifiable result of this approach is the participation of 23 children out of 35 (66 percent) in education in the local school in Serbobran/Srbobran.

## 4 Lessons learned

The RRK project was conceived as a pilot project which would support the sustainable return of refugees and IDPs through increased involvement of government and non-government actors at central and municipal level, as well as strengthening administrative structures and accountability mechanisms in the project's partner municipalities.<sup>5</sup> It is therefore required that this final report captures the key lessons learned in order to share these among donors and other stakeholders.

The external evaluation, undertaken in October 2010 by a team consisting of an international and a local consultant, produced conclusions, recommendations, and lessons learned from the RRK project, based on the consultants' interviews with stakeholders and beneficiaries.

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<sup>5</sup> RRK Project: Analysis of overall and specific objectives

The external evaluation report formed conclusions in the five areas of relevance, efficiency, effectiveness, impact and sustainability, made 10 key recommendations, and drew lessons learned in four key areas. This report will supplement the recommendations and lessons learned from the external evaluation report, with those from the RRK project management team and expertise from within UNDP.

For the purposes of this report, the conclusions, recommendations, and lessons learned from the RRK project will be clustered around the seven key axioms set out in the relevant template for EC reporting:

1. Policy and programme context (including institutional capacity)
2. Process of project planning/design
3. Project scope (objectives, resource, budget, etc)
4. Assumptions and risks
5. Project management/coordination arrangements and stakeholder participation
6. Project financing arrangements
7. Sustainability

#### **4.1 Policy and programme context (including institutional capacity)**

The external evaluation report concluded that all partners in the project agreed that there is a continuing need for more RRK projects. The external evaluation report found that the project was very successful at building up cooperation between municipalities and the MCR, and between municipalities and the LAGs. The report suggests that this is an important area for further support.

In addition, the evaluation report highlighted the growing concern, particularly at the municipal level, over how to prepare and potentially cope with the large foreseen increases in involuntary returns. The report concluded that UNDP is well positioned within the UN family structure to provide technical support and monitor how such return process could be facilitated.

The external evaluation report confirmed the presence of significant capacity development fatigue, particularly on the level of the MCR. The report resolved that in order to address this issue, future capacity development components should focus more on targeted individual training with increased elements of mentoring and on the job training. A crucial part of the RRK project, in terms of capacity development, was the provision of both a short term national expert and an international expert to the MCR. The external evaluation report confirmed that whilst it is important to take care with capacity development versus capacity substitution, the provision of both the national and international expert had achieved the right mix between both and proved very successful and appreciated.

The external evaluation report highlighted the importance of civil registration of returnees to facilitate proper reintegration. The report highlighted recent developments at the government level regarding lease agreements concerning the long term use of municipality property. The

Prime Minister of Kosovo has issued a letter of encouragement to all mayors recommending the allocation of municipality property for long term use of lease contracts with returnees from 10 to 99 years. Some municipalities have acted accordingly, and a draft law on this issue, prepared by the MLGA was in the pipeline at the end date of project. The external evaluation report identified this as an important issue for future projects.

## **4.2 Process of project planning/design**

The design of the RRK project was based on UNDP's experience in developing and implementing the SUTRA (Support to Results-based Approach) in Bosnia and Herzegovina. The SUTRA concept aims to provide local communities in Bosnia and Herzegovina with the tools to articulate and implement return and reintegration projects in a joint effort between government, civil society and business that could lay the foundation for broader development activities in future. It also assists the State-level bodies in creating a coherent policy and administrative framework that would allow such projects to unlock the potential of stakeholders at the local level. The project supports municipal governments in improving the delivery of vital services to those who need them most, above all returning refugees and displaced persons (DPs).

The RRK project design incorporated significant elements of the SUTRA project, as well as reflecting lesson learned. In the inception phase of RRK, a study visit to review the SUTRA experience in Bosnia and Herzegovina was organised by the RRK team. Key features of SUTRA, including the focus on strengthening municipal capacities to manage and implement return and reintegration activities, and the role of the LAGs, were essential elements of the RRK project.

The RRK project design was ambitious in its objectives, particularly since most previous returns projects had been implemented by international agencies or very experienced NGOs, rather than by municipal authorities. Through development of municipal capacities, however, the project aimed to empower the four partner municipalities to directly implement key activities, including procurement of construction services, furniture and SEA equipment, as well as the provision of business planning training for beneficiaries. Moreover the municipalities were central to the process of beneficiary selection, monitoring of reconstruction and provision of equitable services to returnees.

Despite some acknowledged delays and shortcomings, it should be recognised that all four RRK municipalities demonstrated strong commitment to the project and that the verifiable results have been very positive, with 142 out of 180 reconstructed houses (79 percent) still being occupied by the beneficiaries as of the end of February 2011. In this important respect, the RRK project exceeded the minimum target of 70 percent occupancy laid down in the project's design.

It is also important to note that the RRK project experienced significant delays in its inception phase, including the recruitment of the complete project team. The external evaluation team acknowledged this and drew conclusions based on discussions with ECLO, the MCR, UNDP and the RRK project management. Their report emphasised that it is vital to avoid delays at an early stage of project implementation, and recommended that for a grant contract, a project team should be assembled within one month after the award of the grant or contract.

Management of the RRK project was also an issue of concern to donors and this extended beyond the inception phase despite a change of international project manager agreed by UNDP in March 2009. Internal redeployment of members of the project management team during the lifetime of the project also contributed to delays, gaps in institutional memory and a slower pace in following up on key issues, particularly during the final phase and closure of the project.

