Annex I - Description of the Action

1.1 Context/Background

Cultural heritage is a crucial element of the recovery process following armed conflict and should not be considered a luxury to await attention later. Societal ability to recover from conflict is closely linked with the inclusion of cultural heritage as part of the process as it aids social reconstruction, ensures a "thread of continuity" that links the post-conflict reality with a pre-conflict "normality", and supports reconciliation as a necessary foundation for the transition from post-conflict to sustainable development. This process is even more important for conflicts based on, or featuring an ethnic and/or religious dimension, particularly in multi-ethnic environments, when deliberate attacks on the "other's" symbols of identity have taken place. Protection and rehabilitation of tangible cultural heritage can provide a shared framework for post-conflict identity to engage formerly adversarial parties in joint activities based on a shared interest.

Kosovo has an outstanding architectural wealth built over the centuries, most of which have remained intact until today. In addition to religious buildings, non-religious buildings -such as fortresses, urban centres and bridges- highlight the dense artistic creativity and form an impressive cultural heritage.

Eighteen years after the end of the armed conflict in Kosovo, and thirteen years since the last large-scale incidence of inter-ethnic violence, the sustainability of cultural heritage protection and social reconstruction continues to require the attention of international parties.

The process of developing and implementing legal and institutional mechanisms to protect cultural heritage and the symbols of cultural identity has been, and continues to be, fraught with difficulties. The process has suffered from limited engagement by communities, and therefore the process has required extensive negotiations and advocacy. Effective implementation of the legal and policy framework was protracted over the years, hampered by a lack of political support and inadequate financial and human resources, and in specific cases by community resistance.

During the October 2016 visit to Kosovo, Special Rapporteur the field of cultural rights, Karima Bennoune urged that further opportunities are created for people from all backgrounds in Kosovo and all who are concerned about cultural heritage to come together to share knowledge and join their efforts to protect cultural heritage for all.

There is an overdue need to foster a shared sense of ownership of cultural heritage in Kosovo, including capacities at municipal level to manage cultural heritage, which directly engages the communities to promote tolerance and respect for Kosovo's diverse cultural heritage, many which remain neglected.

Human Rights Framework for Cultural Protection in Kosovo

The right of everyone to take part in cultural life, as provided by the Universal Declaration of Human Rights and the International Covenant on Economic, Social and Cultural Rights (ICESCR), imposes on institutions the obligations to respect, protect and fulfil the enjoyment of the right.[1] Numerous international human rights and fundamental freedoms are guaranteed directly under Kosovo law. In order to respect and protect the rights to take part in cultural life and to enjoy one's own culture, institutions must preserve tangible cultural heritage with a view to maintaining its authenticity and integrity, protect intangible cultural heritage to ensure its viability and continuity, and guarantee the rights of all individuals and communities to access and benefit from their cultural heritage.[2] This also requires effective participation of individuals and communities in decision-making processes relating to their cultural heritage. The further establishment of the BCH unit within the KP, as well as the increased communication between citizens, municipal authorities and the KP will ensure involvement of all in the protection of cultural heritage.

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[1] See Article 27, Universal Declaration of Human Rights (UDHR), United Nations General Assembly Resolution 217 A (III), 10 December 1948. See also Article 15, International Covenant on Economic, Social and Cultural Rights (ICESCR), United Nations General Assembly Resolution 2200A (XXI), 16 December 1966, entered into force 3 January 1976. See also Article 27, International Covenant for Civil and Political Rights (ICCPR), United Nations General Assembly Resolution 2200A (XXI), 16 December 1966, entered into force 23 March 1976.
[2] OSCE Kosovo report on Cultural Protection, pg. 9

1.2 Project rationale

The independent evaluation of the EU funded Action "Confidence Building through Cultural Heritage protection" (CBCPK), implemented by UNDP during February 2016 – April 2017 as a precursor Action to the currently proposed one, generated evidence that cultural heritage protection is a powerful tool to bridge ethnic and religious differences[3]. The effects are amplified when communities, their leaders (religious and otherwise) and institutions are apportioned responsibilities and ownership of the process. The project demonstrated that inter-community distrust can be reduced through cultural interactions - which prompt dialogue, build understanding and foster a shared sense of ownership of cultural heritage.

At the community level, attitudes of indifference of the spiritual values of the other have grown to become protracted features of daily life. What is lacking most is the awareness among Kosovo citizens that preserving cultural monuments and sites inherited from previous generations is a common responsibility vis-à-vis future generations.

Re-building trust and improving inter-community acceptance and respect for cultural identity and heritage is a long-term process[4] which requires change at political, structural and behavioural levels. A 2016 opinion poll[5] among the Serb majority municipalities in Kosovo indicates a strong need for inclusive community based consultation processes, as limited understanding vis-à-vis cultural heritage is evident between the Albanians and Serbs. Community cohesion through both tangible and intangible cultural heritage has also value for economic development and creation of employment opportunities. Including women and young people in the process is of particular importance since women are more likely to be engaged in the production of traditional arts and crafts, whereas young people can benefit from learning new skills which can be marketable and can ensure their employability. Furthermore, this enables young people to act as future caretakers of a shared cultural identity.

The proposed Action will contribute to the notion that in a multi-ethnic environment cultural heritage does not have a "sole ownership" - which in post-conflict environments, where ethnicity and/or religion were a main cause of conflict, can act as a divisive factor between communities and politicize cultural heritage. The politicization of the cultural heritage in Kosovo has not helped the inter-community relations and the intervention shall undertake activities which bring together communities through shared values particularly within the concept of intangible cultural heritage.

Earlier EU and UNDP programmatic interventions to increase direct community engagement in cultural rehabilitation and awareness of and value for cultural protection consisted of a combination of confidence-building measures, capacity development at both community and institutional levels, and reconstruction/beautification actions to help communities understand the importance of the cultural heritage, its definition, and their role in the process of protection and promotion, in support of the concept of shared inheritance. Consensus was built between differing community priorities, and mutual understanding was strengthened on the importance of protecting Kosovo's shared cultural heritage. As attested by the independent evaluation findings[6], the project clearly responded to the needs of the population and was in line with the priorities of the Kosovo institutions.

Through participatory planning, municipal officials at the highest level, religious communities, representatives of municipal safety councils and Kosovo Police have engaged in constructive and meaningful dialogue and decision making which resulted in the rehabilitation, reconstruction and protection of 18 cultural and religious heritage sites, in 5 multi-ethnic municipalities. This includes a diverse selection of sites, including mosques, churches, cemeteries, museums, a bell tower and a chapel, 7 of which are listed cultural heritage sites, and 1 of which is in a special protective zone. Indeed, the inclusive consultation process for the site selection was evaluated[7] as a *good practice* including the establishment of clear and transparent criteria for the selection of sites and the transparent process vis-à-vis the municipalities in terms of project information. By adopting a community engagement approach, the Action increased coordination and strengthened partnerships between municipalities and

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[3] Independent evaluation report May 2017.

[4] Independent evaluation report May 2017

[5] Cultural Heritage of Serbian Communities in Kosovo – Issues and Prospects. The study was financed by the Kosovo Foundation for Open Society.

[6] Ibid.

7 Ibid.

representatives of all religious communities[8]. This resulted in the establishment of a joint inter-municipal, inter-community declaration, calling for increased community engagement in the protection and promotion of cultural heritage, the first of its kind in Kosovo, which was also evaluated as *good practice*. This demonstrates increased inter-community confidence and trust (horizontal relationships between groups) and strengthened social cohesion (vertical relationships between citizens and institutions), which can be up-scaled and replicated in other municipalities. The Action also provided valuable insights into how to continue to maximize the impact of such interventions at the outcome level which are incorporated into the proposed Action, with the key ones being:

a) Ensure that consultations with beneficiaries regarding the identification of sites are undertaken during the project design phase;
b) Invest more time in, and design, activities in preparing the communities for confidence building measures as part of the project inception stage;
c) Ensure at least an 18-month implementation period to allow for thorough consultations through a do no harm approach and more effective risk mitigation strategies;
d) Diversify the remit to include intangible cultural heritage as a tool to further expand participation of young people and women in the project;
e) Incorporate evidence based data and a robust empirical methodology to measure the levels of trust between the different communities at the start and end of the project and to gain a deeper understanding of the dynamics of the conflict;
f) Re-design programmatic interventions to enhance the dialogue in other areas related to strengthening of peace and social cohesion.

The initial Action had a strong youth engagement component, positively assessed by the independent evaluation. In partnership with the Municipal Heads of the Youth Sector, the project engaged over 152 young people from various ethnic backgrounds in designing their own solutions for the protection and promotion of cultural heritage through the "Re-imaging Cultural Heritage" workshops. Organizing public events and site visits were the most commonly expressed ideas on youth engagement in the protection and promotion of cultural heritage. A natural follow-up to stimulate youth engagement in this topic is to involve young women and men in the design and delivery of services around cultural heritage, as a means of skills development and income generation. UNDP drew on previous cooperation with both central and municipal authorities and could communicate clearly to all stakeholders and manage the challenges which accompany confidence-building interventions.