Gender issues, and their mainstreaming into all projects and activities, are extremely important to UNDP. In this vein, the RRK project set specific targets for providing housing assistance to female headed households, and conducted training activities specifically focused at female returnees. The external evaluation report acknowledged that striving to constantly improve the education of female beneficiaries is crucial to affording further attention to gender issues. The report recommended that literacy programmes, health education, and further special targeted self income generation schemes need to be considered for further return projects to increase the social inclusion of female beneficiaries and their households.

### **4.3 Project scope (objectives, resource, budget, etc)**

Setting the scope of a project is crucial to its successful implementation and effectiveness. Whilst acknowledging that it is easy to criticise the ambitious scope of the project at its outset with the benefit of hindsight, there are nonetheless lessons to be learned from the defined scope of the RRK project. The external evaluation report concluded that the project was very ambitious in trying to achieve all complex though inter-related five project result areas within 21 months. The report recommended that a project of this scope and complexity would benefit from a longer implementation timeframe of between 24 and 30 months. However, this would also have impacted on resources and the budget allocated for the Action.

The report also noted that some of the objectives, particularly under Result Area one may have been too ambitious and outside the scope of a project such as RRK. The external evaluators highlighted the example of the aim that the project team should play a role in improving relations on return issues with the government of Serbia, as a case in point. An important lesson learned is that future project designs should include achievable and realistic objectives, based on the specific political environment in which the project will operate.

### **4.4 Assumptions and risks**

A detailed risk-log matrix was created at the outset of the project and periodically updated throughout its duration. The changes made in the risk-log matrix (Annex B) are described in paragraph 3.5 above. It is extremely important to take proper account of the risks which face a complex project such as RRK. It is also essential to highlight areas where unanticipated problems developed, so as to facilitate improved risk management and planning in future projects and activities.

Most of the key politically-related risks included in the log frame did not occur during the lifetime of the RRK Project. Elections at both central and municipal level did not result in any significant changes of government priorities or commitment to the returns and reintegration

process. Moreover, there were no involuntary movements of minority populations owing to either Kosovo's declaration of independence, or the ICJ advisory opinion on this action. At the time of writing, the main concern expressed by members of both the majority and minority communities in Kosovo is the challenge of economic sustainability, rather than anxieties over security.

A key lesson learned was that changes of key personnel, which occurred within the RRK Project management during the lifetime of the project, should be avoided where possible owing to the negative impact on project implementation and reporting. Through appropriate forward planning and budgeting, it should be possible to mitigate such risks in future projects.

#### **4.5 Project management/coordination arrangements and stakeholder participation**

Based on discussions with ECLO, UNDP and the RRK management team, the external evaluation report highlighted lessons to be learned from the structure of the project and its management arrangements. The report highlighted the importance of keeping project staff with the project for its full duration, and avoiding reassignments to other projects during project implementation. The report also reiterated the importance of striking the right balance between the allocations of field-based staff versus Pristina based staff, citing the high importance of good cooperation established in the field to all RRK projects. It is therefore recommended that future projects take full account of the need for municipality-based staff, including engineers, to ensure appropriate support and monitoring during the implementation phase.

The external evaluation report reiterated the importance of taking reporting requirements concerning content and timing seriously from the outset to avoid misunderstandings and delays. It is therefore recommended that the senior management of the implementing organisation or agency make specific arrangements for quality assurance and include regular monitoring of project work plans to ensure that reporting to donors and other stakeholders is prioritised and of an appropriate standard.

The project received a no-cost extension in April 2010 before the original end date of the project. The external evaluators suggested that it would have been advisable to have agreed on this no-cost extension at an earlier stage, perhaps as early as May 2009 after the lifting of the suspension, in order to reduce delay.

#### **4.6 Project financing arrangements**

In general, the financial arrangements would have been sufficient for the RRK project had serious delays not occurred during the inception phase. In particular, the actual cost of housing reconstruction was significantly lower than originally budgeted and had construction started earlier in the project cycle as planned, it would have been possible to review the budget during 2009 in order to make proposals to deploy the savings more effectively, for example, through the provision of support packages to additional beneficiaries.

The external evaluation team highlighted an issue surrounding the funding for the provision of food and non-food packages to the beneficiaries, which arose over the course of the project. The packages had been budgeted for by the project as an agreement had been formed with UNHCR. However, UNHCR was able to provide the packages as planned.

The RRK project also experienced problems with human resources during the no-cost extension period, particularly the availability of funds for the international project manager. This links with section 4.3 above which assessed lessons learned from the scope/design of the project. The external evaluation report suggested that the project would have benefited from a longer implementation period, considering especially the delays experienced in the early part of the project. If this had been the case, it is likely that the human resources budget issues, which arose as a consequence of the need for a no-cost extension to the project, could have been averted.

## **4.7 Sustainability**

Sustainability is fundamental to the success of RRK projects. There have been many instances of previous returns projects in Kosovo which have not proved sustainable. Return itself is relatively simple in comparison to the comprehensive approach required to promote integration and ensure that returns are sustainable. The RRK project used the extensive experience of UNDP in this area, gained through implementing returns projects in Kosovo since 2003, to develop a project which aimed to address all the needs of returnees; from providing training and socio-economic assistance to returnees, to implementing community development projects and balancing components to promote reintegration of returnees in their communities.

As the external evaluation report noted, time will be the ultimate test of the sustainability of the project. The level of sustainability which the external evaluators suggested has been achieved is evidence of the appropriate design of the project.

The external evaluation report concluded that over 75 percent of the beneficiary houses are inhabited and the families for which these houses were reconstructed have returned. Of the 169 returnees who responded to the survey conducted as part of the evaluation, all 169 of them stated that they were intending to stay in Kosovo. Moreover, when UNDP completed its survey of all RRK housing during February 2011, it was confirmed that 142 houses (79 percent) were still occupied by the approved beneficiary. It was also observed that even in some cases where the beneficiary has sold their property (as in Fushë Kosovë/Kosovo Polje), the family has continued to live in the municipality, having purchased an alternative house in a preferred area. It is therefore recommended that the sale of a reconstructed house which has been built on private property should not necessarily be viewed as a failed case of return and reintegration. Where the beneficiary remains in Kosovo, particularly in the municipality of origin, it is proposed that this should be identified during the monitoring phase and noted accordingly.

Both the balancing component (where housing reconstruction is provided for socially vulnerable members of the majority receiving community) and the community development aspects of the project are extremely important to ensuring its sustainability. This was

acknowledged by the external evaluation team. However, they identified the continuing importance to strike the right balance between the balancing element and community development projects and not to confuse the two.

Under the RRK project a total of 18 houses were built for vulnerable majority community members. The external evaluation report recommended further delineation between any balancing component and the community development projects in the design of further projects. The report recommended that any 'balancing houses' should be included in the housing component of the project, with the number decided at the design phase of the project. This would then mean that the community development projects would be entirely separate from the balancing component and ensure that the community development projects have more direct returnee benefits.

The external evaluation report also suggested that clear criteria should be established for community development projects under any future RRK projects. The report recommended that at least two projects from the CSO and two projects from the business sector should be implemented as part of any future project with at least one project in each municipality benefiting the CSO and business sector respectively. It is recommended that this proposal is adopted when future projects are designed.

Providing economic assistance to beneficiaries with the aim of facilitating their efforts to generate their own livelihoods is crucial to ensuring the sustainability of returns. The external evaluation report recommended that any future projects should further increase focus on economic assistance to beneficiaries and particularly on reintegration of returnees into the local job market. The report recommended that further and increased cooperation with the existing employment centres, the newly established regional development agencies, and local businesses should be sought to facilitate this as part of any future projects.

It is acknowledged that most RRK project beneficiaries were not in favour of pursuing employment in the private commercial sector. Strong preferences were expressed for either private economic activities (self-employment) or, in some cases, for state or municipal employment. However, in view of the scarcity of civil service posts, almost all RRK beneficiaries opted for business plans for self-employment. Although an attempt was made to analyse local employment options through the labour market survey undertaken by the project team in each municipality, there was a marked gap between the findings of the surveys and direct identification of employment opportunities for returnees. It is recommended that greater focus be placed in future projects on identifying potential employment markets early in the project cycle, ideally during the inception phase before physical returns have taken place.

A large proportion of returnees to Kosovo are children. Returns projects must therefore place substantial focus on the reintegration of returnee children, particularly into mainstream schooling, if these returns are to achieve sustainability. The external evaluation report acknowledges this and concludes that reintegration into the education system remains a problem, particularly for children from RAE returnee families. The report recommended that in future projects, considerable attention should be given to supporting access to schooling for children from RAE returnee families.

The report also identified a cultural scepticism towards schooling within the RAE community, but reiterated that this should not prevent the problem from being addressed and that it may necessitate a more inclusive and time consuming approach. The external evaluation team

strongly suggested the inclusion of a RAE education component for future return projects. The report also suggested that the involvement of RAE NGOs or professionals coming from the RAE community themselves may be beneficial.

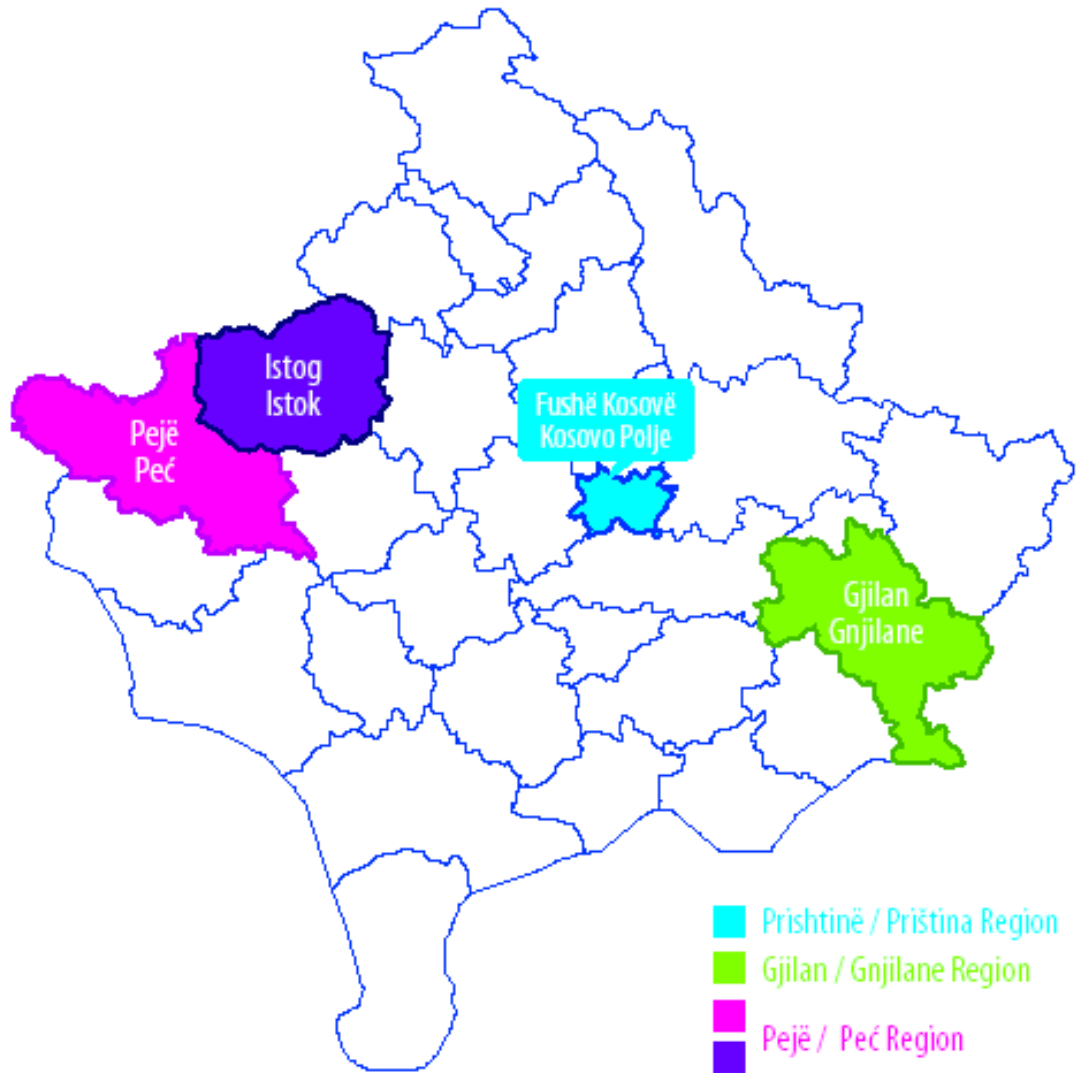
Based on the model adopted successfully in Serbobran/Srbobran, it is recommended that municipal education departments should be fully engaged in planning for returns during the inception phase of future projects and that wherever possible catch-up classes should be delivered to pupils from beneficiary families using local class teachers operating within mainstream schools in order to support integration, rather than reinforce marginalisation or exclusion. It is also suggested that each municipality could benefit from a community development project which is specifically focused on supporting inclusive education.