Despite the achievement of the initial Action's overall objective, namely to "improve inter-community tolerance and respect for the cultural identity and heritage of "the other", by better understanding that culture and sites are the heritage of all people in Kosovo", confidence building (by creating a positive environment for cooperation across the communities) in the five target municipalities and the increased level of awareness, particularly amongst youth, the duration was too short to be able to speak of behavior or sustainable change. Furthermore, the recent events in Deçan/Decani Monastery and Novo Bërdë/Novo Brdo demonstrate, how quickly cultural and spiritual heritage can become the target of hate crimes. The continuation of the Action will address the issue of the low engagement between communities and institutions into a concerted effort that will support the improving of relations between communities, increase the opportunities for civic engagement in promotion and protection of cultural heritage and contribute to a more peaceful environment for all.

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[8] Ibid.

1.3 Confidence Building Through National Stakeholders

Confidence building is based on an expectation of a transformative change which improves the security of communities as it can institutionalize a collection of new rules and practices[9]. Local ownership is crucial if confidence-building measures are to succeed, as the implementation is dependent on the voluntary engagement[10] of communities. Confidence building measures are the first step in turning hostile relationships into more accommodating ones by building trust and are based on three pillars: i) physical measures; ii) communication measures; and iii) relationship measures. As demonstrated by the initial Action – which used all three pillars - when communities are brought together, around a common interest, it lowers the barriers amongst communities.

Municipalities

The initial Action actively engaged municipalities as key partners and beneficiaries. From the institutional point of view, municipalities provide an important entry point as they are the closest to the citizens; from the sustainability of the Action perspective, engaging with municipalities enhanced their acceptance of the proposed interventions, including a few cases of the sustainability of the intervention through allocation of municipal budget for the maintenance of public spaces.

Municipalities supported the process of reaching out to communities and actively engaged in confidence building measures. Drawing on this experience, for the continuation of the Action, municipalities will continue to play a pivotal role in the process of engaging with communities, including the religious ones. Working with municipalities to ensure equitable and fair selection of potential sites contributes to the increased confidence between the communities and respective municipalities, and as a result - towards improved trust between communities themselves.

Communities

The reconciliation process between the Albanians and Serbs – as part of the transitional justice/dealing with the past – is at an initial stage; as such, communities do not have an institutional platform[11] to address their grievances *vis a vis* the 1998-1999 conflict. Never the less, different approaches to confidence-building measures between communities have proved to be effective, particularly when the issues are addressed from a community's point of view. The European Centre for Minority Issues in Kosovo (ECMI) notes the following ethnic communities:

- Kosovo Albanian (87%)
- Kosovo Serbian (8%)
- Kosovo Bosniak, Turkish, Roma, Ashkali and Egyptian (RAE), Gorani, Croatian, and Montenegrin (5%)[12]

This Action will focus mainly on Kosovo Albanians and Kosovo Serbs in view of the importance of building trust and confidence between the two, as the largest communities which were engaged in the last conflict. Never the less, other communities will be included in the process, e.g. the Croatian community[13] or Gorani[14] as specific examples. Other communities will also benefit from interventions on intangible cultural heritage through Challenge Prize competition or skills development, which encourages inter-community dialogue.

In general, people, specifically young people, have very little opportunities to learn about cultural heritage from other communities or get together and learn from each other. A recent policy paper by Media Pulse found that 73% of the Kosovo Serbian respondents stated that they were not familiar at all with the tangible and intangible cultural heritage of Kosovo Albanians.[15] Therefore, communities will be

[9] Confidence Building in the Arms Control Process: A Transformation View, James Macintosh (Ottawa, Canada: Department of Foreign Affairs and International Trade, Arms Control and Disarmament Studies Number 2, 1996. JX 1974.M32 1996).

[10] http://www.osce.org/cpc/91082?download=true

[11] Never the less the recent initiative by the President Thaçi on establishing the Truth and Reconciliation Commission may contribute positively to the process

[12] http://www.ecmikosovo.org/en/Home (accessed on 21.08.2017)

[13] Through planned interventions in Janjeve/Janjevo and in Letnice/Letnica.

[14] Through planned intervention in Dragash/Dragas.

[15] Cultural Heritage of Serbian Communities in Kosovo – Issues and Prospects. The study was financed by the Kosovo Foundation for Open Society. p. 17

encouraged to participate in activities promoting intangible cultural heritage through traditional arts and crafts, development of skills, shaping of awareness-raising activities, and stimulation of inter-community cultural activities. They will be invited to participate at various stages of the Action either through respective municipalities or through local NGOs/CSOs. The concept is based on the engagement of communities in targeted municipalities to ensure equal opportunities to inform the final decision-making process and to shape, to the extent possible, the interventions (the community mobilization method). Communities will benefit from improved inter-community trust and increased trust in institutions, while expanding their understanding of the cultural and religious heritage of other communities.

Kosovo Police Unit for the Security of Buildings and Cultural Heritage (BCH)

One of the main stakeholders within this Action is the Kosovo Police (KP) Unit for the Security of Buildings and Cultural Heritage (BCH), a specialized unit for the protection of cultural heritage and religious sites.

The multi-ethnic unit has four sub-units covering Prishtinë/Pristina, Prizren, Pejë/Peć and Mitrovica; it provides physical security and surveillance of the sites under its protection and actively engages with communities as part of confidence building. The KP played an important role for the communities during the initial Action, and the opportunity to have a direct contact with the KP was seen as a value-added for most stakeholders. The KP, and subsequently the Unit, enjoy a high level of public confidence due to their professionalism, ability to communicate clearly with all communities in local languages, and effective response. They engaged with youth, communities, municipalities, and religious leaders on topics of tolerance and cultural heritage protection. This engagement contributed directly to increased awareness of the citizens and youth on the importance of cultural heritage while establishing stronger links with SOC.

CSOs/NGOs

Civil society expresses shared interests and aspirations of people who voluntarily organize themselves through social solidarity[16]. CSOs/NGOs provide a platform to people to claim to their political, civil, economic, social and cultural rights; as such, they two key dimensions of their role includes the i*) promotion of citizen participation; and ii) the social empowerment of groups and the realization of human rights, social transformation and democratic development.*

One of the possible shortcomings of the initial Action was the limited engagement with CSOs/NGOs. Building on the concept of bottom-up solutions and active citizenry, the cooperation with the CSOs/NGOs is an important feature of the Action. As guardians of social values and humanitarian principles, these organisations will be engaged to cooperate on the implementation of the Action with the aim of improving:

- Information-sharing, engagement, and empowering local communities;
- wider participation in community activity/ies;
- awareness of social issues and engagement in policy dialogue with institutions.

CSOs/NGOs will be engaged on the implementation of confidence-building measures contributing to *Outcome 1: To increase inter-community trust between Kosovo citizens, and Outcome 2: To increase awareness and engagement of citizens on the importance of Kosovo's intangible cultural heritage*.

By using the community mobilisation approach, partnering with specialised CSOs will contribute to skills development for youth and women on traditional arts and crafts, an opportunity for the communities to suggest ideas on how to protect and promote intangible cultural heritage, generate narrative and visual material on the lives of citizens and how they perceive the "then" and "now", bring together citizens from all communities to explore what is "common" to them, familiarize with each other's culture and values.

To address the importance of bottom-up confidence building measures, particularly through intangible cultural heritage, UNDP held consultations with a range of stakeholders working on cultural heritage and inter-community dialogue to ensure coordination of activities and identify potential cooperation:

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[16] http://www.un.org/en/ecosoc/newfunct/pdf13/dcf_germany_policy_brief_2_cso_accountability.pdf

- Oral History Kosovo – is an independent and well-established organization comprised of a collective of researchers of different generations, nationalities and competences, founded in 2012 as a joint project by the Kosovo Women's Network and the New School, interviewing, filming and researching stories from people of different ethnic and social backgrounds. Narratives from communities and from different periods in history have been recorded and present non-official stories and/or stories from the "other side". OHK has a unique professional experience in capturing human stories which link the concept of individual's story intersecting with broader history of Kosovo and world events. OHK has a well-developed and sensitive approach to recording personal histories; it also has the capacity (experience, expertise, network) and the reputation as a specialised NGO.

- Cultural Heritage without Borders (CHwB) - is an independent Swedish non-governmental organization with an office in Kosovo dedicated to rescuing and preserving tangible and intangible cultural heritage affected by conflict, neglect or human and natural disasters. With a track record of quality works (restoration, renovation, rehabilitation, re-purpose of use and trainings, amongst others), CHwB has professional capacity and expertise which is comprised of specialists in architecture, urban planning and civil engineering with considerable experience and professional exposure.

- Antic Design Atele - is a local NGO specialized CSO active on preservation of historical sites and buildings including architectural and engineering projects. Its primary activity is the preservation of historical sites and buildings, aiming to develop cultural heritage properties as functional buildings, to fulfil community needs while ensuring their protection for future generations.

- Community Building Mitrovica - CBM is an NGO operating in the field of peace and community building in the wider region of Mitrovica comprised of a multi ethnic staff, facilitating contact and dialogue between the citizens in the municipality. During the consultation, CBM provided suggestions on supporting the intangible heritage - events on traditional food and customs, and youth engagement through music (the Rock School). Their comparative advantage lies in the fact that they are well-known and accepted by both Kosovo Serbs and Albanians in Mitrovica, with a capacity to bring together both communities.

- 7arte – is a local NGO that was founded in 2006 by local artists and aims to support Kosovan artists as well as promote and develop a common European culture. They mainly work with youth and have organized a number of events such as the GREEN Music Festival 4th edition, Open Air Cinema 6th edition, DOKO YOMI film workshop, Shala la-la-la, and "Gjuj art" and have also organized movie screenings, debates, music performances, poetry nights.

- Promotion of Heritage Management West - PHM West is a community based think-tank operating in western Kosovo. PHM West has experience in cultural heritage (tangible and intangible) throughout the western Kosovo, with an extensive network of partners including national and municipal institutions as well as international organizations and CSOs. Their most recent projects consisted of the revitalization of the old bazar of Peja/Peć. PHM has 6 artisans from different arts and each one has a young student (intern) who learns the trade. In addition, they collaborate with the Faculty of Tourism in Peja/Peć and institutions working in the field of CH and organize internships for students in tourism[17].

- Ec Ma Ndryshe - was established in March 2006 and is engaged in active citizenship by promoting an appropriate organization of the community, democratization of institutions and enrichment of cultural life in the main centres of Kosovo, with a focus on Prizren and Prishtina/Priština. Ec Ma Ndryshe is one of the founding organizations that represent Kosovo in the South East European Heritage Network (SEE Heritage Network) of organizations that deal with cultural heritage. Furthermore, Ec Ma Ndryshe is the founder of the Cultural Heritage Forum of Prizren, the Network of Cultural Organizations (RrOK) of Prizren, and the Network of Independent Cultural Organizations in Kosovo's Cultural Forum.

The selection of CSOs/NGOs and applicable criteria

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[17] They work in line with Objective 5 of the National Strategy on Cultural Heritage 2017-2027

The contracting modality for the CSOs/NGOs will be based on UNDP's rules and regulation governing the cooperation with implementing partners[18]; the modalities can be a Project Cooperation Agreement (PCA) or a call for proposals. Based on the planned outputs of the Action both modalities will be applied as certain aspects of the Action call for highly specialised and specific expertise (which is not widely available in the market-place and/or the vendor provides a branded product/service) while the others are of a more generic type (the market-place is competitive and a larger number of vendors can provide the service/product).

They key selection criteria for the CSOs/NGOs include: *i) the legal status of the organisation and the years in operations; ii) experience and expertise in cultural heritage and/or confidence building; iii) successful implementation of similar projects/activities; iv) experience with other international partners/donors*.

The final decision on the selection of CSOs/NGOs, including the final amount to be awarded (based on the proposals) will be taken jointly by the Evaluation Committee (EU/EUOK and FPI, and UNDP).

Other stakeholders

EULEX shall support UNDP and the KP Unit for the Protection of Cultural and Religious Heritage in the process of discussions with the Serb Orthodox Church, related to the sites which will benefit from closed circuit TV (CCTV) equipment.

Ministry of Culture, Youth and Sports; Ministry of Environment and Spatial Planning; the Ministry of Local Government Administration, the Archaeological institute, Regional Centres, the Kosovo Council on Cultural Heritage, the IMC, also play a role in the process of protection of cultural heritage through their respective mandates. UNDP shall maintain regular communication with stakeholders and shall consult with them on matters over which they have direct responsibility or influence. Other stakeholders and partners include international organisations such as UNESCO, OSCE, and the Council of Europe.

Legal Framework for Cultural Protection in Kosovo

"The Kosovo legal framework provides for the preservation, protection, public access, communication, and provision of necessary resources to facilitate the enjoyment of cultural heritage by current and future generations, and provides especially for the promotion and protection of the cultural heritage of all Kosovo communities. Kosovo institutions have the responsibility to preserve and protect the cultural and religious heritage of all communities, and shall ensure effective protection of the entirety of sites and monuments of cultural and religious significance to communities."[19] There are specific laws for the protection of cultural and religious heritage in Kosovo. The Law on Special Protective Zones, the Law on Cultural Heritage and its seven corresponding sub-legal acts issued by the Ministry of Culture, Youth and Sports (MCYS) provide specific modalities for the implementation of religious and cultural protection.[20] Other laws, relevant to the protection of cultural and religious heritage include the Law on Local Self Government, the Law on the Protection and Promotion of the Rights of Communities and their Members in Kosovo, the Law on *Construction.[21]*

Institutional Framework

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[18]

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Innovation%20E-tendering%20and%20CSO%20engagement_Engaging%20CSO%20NGO%20as%20a%20Responsible%20Party.docx&action=default&DefaultItemOpen=1

[19] ibid

[20] Law No. 03/L-039 on Special Protective Zones; Law No. 02/L-88 on Cultural Heritage. MCYS Regulation No. 01-2008 on Procedures for Excavations Investigation, MCYS Regulation No. 02-2008 on Public access on Cultural Heritage in Private Ownership, MCYS Regulation No. 03-2008 on Conservation and Restoration Activities of Cultural Heritage, MCYS Regulation No. 04-2008 on Authorizations and Competences of Cultural Heritage Inspection, MCYS Regulation No. 05-2008 on Registration, Documentation, Assessment and Selection of Cultural Heritage for Protection, MCYS Regulation No. 06-2008 on Security Measures for Movable Heritage, MCYS Regulation No. 07-2008 on Licensing Procedures for Movable Heritage Traders.

[21] Article 22, Law No. 03/L-040 on Local Self Government; Articles 2, 5 and 7, Law No. 03/L-047 on the Protection and Promotion of the Rights of Communities and their Members in Kosovo; Law No. 04/L-174 on Spatial Planning, Articles 5, 21 and 25, Law No. 04/L-110 on Construction.

Kosovo has established the necessary institutions and a legal framework which should ensure a timely and professional preservation, conservation, and restoration of cultural and religious sites. Never the less, municipal actors, communities, and religious leaders highlighted several issues which hamper efforts in this regard[22] with the most serious one being the non-coordination of policies, laws and regulations, including their implementation, and the limited institutional budget. While the "National Strategy for Cultural Heritage 2015-2025"[23] advocates for an integrated approach for cultural heritage towards sustainable development, stakeholders expressed a lack of state funding as being a key obstacle to achieving this objective.

The Department of Cultural Heritage within the MCYS is responsible for the management of cultural heritage in Kosovo. It manages the Kosovo Institute for the Protection of Monuments (KIPM) and six regional centres for cultural heritage (RCCHs) in Prishtinë/Priština, Prizren, Pejë/Peć, Gjakovë/ Đakovica, Mitrovicë/Mitrovica and Gjilan/Gnjilane, which carry out the responsibility for protection and preservation of tangible cultural heritage.

The Department of Spatial Planning and the Institute of Spatial Planning of the Ministry of Environment and Spatial Planning (MESP) are engaged in protecting Special Protective Zones (SPZs) and ensuring that spatial plans for areas within the SPZs are in conformity with laws regulating SPZ.[24]

At municipal level, each municipality has a Directorate for Culture, Youth and Sports, which includes cultural heritage; the director, on matters of cultural heritage, reports to the regional institutes for the protection of monuments, as well as at the central level to the MCYS.

The Kosovo Council for Cultural Heritage (KCCH) is an independent agency mandated to evaluate and proclaim cultural heritage under permanent protection, as well as discharge other responsibilities in compliance with the Law on Cultural Heritage no. 02 / L-88, Law on Special Protective Zones no. 03 / L-039, Law on Historic Centre of Prizren Nr. 04 / L-066, their by-laws, and other policies in force.

The Implementation and Monitoring Council (IMC) is a special body which first became operational in June 2010 to monitor and facilitate the implementation of the Law on Special Protective Zones; the IMC currently has five members: one representative each from MESP, MCYS, the European Union, the OSCE and the Serbian Orthodox Church.[25] Other actors engaged in cultural heritage protection include the Kosovo Police and KFOR (responsible for the protection of the Deçan/Dećani monastery).

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22 "Community Engagement in Cultural Heritage Protection, Preservation and Promotion" (September 2016) and the subsequent Inter-municipal Community Engagement Workshop (18 -20 Nov 2016, Prevalla, Prizren), as part of the CBCHP project.
23 https://www.mkrs-ks.org/repository/docs/Strategy-CH.pdf
24 Ibid. pg. 11
25 OSCE Kosovo Report on Cultural Heritage, pg. 12.

2 Scope of the Action:

Project description

At the outcome-level the project aims to build trust between the communities in Kosovo, through improved inter-community acceptance and respect for the cultural identity and heritage of all Kosovo communities. This objective will be achieved through interventions at community and institutional level that instil a sense of inter-community engagement and ownership of Kosovo's cultural heritage.