The RRK project provided for a 3-month warranty period on each of the houses reconstructed as part of the project. This warranty period is important to ensure that any problems or issues faced are ironed out and is another essential element of the project which contributes to achieving sustainability of return. The external evaluation report (which was conducted before the warranty period had expired on all of the houses) acknowledged the importance of the warranties to ensure that any issues concerning construction are addressed and reiterated that this is particularly important for all of the houses completed towards the end of the project. It is therefore recommended that future project teams based in municipalities should prioritise joint monitoring activities in the field to ensure that any construction deficiencies are addressed effectively by the contractors during the warranty period.



## Annexes

### Annex A – RRK Municipalities



## Annex B - Updated Risk Logframe Matrix

Project Title: Return and Reintegration in Kosovo					
#	Description	Impact & Probability	Countermeasures / Management response	Originally developed: December 2007	
				Last Update	Status
1	Involuntary movements of minority population and an unclear situation among IDPs, due to the Declaration of Independence and subsequent developments	The project will have to be re-directed, based on the decision of the donor(s)  P = 1 I = 4	Development of contingency plans ongoing	October 2010	Did not occur during lifetime of the project, hence the probability was adjusted to P=1
2	Change of Government leading to unclear priorities or decision-making vacuum at central level	If the political leadership is providing obstacles, capacity building will be impossible, but implementation of support to returnees could continue  P= 3 I = 4	Work closely with central and local authorities to explain overall purpose of activity	October 2010	Potential for early parliamentary elections in late 2010. Probability adjusted to P=3.

3	<p>Changes following the 2007 elections in municipalities either block any service deliveries or reduce the capacity to support minority return programmes significantly</p>	<p>Negative influence on the ability to implement activities in the pilot municipalities will lead to a delay in the process of implementation</p> <p>P=1 I=2</p>	<p>Lobby and advocate for keeping experienced civil servants in the selected municipalities</p>	<p>March 2009</p>	<p>Did not occur during lifetime of the project.</p>
4	<p>New or changed legislation may invalidate assumptions upon which the project was based</p>	<p>Should the Government decide to change the responsibility of key ministries or should the status solution lead to a changed legislative base, the project approach would have to be changed</p> <p>P=2 I=1</p>	<p>Liaise closely with Government to ensure that key processes are intact and capacity building continues to target the need Liaise with Donor (ECLO) to adopt approach accordingly</p>	<p>May 2010</p>	<p>Did not occur during lifetime of the project</p>
5	<p>Pressure from the authorities in Belgrade prevents information on the 'call for return' to be disseminated properly</p>	<p>Information for database compilation could be jeopardised and quality output delayed</p> <p>P=2 I=3</p>	<p>Keep a close working relationship with the Belgrade authorities to ensure transparency Possible need to draw on international organisations and IDP associations</p>	<p>August 2009</p>	<p>Completion of the registration of interest to return in July 2009 without obstruction from the Serbian authorities. Probability therefore remained at P=2.</p>

6	Governmental structures' and implementing partners' general lack of capacities	Delay the process of the implementation as planned and use more project staff P=2 I=2	Allocate funds for specific trainings based on recommendation of the capacity assessment	October 2010	Not resolved. However, as of end date of project, lack of capacity at a central level had not impacted on the process of implementation. Probability remained unchanged, as did impact.
7	Lack of health/ education institutions and job opportunities in the return area will make IDPs opt to postpone their return	Less sustainable returnees P=3 I=2	Provide proper information on the situation in the return areas to the displaced prior to decision to return Develop appropriate initiatives with the municipalities concerned	October 2010	Pending at end of project. Probability and impact remain the same.
8	Perceptions of the security situation will lead IDPs to feel insecure to return	Less sustainable returnees P=2 I=2	More information to be disseminated via MCR to the target group.	October 2010	Pending, although security fears among returnees are less acute than economic concerns at present.
9	Failure of local contractors to meet contractual commitments, in terms of quality, quantity, and timescales	Delay in implementation P=4 I=3	Change of contractor, either through a re-tendering or allocation of agreed second bidder	October 2010	Pending, although serious delays occurred in both Peje/Pec and Fushë Kosovë/Kosovo Polje owing to lack of capacities of the contractors. Hence I=3.