Cultural heritage has been recognized as a vital tool in the post-conflict peacebuilding process. In Kosovo, where inter-community exchange is limited and the understanding of the others' heritage is restricted, tangible and intangible cultural heritage protection may serve as an instrument to build inter-community trust. To this end, this Action comprises of three, interlinked, Outputs: *i) restoration, rehabilitation and beautification of cultural and religious sites; ii) promotion and awareness-raising of intangible cultural heritage; and iii) strengthening of capacities to protect and preserve cultural heritage at institutional and community level.*

Output 1:

The restoration, rehabilitation and beautification of cultural and religious sites enhances the visibility of monuments and promotes the understanding and acceptance of a community's heritage. The visual aspect of the works also encourages tourism and therefore contributes to the promotion of cultural heritage of communities. Furthermore, the organization of local restoration camps including youth from different communities, will allow for inter-community exchanges, action and pride in shared cultural heritage.

Output 2:

Focuses on the promotion and protection of intangible cultural heritage as a confidence-building measure between communities while preserving certain aspects of crafts and skills which may be under threat. By engaging youth on intangible cultural heritage, the Action will provide a platform for exchange of information between communities – leading to familiarisation between them. This will be achieved through partnering with local NGOs/CSOs focusing on two sub-activities: i) familiarisation with the other communities' cultural heritage, and (2) practical skills development.

Output 3:

Focuses on linking the physical protection of religious heritage sites, through improved technical capacities of the KP Unit, with the community-KP interaction. By combining both soft and hard components of confidence-building measures the Actions supports the reconciliation between communities and builds trust in institutions.

Output 1. Cultural and religious heritage is rehabilitated to promote inter-ethnic dialogue

The partnership between communities, municipal structures, Kosovo Police and community and religious leaders ensures that cultural heritage, including religious heritage, is identified, protected, preserved and promoted as a shared value. UNDP shall engage with municipalities to identify a possible modality for the sustainability of the intervention through the inclusion of cultural heritage sites and their protection in the municipal strategic document (Municipal Development Plans) with a sufficient budget allocation.

The following Activities will contribute to the achievement of the Output:

Activity 1.1 Rehabilitation of cultural and religious sites and adjacent areas

The rehabilitation of cultural and religious sites provides an entry point for the community trust building as it is a recognised confidence building measure. Using an equitable approach when working with concerned communities, in areas/sites which are relevant to them, generates a sense of equality between communities. This is further reinforced when communities are included in the consultation process and due consideration is given to their thinking. Furthermore, the rehabilitation interventions send a message to all community members that they are part of the society through acknowledging of their cultural and/or religious heritage. In the identification of potential sites due consideration is given to the confidence building aspect of the intervention, while acknowledging that not all sites will directly contribute to it, rather, the idea is to generate a wider understanding of the importance of a site for a particular community.

Building on good practices developed during the initial phase of the Action, the selection of sites and types of intervention will be conducted jointly with municipalities, communities, religious leaders where applicable, and other stakeholders. Inputs from both the majority and minority communities will be solicited to ensure that they feel equally treated and are given the same level of priority. In identifying the potential municipalities and sites, a set of evaluation criteria was applied.[26]

Modelled on the EU funded UNDP- Partnership for the Future project in Cyprus the project will include three sites which require major undertakings as relating to the volume of work and the financial aspect, which is estimated at maximum EUR 250,000 per site. Another eight (8) sites will be selected for interventions which will focus on rehabilitation and beautification. All potential sites will undergo an independent assessment on the type of work and costs which will also feed into the final decision during the selection process.

UNDP undertook a series of meetings with a range of stakeholders which included grass-root organisations, national and international NGOs, several municipalities, religious leaders, the Kosovo Police, EULEX, MYCS. The consultation process was coordinated with the EU office in order to test the overall concept of the proposed Action, and to try to identify additional potential interventions. Furthermore, UNDP has had consultative meetings and discussions with OSCE and UNECSO.

Thirteen (13) municipalities were identified during the consultation process in cooperation and coordination with partners and stakeholders, including potential sites and types of interventions. While the Action will not be able to intervene in all proposed municipalities listed below, they were selected due to the potential for community trust building and the richness of cultural and religious heritage**:**

1. **Muncipality of Prizren** - Prizren is a multi-ethnic and multi-cultural town and municipality, inhabited by Albanians, Serbs, Turks and Gorani, located in southern Kosovo, and is an example of peaceful coexistence. The Historical Centre of Prizren, which is also a Special Protected Zone, has a wealth of cultural and religious heritage which should be protected and promoted, to maintain the current diversity, improve the infrastructure, thus contribute to qualitative tourism growth. The propose sites include:

   - The Cathedral of Our Lady of Perpetual Succor in Prizren, the main objective of this intervention is to bring back the architectural stability by consolidating its structural order, and creating an appropriate cultural heritage environment for historical, social, cultural, and urban purposes. Within the scope of potential interventions there is a need to carry out priority preservation measures through undertaking the emergency consolidation of the discovered archaeological remains, and interior improvement of the building for both visitors and the community based on architectural and archaeological preservation standards (ICOMOS and ICCROM – UNESCO guideline on preservation of architectural heritage monuments),
   - Lumbardhi Cinema is a historic site in the centre of Prizren, which has played a pivotal role in the cultural life of the city since the early 50's. Left into decay after the conflict, it has been devoid of a management, until it was saved from privatisation with the Initiative for the Protection of Lumbardhi Cinema, and which is administered by the Lumbardhi Foundation since April 2015. The complex's garden/open air cinema is a meeting point for activists, community groups, cultural actors, technology communities, festivals and various events. It requires upgrading, rehabilitation and beautification with works including concrete removal; redesign of the exterior wall; redesign of entrance gate; repair and redesign of seating/viewing layout and landscape design.
   - The Church of St. Djordje Runovic, erected as the endowment of the Runovic brothers, is located in the courtyard of the Cathedral of St. Djordje in the historic center of Prizren. The interior of the church, on the southern wall inside the church, has suffered damage from moisture. To stem further damage there is a need to intervene on the drainage system of atmospheric waters.
   - The church of St. Nikola Tutic is located in the very center of Prizren, across the street from the Cathedral Church of St. Djordje. The church belongs to the rank of small-sized churches built in the XIV century. The church requires interventions to introduce a drainage system since it is affecting the interior of the church.

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[26] please note the evaluation criteria on page 13

- The Monastery of Holy Archangels near Prizren is a valuable historic and religious symbol, built in the smaller plateau in Prizren Bistrica canyon. The only access way connecting the complex with the main road Prizren - Zhupa valley is a hazardous combination of the 18 meters long army metal bridge over the river (constructed in 1994) and a steep and narrow macadam. Due to this road safety issue the buses, heavy and long vehicles are not able to enter the complex. This causes a severe problem for the increased number of touristic visits and ongoing reconstruction activities at the monastery's church. The intervention would include the construction of a new bridge[27], access road and small repairs to the old konak.

2. **Municipality of Novo Bërdë/Novo Brdo** is a multi-ethnic municipality and archaeological site, mentioned in historical documents as early as 1326. As a significant medieval city, Novo Bërdë/Novo Brdo was home to one of the most important late medieval cities in the central Balkans and is now home to a fortress, built circa 1245 which requires the following intervention:

   - The Novo Bërdë/Novo Brdo castle - the proposed intervention shall include revitalization of the wall No. 8 and adjacent tower No. 8 located at the northern part of the fortification. This intervention is based on the detailed survey of the site and elaborated conservation needs elaborated during the earlier revitalisation intervention, funded by the EU and implemented by UNESCO. The intervention will ensure undisturbed and safe access to the site, increase its security, and the safeguarding of cultural heritage assets. The intervention will ultimately contribute to the enhancement of local cultural heritage leading to the social and economic inclusion of the Novo Bërdë/Novo Brdo citizens through cultural tourism.
   - Another potential intervention may include the rehabilitation of the remains of a Cathedral (dating from the XV century, the Osman Efendija mosque (dating from XVIII century), and a tyrbe (holy burial pace) dating from XVI, which are within SPZ. Potential interventions include preservation of the ruins, beautification and/or restoration of the surrounding area, and interpretation of each site.

3. **Municipality of Dragash/Dragaš** located in southern Kosovo, is home to the majority of all Gorani people living in Kosovo. This Action will rehabilitate the ethnological museum furthering the visibility of Gorani culture for visitors and contributing to the local economic development as well as confidence-building of Gorani people through the preservation of their cultural heritage.

4. **Graçanica/Graćanica**, a Serb majority municipality, in close proximity to Prishtina/Priština, and visited frequently by all communities, has a range of religious sites which are important to the Serb community; it also houses the only archaeological park in Kosovo, the antique city of Ulpiana[28,] which has a significant touristic potential for the inhabitants of the municipality, and for bringing communities together. The proposed intervention is based on the interpretation of information for visitors, visibility campaign, and virtual reality reconstruction.

5. **Prishtina/Priština** is a multi-ethnic municipality with a range of cultural and religious heritage. The proposed interventions include the i) the beautification and regeneration of Jewish cemetery and the surrounding area; ii) interpretation of the "Emin Gjiku" ethnological museum's collection and history through inter-active interpretative panels and brochures in braille and relief, installation of exhibit boxes and creation of the website; iii) beautification and regeneration of the vernacular architecture areas.

6. **Mitrovica**, as an ethnically divided city, presents an opportunity, although a difficult one, to work with both Albanian and Serb inhabitants. Mitrovica was an industrial town and a former economic centre because of the Trepça/Trepča mines. Since 1999, the river Ibër/Ibar divides the city between the north, mainly inhabited by Serbs, and the south, mainly inhabited by Albanians. in 2004, Mitrovica was also the location of one of the last major ethnically motivated violence outbreaks in Kosovo. Therefore, this intervention aims at rehabilitating the Miners Monument, a monument of meaning to both communities and that goes beyond the current ethnic division. Built in 1973 the monument is

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[27] The Kosovo Security Forces have confirmed their willingness to engage in this process through technical support during the demolition of the old bridge. This engagement contributes to the confidence building between institutions and SOC.
[28] Declared an archaeological park in late 2016

located on the so-called Miners' Hill (now in the northern Mitrovica) dedicated to the miners of the city (Albanian and Serbian), who lost their lives during World War II. Significant for both communities, the revitalization of this monument will offer an opportunity for-interethnic exchange through beautification and regeneration of the surrounding area and repairs to the actual monument itself. Other possible actions may include establishing a "Cultural Booth" (information point) on both sides of the river Iber/Ibar, as a means of engaging youth in promoting local tourism.

7. **Zveçan/Zvečan**, located in the northern part of Kosovo, presents an opportunity for inter-ethnic support. As part of the Special Protective Zone (SPZ) there are three sites, the Isa Boletini Memorial House, SOC Sokolica Monastery and an Albanian primary school, all within a perimeter of 150 meters. While all three sites are currently in good condition there is a need to invest in the area so as to improve the environment (pollution is an issue generated from the school and the monastery) and protect the icons in the Monastery, which are affected by environmental damage. The problem is caused by the existing central heating systems powered by coal. The use of coal is increasing the CO_2 emissions and it is the reason for severe pollution during the winter time. The current situation has a negative effect on the number of visitors to SPZ during the winter time due to smog pollution and is also affecting the health of pupils and the preservation of church icons and paintings. The intervention foresees the purchase of pellet stoves (one for central heating system in the primary school and two classic smaller pellet stoves for Isa Boletini Memorial House and Sokolica Monastery), which would solve the environmental problem.

8. **Istog/Istok** municipality is located in north-western Kosovo with an Albanian majority population and members of the Egyptian and Bosnian minorities. Potential sites to consider for intervention are: i) preservation, beautification and restauration of the mosque in Turbohovc, in particular the arabesque interior of the mosque, the wood elements in and outside of the building, the installations (electricity and water supply), as well as the beautification and regeneration of the surrounding area; ii) beautification and regeneration of the interior and surrounding area of the Saint John Church to make more attractive for the community and visitors; iii) beautification and regeneration of the elementary school with pine trees, in Dobrusha village, to make the environment more accessible and attractive.

9. **Viti/Vitina**[29]: Letnicë/Letnica is a multi-ethnic village comprise of Albanians and Croats, both of Catholic confession. The annual pilgrimage on the day of the Black Madonna attracts a considerable number of visitors, however, there is potential for expansion of cultural tourism through the restoration of an old, privately owned residential premises into the Kosovo Croat community ethno-house in the village. This would be the first cultural heritage site of this kind for the Croatian community and a place where they can collect and display traditional arts and crafts, organize cultural events, etc. Notably, the upper floor of ethno-house will be refurbished into the rooms which might serve to accommodate the guests for overnight stay[30].

10. **Pejë/Peč** is situated in western Kosovo host to numerous cultural and natural heritage site, the most famous being the Patriarchate of Peja (SOC and Special Protected Zone), with other notable sites such as the Zenel Beu Tower, Tahir Beu Inn (currently a museum) Haxhi Zeka's Mill, Haxhi Beu Hammam, amongst many. For the purpose of this project, it is envisaged to preserve, restore and conduct beautification works at the Mosque Clock Tower and its surroundings. Another potential site is the Jusuf Gervalla Theater/Cinema. It is a building of special importance for the town's history as its holds original filming equipment and follow up documentation archive, demonstrating the evolution in theatre and cinema technology. Potential improvements include the restoration and adaption of the building as an exhibition, lecture and conference space, accompanied by a visibility campaign (brochures in braille and relief), website development, and provision of audio guides.

11. **Gjakove/ Djakovica** is a town and municipality located in south-western Kosovo, with a range of natural and cultural and religious heritage sites. The most noted ones are the Ura e Shenjte bridge, Çarshia e Vjeter, Hadumi Mosque, the Clock Tower, Haraqia's Inn, and the Ethnographic Museum, as well as a several smaller sites which are in severe disrepair and in danger of being lost forever. The

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[30] In addition, the EUSR plans to facilitate an opening of one job (curator) at Ethno-house. The job would be allocated to a local K/Croat woman living in the village. The person would be paid by the directorate of culture within the Viti/Vitina municipality.

two potential interventions include the "Ura e Terzive" (The Tailors' Guild Bridge, Bishtazhin village) as an exceptional architectonic achievement of the XV century with modifications in the XVIII century. The bridge has 11 (eleven) semi-circular arches of varying sizes and 10 (ten) discharging "widows" (qemer). Structurally sound, the bridge requires some interventions, including beautification. Another potential bridge is the "Ura e Tabakeve" (Tabak's Bridge) built in the XVII century. It is one of the longest bridges built in its time, comprising of 7 (seven) arches and "qemer". The bridge is currently in use by pedestrians however requires some repairs and beautification.

12. **Kaçanik/Kačanik** is a town and municipality located in southern Kosovo with an Albanian majority population. It is one of the smallest municipality with a high unemployment rate, especially among youth. The rehabilitation of the cultural house, which would complement the EU funded works on the renovation of the roof (2016) would promote youth engagement and revive the cultural life; the space would also benefit from the concept of adaptive re-use in a sustainable manner. Another potential intervention is the rehabilitation/beautification of the town fortress which was identified as the top priority by the municipality of Kaçanik/Kačanik in the Local Cultural Heritage Plan[31]. The proposed undertakings would include i) emergency intervention on the walls of the town fortress and their reinforcement, ii) beautification and cleaning of the fortress, iii) securing the fortress with perimeter fencing and with entrance gates, and iv) fixing the walking tracks to the town's fortress.

13. **Lipjan/Ljipljane** is a town and municipality with mixed inhabitants, including Croats, Albanians, Serbs, and RAE. Potential intervention site is the village of Janjevë/Janjevo as an example of inter-ethnic integration and has a range of historical buildings constituting the original urban settlement which now is completely abandoned. Potential site of interest is the House Museum of Father Shtjefen Gjeçovi which requires interpretation and content. Janjeva/Janjevo has a wealth of intangible cultural heritage which includes metalwork.

The selection of sites and applicable criteria

Based on the good practices established in the initial Action, the selection process of sites will be based on several criteria[32]:

- Some municipal plans/concepts of cultural and/or religious protection/rehabilitation should exist as evidence of municipal support for the Action, with an indication on how they will be funded or actions that the municipality will undertake to ensure funding including evidence of other donations;
- Pre-existing interest of the communities, including religious ones when applicable, for the interventions;
- An added value of the protection/rehabilitation which contributes to confidence building;
- A demonstrated interest from communities for the project;
- A potential for economic development/improved quality of life as a result of the intervention;
- Existence of opportunities for engaging communities in activities for enhancing cultural diversity and inclusion.

The Action's interventions on the renovation and rehabilitation works also carry some limitations on the type of works that may be carried out on the selected sites, which include the following:
1. The buildings should not be affected by structural damage to the extent that any intervention may cause additional costs and exceed the timeframes of the Action;
2. The Action will not undertake any works on buildings which are considered new buildings (built in the last twenty years);
3. The Action will not undertake any works which will be deemed to be of a maintenance/upkeep nature;
4. The Action will not undertake the construction or reconstruction on sites which require the type of specialized work beyond the financial scope and timeframe of the foreseen intervention.

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[31] The drafting of the Local Cultural Heritage Plan was initiated and supported by CHwB Kosovo. As part of the plan, a Local Cultural Heritage Forum was established.
For more information: http://chwb.org/kosovo/wp-content/uploads/sites/3/2016/05/Kacaniku-web.pdf
[32] The selection criteria are replicated from the initial Action (evaluated as very positive by the independent evaluator), with an update to reflect the lessons learned with regards to the availability of sites which belong to the Albanian and Serb communities in the same city/intervention site.

The final selection of municipalities and sites, in cooperation with the EU, will be determined during the inception phase[33] and will include consultations with communities, municipal authorities, including religious leaders and central level institutions where relevant.