10	Partnerships failing to deliver the desired outcome (MCR or municipalities not committed, staffed or equipped)	Project will have delays or ultimately less ownership P=3 I=3	UNDP will ultimately opt to take over implementation, while the issues are being resolved, through change of responsible staff, training etc.	October 2010	Concerns raised over the capacities of staff in Fushë Kosovë/Kosovo Polje municipality remain outstanding at end of project. Probability and impact remain unchanged.
11	Key personnel have inadequate authority to fulfil their roles (UNDP, central level, local level)	Failures in project implementation P=4 I=3	Change of personnel and/or partners	October 2010	Pending at the end of the project.
12	Lack of clarity over roles and responsibilities	The project is being implemented without taking proper time to explain modalities and train the necessary staff P=3 I=3	Take more time to follow-up on implementation issues and allocate training time to relevant personnel	October 2010	Pending at the end of the project, but municipal capacities have been improved owing to implementation of tailored trainings.
13	Individual or group interests given unwarranted priority	Local partners try to make irregular entities benefit from the action	Project staff to participate at all crucial meetings, from tender procedures to final approval meetings	October 2010	Probability and impact remained unchanged at the end of the project.

14	<p>UNDP Project Manager will under-perform against expectations</p> <p>P=4 I=3</p> <p>This would have disastrous impact on staff and hence project implementation</p> <p>P=3 I=5</p>	<p>Donor, implementing agency and PSC to give clear guidelines on how they want the PM to perform or take, if required, decision to replace the PM</p>	<p>October 2010</p>	<p>Budget for the international project manager ended on 21 July 2010, although under an agreement with UNDP there was still be a 20% commitment by the same staff member to the project. Hence, P=3, although I=5 remains</p>			
15	<p>PSC will under-perform against expectations</p> <p>P=1 I=4</p> <p>If issues are stuck in the PSC, project implementation will basically halt</p>	<p>Change the composition of the PSC, in coordination with stakeholders</p>	<p>October 2010</p>	<p>This did not take place during the lifetime of the project, so no change in the probability or impact</p>			
16	<p>Changes following the November 2009 elections in municipalities either block any service deliveries or reduce the capacity to support minority return</p> <p>P=2</p> <p>Negative influence on the ability to implement activities in the pilot municipalities will lead to a delay in the process of implementation</p>	<p>Lobby and advocate for keeping experienced civil servants in the selected municipalities</p>	<p>January 2010</p>	<p>Did not occur.</p>			

programmes significantly	I=2			
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Annex C

Donor	Current Total Budget	Total Expenditure	Total Balance	EC Final Installment/EC received	Final Balance
UNDP	423,700.00	298,958.43	124,741.57	-	124,741.57
ECLO	3,300,000.00	2,857,827.91	442,172.09	416,659.25	25,512.84
<b>Total</b>	<b>3,723,700.00</b>	<b>3,156,786.34</b>	<b>566,913.66</b>	<b>416,659.25</b>	<b>150,254.41</b>

Note: EUR 25,512.84 is to be returned to the donor





Annex D. Budget for the Action <sup>1</sup> Expenses		Current Budget				Total UNDP expenditure	Total ECLC expenditure	Total Expenditure 2008-2010	Balance
		Unit	# of units	Unit rate (in EUR)	Costs (in EUR)				
<b>1. Human Resources</b>									
1.1 Salaries (gross amounts, local staff) <sup>a</sup>									
1.1.1 Technical	Per month								
Deputy Project Manager Operations		26	1,400	34,300	8,379	32,400	31,378	3,922	
Deputy Project Manager Capacity Building		19	1,400	26,600	1,193	24,084	25,277	1,323	
Capacity Building Assistant		13	1,000	13,000		12,766	12,766	234	
Community Development Associate		23	1,100	24,750	4,000	20,734	24,733	17	
Outreach/Communication Associate		23	1,100	25,300	3,055	21,391	24,450	810	
Technical Coordinator		22	1,400	30,100	5,337	23,960	29,297	803	
<b>1.1.2 Administrative support staff</b>									
Finance Admin. Associate	Per month	23	1,100	25,300	4,072	20,412	24,484	816	
Driver		19	800	15,200	904	13,773	14,877	533	
Translation, Interpreter		22	1,000	22,000	2,170	18,566	20,836	1,164	
<b>1.2 Salaries (gross amounts, expatriate staff)</b>									
Project Manager	Per month	24	10,000	240,000	166,081	73,919	240,000	0	
<b>1.3 Per diems for missions/travel<sup>b</sup></b>									
1.3.1 Abroad (staff assigned to the Action)	Per diem	43	130	5,590	3,188	3,402	5,590	0	
1.3.2 Local (staff assigned to the Action)	Per diem	20	40	800			800		
1.3.3 Seminar/conference participants <sup>c</sup>	Per diem	22	130	2,860			2,860		
<b>Subtotal Human Resources</b>				<b>486,800</b>	<b>188,921</b>	<b>364,807</b>	<b>463,628</b>	<b>12,272</b>	
<b>2. Travel</b>									
2.1 International travel	Per flight	6	400	2,000		2,000	2,000	0	
2.2 Local transportation	Per month	10	460	4,500		4,500	1,341	3,159	
<b>Subtotal Travel</b>				<b>6,500</b>		<b>6,500</b>	<b>3,341</b>	<b>3,159</b>	
<b>3. Equipment and supplies<sup>d</sup></b>									
3.1 Purchase of vehicles	Per vehicle	6	10,000	50,000		50,000	50,000	0	
3.2 Furniture, computer equipment		13	1,100	14,300	7,318	7,218	12,535	1,765	
3.3 Machines, tools,...		1	1,000	1,000	126	503	650	1,170	
3.4 Spare parts/equipment for machines, tools		27	233	6,300	341	1,421	1,652	4,638	
3.5 Other - Hospitality		27	233	6,300	7,888	67,141	64,858	7,674	
<b>Subtotal Equipment and Supplies</b>				<b>78,400</b>		<b>67,141</b>	<b>64,858</b>	<b>7,674</b>	
<b>4. Local office</b>									
4.1 Vehicle costs	Per month	27	1,071	27,300	2,617	15,445	18,062	9,238	
4.2 Office rent	Per month	27	1,666	42,000	11,271	23,766	35,037	5,973	
4.3 Consumables - office supplies	Per month	27	166	4,200	131	3,696	3,833	370	
4.4 Other services (leisure, electricity, heating, maintenance)	Per month	27	778	21,000	3,056	13,750	15,815	4,194	
<b>Subtotal Local office</b>				<b>94,500</b>	<b>17,665</b>	<b>66,879</b>	<b>78,796</b>	<b>20,786</b>	
<b>5. Other costs, services<sup>e</sup></b>									
5.1 Publications <sup>g</sup>		1	15,000	15,000	4,554	5,424	12,978	2,022	
5.2 Studies, research <sup>h</sup>		1	15,000	15,000	0	0	15,000	0	
5.4 Evaluation costs		1	40,000	40,000	0	0	11,436	28,564	
5.5 Financial services (bank guarantee costs etc.)		1	600	500	63	63	63	438	