Activity 1.2 Implementation of "Restoration Camps"

The main objective of the creative camps is to use cultural heritage to build relationships amongst young professionals creating conditions for reconciliation as a pre-requisite for peace and democracy and to preserve traditional crafts and techniques. Attitudinal change became evident amongst the key stakeholders in municipalities through the initial project.

The intervention is expected to bring together artisans and specialists in the field of cultural heritage restoration, to teach young people new restoration skills and develop mutual understanding and build trust amongst young people of different communities. These camps will be organized in municipalities[34] where the project will work on restoration and preservation to maximize the impact of interventions and to enhance the ownership and inter-community dialogue. More specifically the camps will take place around the sites where the scope of works includes some restoration including the Catholic Cathedral in Prizren, Novo Bërdë/Novo Brdo, and another site, depending on the level of intervention and the possibility for such engagement. Young people from the surrounding areas will be invited to apply for a place to participate in the restoration camps – potential participants will include students of architecture and young people without official employment or paid work. Training modules will include: Introduction to Preservation, Deterioration Mechanisms and Introduction to Common Preservation Techniques. Participants will have an opportunity to develop practical skills through "on the job" training on the actual sites, with their peers from diverse communities. To implement the activity, a partnership will be established with CHwB, who originally developed the methodology[35]. CHwB will be responsible for providing the substantive knowledge and expertise on cultural heritage restoration and implementation of the intervention.

Output 2: Community engagement on confidence-building through intangible cultural heritage

Intangible heritage is an intrinsic part of tangible heritage and is becoming more fragile in an ever globalized and standardized world, yet, it is an important factor in maintaining cultural diversity. Transmitted through generations and constantly recreated, it provides a sense of identity and continuity. Moreover, its understanding helps with intercultural dialogue, and encourages mutual respect for other ways of life. The importance of intangible cultural heritage is not merely the cultural manifestation itself but rather the wealth of knowledge and skills that is transmitted through it from one generation to the next[36].

To contribute to the Actions' outcome, UNDP shall build on the positive results in community engagement and confidence building from the initial phase by facilitating the exchange between communities. This will directly contribute to the deepened understanding of other communities' intangible cultural heritage. Furthermore, as the skills development of intangible cultural heritage is crucial for the preservation of the latter. This intervention will also focus on skills development of traditional arts and crafts with a focus on youth and women. In addition, an opportunity will be given directly to the communities to suggest ideas on how to protect and promote intangible cultural heritage. This will be implemented through a challenge prize competition[37] which will draw from other, similar experiences, in Kosovo and the region.

Activity 2.1 Promotion and awareness-raising activities on intangible cultural heritage

Kosovo's rich and diverse cultural heritage includes intangible heritage including traditions, oral history, performing arts, social practices, cuisine, traditional craftsmanship, festivities, and rituals.[38]This activity is composed of two sub-activities, supporting the promotion and raising awareness on intangible cultural heritage. Whereas the first sub-activity will focus on deepening people's understanding of other

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[33] UNDP Kosovo has held preliminary discussions with a range of partners and stakeholders, never the less, a full assessment is required to establish the feasibility of interventions and the cost.

34 "Restoration Camps" will be potentially organized in Prizren, Zvecan, Novo Berde, Prishtina, Dragash, Mitrovica, Gracanica.

35 CHwB model is successfully implemented in Albania, as well as in Mitrovice/Mitrovica in 2016.

[36] https://ich.unesco.org/en/what-is-intangible-heritage-00003

[37] See activity 2.2 for more details

[38] http://cf.cdn.unwto.org/sites/all/files/docpdf/summary092112view.pdf

communities' intangible cultural heritage, leading to greater trust and confidence building, the second one will aim at preserving skills of traditional arts and crafts, strengthening the safeguarding of a community's intangible cultural heritage.

Sub-activity 2.1.1: Inter-community confidence-building measures

The importance of initiating an inter-ethnic exchange is even more evident in Kosovo since even though common elements can be found with regard to intangible cultural heritage, and communities share the same space, a 2016 survey noted that approximately 70% of surveyed youth are not familiar with cultural heritage of different ethnic groups. In Kosovo, where the communities have a history of co-existence, the intangible cultural heritage may serve to bring communities together, by drawing on similarities of processes and techniques, such as the production of traditional cloth-making, preparing traditional food, crafts production, weaving, wood-work (instruments, decorative art), tanners and manufactures of leather garments, slipper-makers (opanga/opinge), amongst many. Engaging with NGOs/CSOs, the intervention will implement the following:

1. Recording oral history is a well-established and recognized practice in the preservation of intangible cultural heritage. This intervention will be implemented by Oral History Kosovo and document the life-stories of a range of Kosovo citizens, living in Prishtina/Priština, of Albanian, Serb, Turkish, Jewish, and RAE descent, and through their personal accounts, and will explore historical events, and collect memories, images, stories of the last hundred years. The intervention is articulated in three activities:

   a) the recording of life stories: this activity includes filming, transcribing, translating interviews with diverse individuals (e.g., ethnicities, locations, occupations, and ages), and publishing them in three languages from the original - Albanian, Serbian and English - on the website, www.oralhistorykosovo.org. A special section in Turkish language will be added to the website. This multi-language, multi-media, publicly available digital archive will ensure access to a culture that is not widely shared;

   b) develop an app of the Prishtina/Priština city map which will allow to interact with places of the past and present through storytelling; it will be a repository of culture, architectural styles, and political legacies and the impact that these three had in changing the city's landscape. The map plays a twofold function: it is an information tool and a critical guide to the city; it marks and commemorates cultural landmarks that no longer exist and documents practices which have contributed to effacing the city's cultural heritage and history. The interactive map is meant to reflect the city's multicultural heritage by adopting a multi-temporal approach: the Prishtina/Priština as is today and as was in the past hundred years. A promotional event on the launch of the app and the new material stored in the Kosovo Oral History website will be a used as a channel for communication, between community members to promote a multicultural environment.

2. Community engagement will encourage inter-ethnic dialogue as well as collaboration. While the older generations carry the "history", the youth can engage in the inter-community dialogue as "agents of peace". Women's perspective will be actively sought out in the process as well. The intervention is articulated through several activities:

   a) organization of focus groups on the topic of cultural heritage and what it means to communities. Information will be gathered on the perspective of political, social and economic and impact on the local economy. These focus groups will engage citizens from different communities, profiles, social groups, professional and educational backgrounds, where they will be able to express views on why these sites are important for citizens. This direct interaction between communities contributes to confidence-building. The focus group discussions can be organized in municipalities which benefited from interventions under Output 1;;

   b) "Open day tour" (pilot) events will be used to present cultural heritage to citizens from another municipality(s) and tourists, by using local guides. The activity will also serve to generate ideas on the improvement of information, services and accessibility of sites;

   c) Folkloric fairs will bring communities into the same space to promote traditional foods, drinks, and preparation techniques as well as music and dances. The multi-ethnic folkloric fairs will be organized throughout Kosovo and can have either a regional approach (e.g. organize the Kosovo west region municipalities' fair) or a community approach (e.g. Albanian, Serbian, Turkish

traditional food prepared and presented by individuals/grass-root level organisations/social enterprises) which are then organized in municipalities supported by this Action;

d) "meet the artisan/craftsman" is planned as a series of events which engages young men and women, from all communities, to learn about arts and crafts from the artisans themselves. The visits would be accompanied with a narrative history of the craft, delivered by an ethnographer.

e) Cultural and social events in the style of the now traditional Mirëdita Dobardan encourage open-mindedness and provide an opportunity to challenge preconceptions. The interventions is envisaged as a series of short multi-ethnic events/workshops which will combine visual arts (theater, exhibitions, movie screening) with panel discussions on interethnic cooperation, trust-building and understanding the view-points of "the others". The events are envisaged to take place in Mitrovica (the Cultural Centre near the bridge) and will be planned in consultation with the organisers of the Mirëdita Dobardan festival who have experience in organizing confidence-building events between Albanian and Serb artists.

Sub-activity 2.1.2 Practical skills development for women and young people

The purpose of this intervention is to contribute to the skills development and improved employability of youth and women, through traditional arts and crafts, which also ensure the continuity of the traditional handiworks. The planned activities include the following:

1. Preservation of filigree craft – through knowledge and skills transfer, documentation, and promotion. The intervention would engage up to thirty (30) participants to learn the traditional method of filigree work; after the completion of the trainings/workshops, up to five (5) youth will be offered the opportunity to intern with craftsmen and shall be paid a modest stipend for six (6) months. The intervention also foresees the development of a strategic management framework that aims to transfer filigree into a sustainable enterprise. The organizing of a regional filigree fair is another intervention, with the aim of establishing it as an annual cultural event in Prizren.

2. Training and skills development for cultural guides – This intervention aims to develop individual capacities and skills. Indicative activities include: i) train up to thirty (30) local guides from different communities across Kosovo, and ideally provide certificate at the end of the training[39]; ii) develop a toolkit for guides, in Albanian and in Serbian; iii)) support up to five guides (5) with micro-to-small grants to start up their own businesses; and iv) create a network of tour guides.

3. Revitalization of artisanal skills through the "Artisan Development Center" – shall contribute to the continuity of crafts and encourage development of new businesses, raise awareness on arts and handicrafts and formalize the training through an officially recognized vocational training scheme.
   Within the existing "Artisan Development Center" in the centre of Peja/Peć, a vocational training program will be developed in cooperation with identified Guilds for crafts (wool, wood, leather, cotton, pottery) based on traditional apprenticeship models interacting with modern methods of teaching and learning as supplementary classes of modern subjects.
   The vocational training program, lasting 16 months, will be held in training craft workshops with 36 trainees. The vocational training will adhere to the traditional educational systems and artistic knowledge of the region through structured training activities received by apprentices over the centuries under the guidance of their masters.

Activity 2.2: Challenge prize competition for promoting intangible cultural heritage and developing cultural tourism

This year, the European Parliament and the Council of the European Union passed the decision to declare 2018 as the European year of Cultural Heritage.[40] The aim is to promote Europe's cultural heritage and reinforce a sense of belonging to a common European space. The challenge prize competition will be implemented as part of the European Year of Cultural Heritage and will promote engagement,

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[39] There is very limited information on formal certification (if any) for professional guides.
[40] http://www.heritagecouncil.ie/content/files/EYCH_Decision_European_Parliament.pdf

sustainability, protection and innovation in the field of cultural heritage. In line with the concept of the European Year of Cultural Heritage[41], this challenge prize competition will emphasize on the following:
- Cultural heritage's value to society;
- its contribution to the economy;
- its importance for our relations with the rest of the world- cultural diplomacy;
- the importance of safeguarding it for the enjoyment of future generations.

Challenge prizes are an innovative way of engaging communities in coming up with fresh ideas to address a development challenge they are facing. The ensuing result is not only a new service, product, or increased awareness elaborated under the principle of human/user-centered design, but strong engagement of members of the community in question, especially youth, women and other residents who would otherwise be at risk of being excluded from public processes. UNDP has global experience and expertise in successfully running challenge prizes as an effective way to encourage and test new ideas and maximize the participation of young people. Challenge prize competitions encourage people to think about what could help solve a problem and invest in making improvements. This particular methodology can also start new partnerships and encourage collaborations between different groups. Additional added value of such alternative solution is its potential for scaling up through replication in other parts of Kosovo. Such challenge competitions also provide immense space for visibility of the project, as well as increasing awareness of the topic at hand.

In several municipalities, with a focus on the ones where renovation/rehabilitation/beautification works are undertaken, youth and women's NGOs/CSOs and municipal officials will be invited – through an open call – to define a challenge around promoting intangible cultural heritage and cultural tourism, and will launch a challenge prize competition through a series of design workshops and campaigns. Individuals or teams of women and men will then design user-centered, context-appropriate solutions for the set challenge. An initial workshop will be held on defining the challenge in line with local strategies and potential around cultural heritage, and publicly launching the challenge prize competition. Tailored criteria for each municipality and the local context will be designed in order to channel the focus of the competition and the ensuing evaluation of the ideas. Teams will be assembled (multi-ethnic and gender-inclusive teams will be encouraged) and will work on designing the solutions to this challenge and new services or products. A final workshop will be then held where ideas will be presented by the teams to an evaluation committee (composed of municipal representatives, members of civil society, EU, and UNDP). This committee will evaluate the ideas, taking into account their envisaged impact, engagement of citizens, quality, as well as potential for being scaled up to a bigger extent and other locations elsewhere, and sustainability. The challenge prizes will finally be awarded in a public ceremony.

Micro grants (minimum EUR 3,000 to maximum EUR 5,000) will be awarded to the best ideas for products or services which promote intangible cultural heritage and/or strengthen cultural tourism in the following thematic areas: traditional arts and crafts, handicrafts, agriculture, youth entrepreneurship, oral history, theater, music and food. The grants will serve as financial resources for the implementation of the idea in the community.

Output 3: Capacities to protect and preserve cultural heritage strengthened at the institutional and community level

The protection and preservation of cultural heritage through physical protection elicits positive and negative responses from communities[42] regardless of their ethnicity. One view is that the communities themselves should protect cultural and religious sites, as it should be a community responsibility; furthermore, the existence of municipal police is viewed as sufficient, and that no special protection is required as the inter-religious problems are minimal. Others, particularly the religious leaders, think that such protection should be continued through the Kosovo Police (KP) as they have a high level of public confidence, are well trained and equipped with good communication skills – contributing to tolerance and understanding between stakeholders, are quick to respond and play a role as linkages and focal point (facilitator)[43].

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[41] http://www.heritagecouncil.ie/projects/european-year-of-cultural-heritage-2018

[42] Independent external project evaluation report, May 2017.

[43] Kosovo Police (KP) Unit for Protection of Cultural and Religious Sites (RCHU) was a beneficiary and active partner during the initial Action.

Activity 3.1 Operational Capacities of RCHU improved

The Kosovo Police (KP) Unit for Protection of Cultural and Religious Sites (RCHU) as a beneficiary and active partner during the initial Action garnered praise from all the stakeholders (religious communities, municipalities, central institutions/ministries, citizens) for their professionalism and cooperative approach towards the communities. From a strategic point of view, combining the improved operational capacities of the Unit and their engagement with communities, religious leaders and municipalities, will enable a comprehensive approach toward the improved confidence in the Unit and the security of religious sites.

Based on beneficiary and stakeholder needs this activity shall continue to engage with the RCHU through the following interventions:

1. Improved physical security of religious heritage sites: the installation of CCTV systems enables the Unit to provide a better output with a strong preventive component on potential perpetrators of illegal activities. The strategic surveillance will allow the Unit to increase daily efforts to reach out to communities through community policing activities, cooperation with local schools, the municipalities and central institutions. The CCTVs would be installed in six sites. The following sites have been pre-identified based on a priority list as defined by SOC: Gorioc monastery, Sveti Vrac monastery in Zociste, Gazimestan, Ljevisca church in Prizren, St Sava church in Mitrovica, and St Nicholas. The final selection will be made in cooperation with the SOC, the KP Unit and EULEX[44], and will take into account the key indicative criteria for the selection of sites being the potential high risk of vandalism/theft/damage. The intervention also requires a technical assessment on the actual needs (cables, type of CCTV, links with servers and housing of servers, the need for cabins, etc.) which will be conducted by an independent expert engaged through the Action. The guiding principle when implementing this intervention is based on "fit for purpose" concept – ensuring the highest quality for the realistic needs of the site. It must be noted that this intervention is separate from Output 1 and there is no direct link between rehabilitation/renovation/beautification works and the installing of CCTV.

2. Community outreach to improve trust between the police and communities: working on two fronts, this sub-activity will include engaging with youth from all communities to heighten the awareness of the importance of shared cultural heritage. The second aspect includes working with the Municipal Security and Safety Councils to introduce protection of cultural heritage as a shared concern, leading to the increased inter-community acceptance. Given the limitations of the institutional and legal framework for strengthening municipality-citizen-KP co-ordination mechanisms for the protection and promotion of cultural heritage, the Action shall continue with a bottom up approach through the organisation of a series of inter-ethnic activities:
   a) Public Safety and Community Policing workshops will be organized with beneficiary municipalities (municipal officials, Kosovo Police, representatives of Municipal Safety Councils, and citizens) to contribute towards the effective monitoring and protection of the renovated sites;
   b) Educational Sessions – in partnership with Kosovo Police, the Municipal Director of the Department Education, and the Director of Culture, Youth and Sports, the Action will engage with youth (elementary and secondary schools predominantly) in beneficiary municipalities to discuss the importance of cultural heritage and cultural diversity, as well as learn about the role of the Kosovo Police Unit for protection of religious and cultural heritage.

Activity 3.2. Capacities of municipal Directorates strengthened

The capacity development of the municipal structures, specifically the Directorate for Culture, Youth and Sports is an important element of institutionalizing good practices in youth engagement and rehabilitation, renovation and beautification of sites. Furthermore, the inclusion of the Directorate for Urbanism in the process will contribute to an increased understanding of the importance of cultural and religious heritage protection and preservation when developing urbanism plans. Municipalities will be provided with an opportunity to learn about cultural heritage as a driver of economic development through tourism and employment generation, the role of CSOs/NGOs in promotion and development of cultural activities, and how to link urban/spatial plans, economic development plans, tourism plans and capital investments to contribute to increased cultural tourism, as well as the need for allocating budget for cultural heritage.

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[44] The KP and EULEX have already had preliminary meetings with the representatives of SOC in Kosovo during which a list of selected RCHS for CCTV installation was presented.

A series of up to four meetings will be organised with the representatives of the beneficiary municipalities to learn about the links between spatial planning, budgeting, cultural heritage and the potential for economic development through cultural tourism. The expected result is an improved understanding of the inter-relation between these elements leading to the development of municipal cultural heritage plans. Municipal representatives from the initial Action will be invited in the capacity of a speaker to also share their experience and good practices.