## Annex E – Final Survey of Beneficiaries

In preparation of the final RRK narrative report for ECLO, UNDP organised a final house to house survey to ascertain the current status of each one of the project beneficiaries. This survey was carried out by UNDP staff and project personnel during February 2011, who posed the following questions: is the house occupied, and if so is it occupied by the original beneficiary, does the beneficiary still have the SEA provided, and are children attending school.

The results of the survey served to further substantiate the findings and conclusions of the final narrative report. The data and information gathered during the survey is summarised below.

The RRK project reconstructed 180 houses. Of these, 142 were occupied by the original beneficiaries at the time the survey was conducted during February 2011. The occupancy rate varied across the four project municipalities:

Municipality	Number of houses built	Occupancy rate (Feb 2011)
Istog/Istok	70	84%
Peje/Pec	55	67%
Gjilan/Gnjilane	30	100%
Fushe Kosove /Kosovo Polje	25	64%
<b>Total</b>	<b>180</b>	<b>79%</b>

Of the 180 beneficiaries who received housing reconstruction assistance, 178 were eligible for socio-economic assistance (SEA) and have received it. SEA was provided in the form of income generation grants up to the value of 2,000 Euros. Business trainings were conducted and beneficiaries selected equipment to implement their plans. Of the 142 beneficiary families who were still living in their houses during the house to house visits in February 2011, only 27 had sold their SEA equipment. Therefore 81 percent of beneficiaries living in their houses still had SEA equipment. Most of these beneficiaries were managing to generate some income from the grant and others had plans to set up a business to utilize the equipment and generate an income in the near future.

Municipality	No. of beneficiary families still living in their houses in February 2011	No. of beneficiary families who still had their SEA equipment	%
Istog/Istok	59	40	68
Peje/Pec	37	32	86
Gjilan/Gnjilane	30	29	97
Fushë Kosovë /Kosovo Polje	16	14	88

<b>Total</b>	<b>142</b>	<b>115</b>	<b>81</b>
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In respect of participation in education, the visits to beneficiaries highlighted good results, except in the case of children of school-age from the RAE communities. In Fushë Kosovë /Kosovo Polje Municipality there were three families with school-age children who were not attending school, and in the village of Serbobran/Srbobran, in Istog/Istok, there were 12 children not attending school out of 35 children of school age. The beneficiary visits conducted during the survey indicate that all other school-age children, from the 142 beneficiary families still living in their houses, are attending school.

**Data from final survey visits to 25 RRK beneficiaries in Fushë Kosovë /Kosovo Polje Municipality**

Name of beneficiary	Is the house occupied?	Is the house occupied by the original beneficiaries?	Do they still have the SEA equipment?	Are school age children attending school?
Nazmije Marina	Yes	Yes	Yes	Yes – Children attending school
Sofije Tatari	Yes	Yes	Yes	N/A
Afrim Gashi	Yes	Yes	Yes	No [6 children, none of whom are attending school.]
Radoman Dederovic	No	Beneficiary is living in another house in the village but plans to move into the house shortly.	Yes	Yes – Children attending school
Beqir Gogoli	Yes	Yes	Yes	Yes – Children attending school
Hetem Sahiti	Yes	Yes	Yes	Yes – Children attending school
Preparim Gashi	Yes	Yes	No, sold	N/A
Serbianca Tosic-Islami	No	Beneficiary family are living in Belgrade to avoid disruption to their children's education.		
Slavisa Arsic	Yes	Yes	Yes	Yes – Children attending school
Zoran Ristic	Yes	Yes	Yes	Yes – Children attending school
Sinisa Siminovic	Yes	Yes	Yes	Yes – Children attending school
Igor Siminovic	Yes	Yes	Yes	Yes – Children attending school
Naser Halili	Yes	Yes	Yes	N/A
Fetah Lahu	No	Although not living in the house, the beneficiary is still living nearby in the FKP municipality.		
Avni Makreshi	No	Although not living in the house, the beneficiary is still living nearby in the FKP municipality.		
Gani Makreshi	Yes	House is rented from the original beneficiary, who, although not living in the house, is living nearby in the FKP municipality.		
Shyqri Makreshi	No	Although not living in the house, the beneficiary is still living nearby in the FKP municipality.		
Refki Berisha	Yes	Yes	Yes	Yes – Children attending school
Sejdi Bezaku	Yes	The house is occupied, but not by the original beneficiary.		
Nazmije Gashi	Yes	Yes	No, sold	Yes – Children attending school
Shejzi Bajrami	Yes	Yes	Yes	No [4 children, none of whom are attending school.]
Adem Arifi	Yes	Yes	Yes	N/A
Jahir Alia	Yes	Yes	Yes	No [2 children of school age who are not attending, and 1 child who is presently too young.]
Xhevdet Gara	No	Although not living in the house, the beneficiary is still living nearby in the FKP municipality.		
Shaban Shaljani	No	Although not living in the house, the beneficiary is still living nearby in the FKP municipality.		

**Data from final survey visits to 30 RRK beneficiaries in Gjilan/Gnjilane Municipality**

Name of Beneficiary	Is the house occupied?	Is the house occupied by the original beneficiaries?	Do they still have the SEA equipment?	Are any school age children attending school?
Ljiljana Petrovic	Yes	Yes	Yes	N/A
Zvonimir Jovanovic	Yes	Yes	Yes	N/A
Blaga Simic	Yes	Yes	Yes	Yes – Children attending school
Caslav Ljubisavljevic	Yes	Yes	Yes	N/A
Radica Micanovic	Yes	Yes	Yes	Yes – Children attending school
Naser Sadriu	Yes	Yes	Yes	Yes – Children attending school
Beqir Salihu	Yes	Yes	Yes	N/A
Dragan Trajkovic	Yes	Yes	Yes	Yes – Children attending school
Bardhyl Kadriu	Yes	Yes	Yes	Yes – Children attending school
Trajko Mladenovic	Yes	Yes	Yes	N/A
Radovan Stojanovic	Yes	Yes	Yes	N/A
Gorojjub Djordjevic	Yes	Yes	Yes	N/A
Dragan Stojkovic	Yes	Yes	Yes	N/A
Stojan Pavic	Yes	Yes	Yes	N/A
Voja Ljubisavljevic	Yes	Yes	Yes	N/A
Dragoslav Ljubisavljevic	Yes	Yes	Yes	Yes – Children attending school
Ljubica Maksimovic	Yes	Yes	Yes	N/A
Zoran Stevic	Yes	Yes	Yes	N/A
Srdjan Denic	Yes	Yes	Yes	Yes – Children attending school
Dobrovoje Denic	Yes	Yes	Yes	Yes – Children attending school
Ivan Fremic	Yes	Yes	Yes	Yes – Children attending school
Dragan Novacovic	Yes	Yes	Yes	Yes – Children attending school
Violetta Danilovic	Yes	Yes	No SEA was provided due to ineligibility.	N/A
Boban Stanojkovic	Yes	Yes	Yes	Yes – Children attending school
Sladjana Cvetkovic	Yes	Yes	No, sold it.	N/A
Zoran Denic	Yes	Yes	Yes	Yes – Children attending school
Dejan Nikolic	Yes	Yes	Yes	N/A
Goran Aleksic	Yes	Yes	Yes	N/A
Jovan Jovanovic	Yes	Yes	Yes	N/A
Radmila Jovanovic	Yes	Yes	Yes	N/A

**Data from final survey visits to 55 RRK beneficiaries in Pejë/Pec Municipality**

Name of Beneficiary	Is the house occupied?	Is the house occupied by the original beneficiaries?	Do they still have the SEA equipment?	Are school age children attending school?
Gzim Vrankaj	Yes	Yes	Yes	Yes – Children attending school
Hajria Seferovic	Yes	Yes	Yes	Yes – Children attending school
Haxhi Tetaj	Yes	Yes	Yes	N/A
Shemsi Hajdaj	Yes	Yes	Yes	Yes – Children attending school
Llazoviq Millovan	No			
Dragomir Ralevic	No			
Shaban Muharremaj	Yes	Yes	Yes	Yes – Children attending school
Fetije Berisha	Yes	Yes	Yes	Yes – Children attending school
Vasilije Djokovic	Yes	Yes	Yes	N/A
Smail Qyshkaj	Yes	Yes	Yes	Yes – Children attending school
Florim Qakolli	Yes	Yes	Yes	Yes – Children attending school
Shaljunoviq Zineta	Yes	Yes	Yes	Yes – Children attending school
Zuhra Halilovic	Yes	Yes	Yes	N/A
Faze Sahiti	Yes	Yes	Yes	Yes – Children attending school
Shkurte Gashi	Yes	Yes	No	Yes – Children attending school
Teki Brahimi	Yes	Yes	No	N/A
Rajeta Koic	Yes	Yes	Yes	Yes – Children attending school
Blagoje Neskovic	Yes	Yes	Yes	N/A
Fadil Hodjic	Yes	Yes	No	N/A
Besim Nazaj	Yes	Yes	Yes	Yes – Children attending school
Martinoviq Spasoje	No			
Sadik Kurroshi	Yes	Yes	Yes	N/A
Desanka Bacevic	Yes	Yes	Yes	N/A
Nenad Obradovic	No			
Nakija Dautovic	Yes	Yes	Yes	Yes – Children attending school
Dragoljub Djokovic	No			
Zlata Bacevic	Yes	Yes	Yes	N/A
Milanka Pavlovic	No			

Dragomir Vlahovic	Yes	No						
Strasimir Savovic	No, still hasn't moved in							
Stanimir Savovic	No, still hasn't moved in							
Novo Jocić	No							
Ivan Mirić	No, still hasn't moved in							
Sanjke Mala	No, still hasn't moved in							
Bajram Hysenaj	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	
Rasim Podujeva	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	
Bajram Bala	Yes	Yes	Yes	No	No	No	Yes – Children attending school	
Imer Ramaj	Yes	Yes	Yes	No	No	N/A		
Rasim Gashi	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	
Shaban Liuka	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	
Robert Ralevic	No, still hasn't moved in							
Elvira Ceman	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	
Radovan Nikolic	No, still hasn't moved in							
Ramiza Cirikovic	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	
Mirsad Mehovic	Yes	Yes	Yes	Yes	Yes	Yes	N/A	
Zinka Redzematov	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	
Halil Muric	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	
Hankija Fetic	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	
Velika Jasovic	No, beneficiary has not yet returned due to illness							
Slobodan Lazovic	No, still hasn't moved in							
Dragan Gojkovic	No							
Dragan Popovic	No							
Jasmina Berisha	Yes	Yes	Yes	Yes	Yes	Yes	N/A	
Male Braha	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	
Flamur Noshaj	Yes	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school	



**Data from final survey visits to 70 RRK beneficiaries in Istog/Istok Municipality**

Name of Beneficiary	Is the house occupied?	Is the house occupied by the original beneficiary?	Do they still have the SEA equipment?	Are school age children attending school?
Shefct Miftaraj	Yes	Yes	No	Yes – Children attending school
Besim Tarlamishaj	Yes	Yes	No	Yes – Children attending school
Urim Morinaj	Yes	Yes	No	Yes – Children attending school
Sefcet Pajazitaj	Yes	Yes	No	No
Agim Krasniqi	Yes	Yes	No	No
Ramiz Cuni	Yes	Yes	No	Yes – Children attending school
Riz Miftaraj	Yes	Yes	No	Yes – Children attending school
Sadik Beqiraj	Yes	Yes	Yes	N/A
Ramadan Cuni	Yes	Yes	No	No
Avdi Bajraj	Yes	Yes	No	No
ZeneI Nuhaj	Yes	Yes	Yes	No
Male Cenaj	Yes	Yes	No	N/A
Bajram Mehmetaj	Yes	Yes	Yes	Yes – Children attending school
Bute Bajrushaj	Yes	Yes	Yes	N/A
Shejtim Beqaj	Yes	Yes	No	N/A
Elizabetha Hotovic	Yes	Yes	Yes	Yes – Children attending school
Hysen Abazi	Yes	Yes	No	Yes – Children attending school
Nezir Haxhijaj	Yes	Yes	Yes	Yes – Children attending school
Leposava Misis	Yes	Yes	No	N/A
Nebojsa Vukovic	Yes	Yes	Yes	N/A
Dragoljub Pumpalovic	Yes	Yes	Yes	N/A
Slobodan Ratkovic	Yes	Yes	Yes	N/A
Predrag Repanovic	Yes	Yes	Yes	N/A
Brahim Hallilaj	Yes	Yes	Yes	Yes – Children attending school

Milodarka Tijanic	Yes	Yes	Yes	N/A
Marko Sundic	No			
Rako Perovic	No			
Dragoslav Djolic	No			
Dragan Repanovic	Yes	Yes	Yes	N/A
Zarko (Mateja) Djuric	Yes	Yes	Yes	Yes – Children attending school
Leposave Miletic	Yes	Yes	Yes	Yes – Children attending school
Zarko (Predrag) Djuric	Yes	Yes	Yes	N/A
Tomislav Dabitic	Yes	Yes	Yes	N/A
Danica Mirkovic	No			
Dragan Lusic	No			
Branislav Zivanovic	No			
Zivan Zivanovic	No			
Milun Rasic	No			
Caslav Repanovic	Yes	Yes	Yes	N/A
Zvonko Lazic	Yes	Yes	Yes	N/A
Zarko Memarovic	Yes	Yes	Yes	N/A
Goran Tijanic	Yes	Yes	Yes	N/A
Ratomir Djolic	Yes	Yes	Yes	N/A
Cedomir Perovic	Yes	Yes	Yes – Received one tractor between 5 brothers	N/A
Dejan Perovic	No			N/A
Zoran Perovic	Yes	Yes		N/A
Bojan Perovic	No			N/A
Dragomir Perovic	Yes	Yes	Yes	N/A
Idriz Ahmetaj	Yes	Yes	Yes	No
Sahe Dukhellaj	Yes	Yes	Yes	Yes – Children attending school
Remzi Cuni	Yes	Yes	No	No
Milazim Kadrijaj	Yes	Yes	Yes	No
Zoja Morinaj	Yes	Yes	No	Yes – Children attending school
Sultane Morinaj	Yes	No		Yes – Children attending school
Cene Isenaj	Yes	Yes	Yes	Yes – Children attending school
Omer Crnovrsinin	Yes	Yes	Yes	Yes – Children attending school
Miloratka Miletic	Yes	Yes	Yes	Yes – Children attending school
Xhafer Tafaj	Yes	Yes	No	Yes – Children attending school
Ifeta Ramic	Yes	Yes	Yes	Yes – Children attending school
Sabro Batilovic	Yes	Yes	Yes	Yes – Children attending school
Lubisa Scepanovic	Yes	Yes	Yes	N/A

Huso Shkreli	Yes	Yes	Yes	Yes	Yes	Yes – Children attending school
Branko Zdravkovic	Yes	Yes	Yes	No	N/A	
Lubisa Brajkovic	Yes	Yes	Yes	Yes	N/A	
Stanoje Zivkovic	Yes	Yes	Yes	No	N/A	
Miroslav Djuricic	Yes	Yes	Yes	No	N/A	
Dragan Brajkovic	Yes	Yes	Yes	Yes	N/A	
Agron Oukaj	Yes	Yes	Yes	Yes	Yes – Children attending school	
Ergyn Metaj	Yes	Yes	Yes	Yes	Yes – Children attending school	
Radunka Dasic	Yes	Yes	Yes	Yes	Yes – Children attending school	