4. Theory of Change leading to impact and sustainability

Through our engagement in cultural heritage protection we have found that if communities are engaged in the protection and promotion of cultural heritage then inter-community acceptance as well as respect for cultural identity and heritage of "the other" is increased and leads to improved trust between communities and the strengthening of social cohesion. The overall theory of change is based on the envisaged change under each of the project outputs, with a clear understanding that while the project will work with all communities and ethnicities in Kosovo, there is limited scope for working in a multi-ethnic municipality given the population number of minorities[45]. However, the project will ensure parity when working will all communities.

Output 1: Cultural and religious heritage supports inter-community peace-building: If municipalities and citizens are engaged in the process of cultural heritage preservation and protection, then there will be an increased understanding of the importance of cultural heritage preservation in Kosovo and a better acceptance of all shared cultural heritage. This approach was demonstrated during the initial Action and was further validated by the independent evaluation as a *good practice.*

The impact envisaged through this output is *strengthened trust and social cohesion* as well as increased respect for shared cultural heritage in the selected municipalities but also an increased appreciation for Kosovo's shared cultural heritage. This will be achieved through ensuring that both majority and minority communities in Kosovo are engaged in the project. This starts at the level of selecting municipalities and sites, which was also noted as a *good practice* in the independent evaluation, for preservation and by ensuring that all communities are involved in the decision-making process. This will be further strengthened through economic development aspects.

Output 2: Protect and preserve intangible cultural heritage through engaging women and young people: Kosovo's rich and diverse cultural heritage includes tangible and intangible heritage which is made up of traditions, oral history, performing arts, social practices, cuisine, traditional craftsmanship, and rituals. If women and youth are involved in the protection and preservation of intangible cultural heritage which can be harnessed as a source of economic development through cultural tourism and in its maintenance of shared identity for the current but also for future generations.

The envisaged impact through this outcome *is increased awareness and development of intangible cultural heritage* as well as better socio-economic conditions for women and youth. Cultural heritage tourism can provide employment opportunities, particularly for the young, women, and marginally-employed which will also increase the positive promotion of shared cultural heritage in Kosovo.

This will be achieved through a two-part approach where one is a series of public awareness raising activities, and the second approach is directly implemented through communities where they will be engaged in coming up with ideas for cultural heritage protection products and services. Cultural heritage that yields an immediate economic benefit, in this case employment and potentially revenue generation, can nurture a sense of pride within communities again enhancing the respect for shared cultural diversity and heritage.

Output 3: Capacities to protect and preserve cultural heritage strengthened at the institutional and community level: To ensure the sustainably of the Action and to maximise impact it is important to ensure that stakeholders and beneficiaries gain a deeper understanding of the effects of community and institutional dynamics on protecting and preserving cultural heritage in the post conflict context. The project will continue to cooperate with the KP Unit for the Protection of Religious and Cultural Heritage to improve trust between police and communities. The independent evaluation noted their role on the trust-building aspect of the initial Action through direct contact with both municipalities and communities on the importance of cultural and religious heritage protection. If the KP Unit is better able to protect the

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[45] Based on the latest population census data of 2011 http://ask.rks-gov.net/media/2129/estimation-of-kosovo-population-2011.pdf

cultural heritage sites, the cultural heritage sites will less likely be vandalized and communities will feel safer which will lead to increased levels of trust.

The impact envisaged through this output is to be able to *better protect cultural and religious heritage sites and reduce acts of vandalism*, leading to increased trust between communities.

3. Methodology

3.1 Methodological Elements

The project methodology has four main elements:

1) Tackling inter-ethnic community distrust created by the conflict: this intervention seeks to reinforce the moderate and progressive elements among all communities to reinforce tolerance and mutual respect through direct action, and to develop the institutional capacity of domestic rule of law services to ensure sustainability of gains. Capacity-building development of the KP BCH Unit through community engagement in the local security, increasing members of the public's ability to assert, protect and exercise their rights, and penalisation of violations when they occur, will positively contribute to deterring inter-ethnic distrust and destruction of cultural property, while simultaneously strengthening rule of law.

2) Building upon past and current programming and UNDP's network: To build upon past and current UNDP achievements in Kosovo and utilise the methodologies developed, such as community-based development, civil society partnerships, and confidence-building, including lessons-learned, to maximum effect. The principles of national ownership and domestic capacity will be followed throughout. For example, UNDP's first major initiative in the sector "Local Development for Community Stabilization – Area Based Development Programme", (2008-2013) delivered targeted assistance to economic development and entrepreneurship, civil society development and local government services in Mitrovicë/a North, Mitrovicë/a South and Zvečan/Zveçan. By focusing on local development, UNDP contributed to the improvement of wellbeing, peace and stability and the promotion of a relationship of mutual trust between UNDP, local government and the local population in target areas. This project builds upon a continuity of engagement in the preservation of religious and cultural heritage (RCH) in Kosovo, including the provision of a Special Facilitator for RCH by the European Union, and support by both the EU and UNDP to the operation of the Implementation and Monitoring Council (IMC).

   UNDP has also facilitated other cultural protection and rehabilitation projects within the region and has is able to use Best Practice and lessons learned to build upon this current action. "The Cypress Tree Project, An Initiative to Rehabilitate Cemeteries" is a bi-communal project providing the opportunity to Greek Cypriots and Turkish Cypriots to rehabilitate cemeteries, which have been inaccessible to them over the years. The project was supported by the Bi-communal Development Programme (BDP), funded by the United States Agency for International Development (USAID) and the United Nations Development Programme (UNDP), and implemented by the United Nations Office for Project Services (UNOPS).

   Since 2001 the European Union funded UNDP Partnership for the Future Programme (UNDP-PFF) has been supporting the on-going peace-building process in Cyprus through different levels of interventions, including the promotion and restoration of cultural heritage. It implemented confidence-building measures with both the Greek Cypriot and Turkish Cypriot communities, aiming at the reunification and economic and social development of the island.

   The project will take into full consideration the lessons learned from Phase 1 (Confidence Building through Cultural Protection) throughout project implementation.

3) Linking local/regional experience into the national process: To facilitate the flow of information and practical experience gained at the local and regional levels, especially through pilot activities and best practice, to national-level stakeholders – such as Ministry of Internal Affairs (MIA) and Kosovo Police and the Ministry of Culture, Youth and Sports - so as to feed into and inform further reforms at the national level, many of which are supported by international partners.

4) Monitoring and measuring: Establishment of clear baseline data, disaggregated to the extent possible to identify specific needs of target groups, will be given priority in the initial phase of the Action. Continuous monitoring and evaluation of the Action's implementation in the selected areas will be ensured through regular stakeholder/beneficiary coordination meetings, site visits, and reporting

against indicators. Other cross-cutting issues – ethnic and linguistic minority rights, as well as gender and other vulnerable persons – will be analysed and mainstreamed into all planning and activity implementation.

The project will give thorough consideration to the European Union's approach on cultural heritage as stated in the Communication from The Commission to the European Parliament, The Council, The European Economic and Social Committee, and The Committee of the Regions on an integrated approach to cultural heritage.[46]

3.2 Monitoring and Evaluation

The project will be monitored and evaluated through the following activities.

Project Start: A Project Inception Workshop will be held within the first month of project start involving all relevant stakeholders. The workshop will address a number of key issues including:

- Assist all stakeholders to fully understand and take ownership of the project. Detail the roles, responsibilities, support services and complementary responsibilities;

- Discuss the roles, functions and responsibilities within the project's decision making-structures, including reporting and communication lines;

- Select the municipalities' and cultural sites where the repair, renovation and beautification will take place, as per the pre-defined criteria;

- Provide a detailed overview of reporting, monitoring and evaluation (M&E); and

- Plan and schedule the Project Board meetings.

An Inception Workshop Report is a key reference document that will be prepared and shared with the participants and the donor.

Quarterly: Quarterly Updates will be prepared and presented to report on the progress made towards the timely implementation of activities and highlight any emerging issues and identify timely corrective actions.

Annually: Annual Project Reports are prepared and presented to report on the progress made towards project objective/s and outcomes as per Clause 3.7 of the General Conditions (GC) which establishes the minimum content that progress reports must contain.

Within the annual cycle:

1. An Issue Log shall be activated in Atlas (the project management software used by UNDP) and regularly updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change;

2. Based on the initial risk analysis submitted, a Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. Changes to the project intervention logic are to be made in agreement with the EU as per Article 11.3 of the General Conditions;

3. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events. The Project Monitoring Plan shall be activated in regular intervals.

4. Periodic monitoring through site visits: UNDP Programme staff in charge with quality assurance will conduct visits to project sites based on the agreed schedule in the project's Annual Work Plan to assess at first hand project progress. This input will take in to consideration advantages and challenges experienced through their implementation period and capture lessons to use for the remaining of the project period. Other members of the Project Board may also join these visits.

Final Report: At the latest, within six months after completion of the action, the final report will be submitted to the donor. The final report at project completion will assess the project, commenting on whether objectives and expected results have been meet or not, outputs produced as planned and

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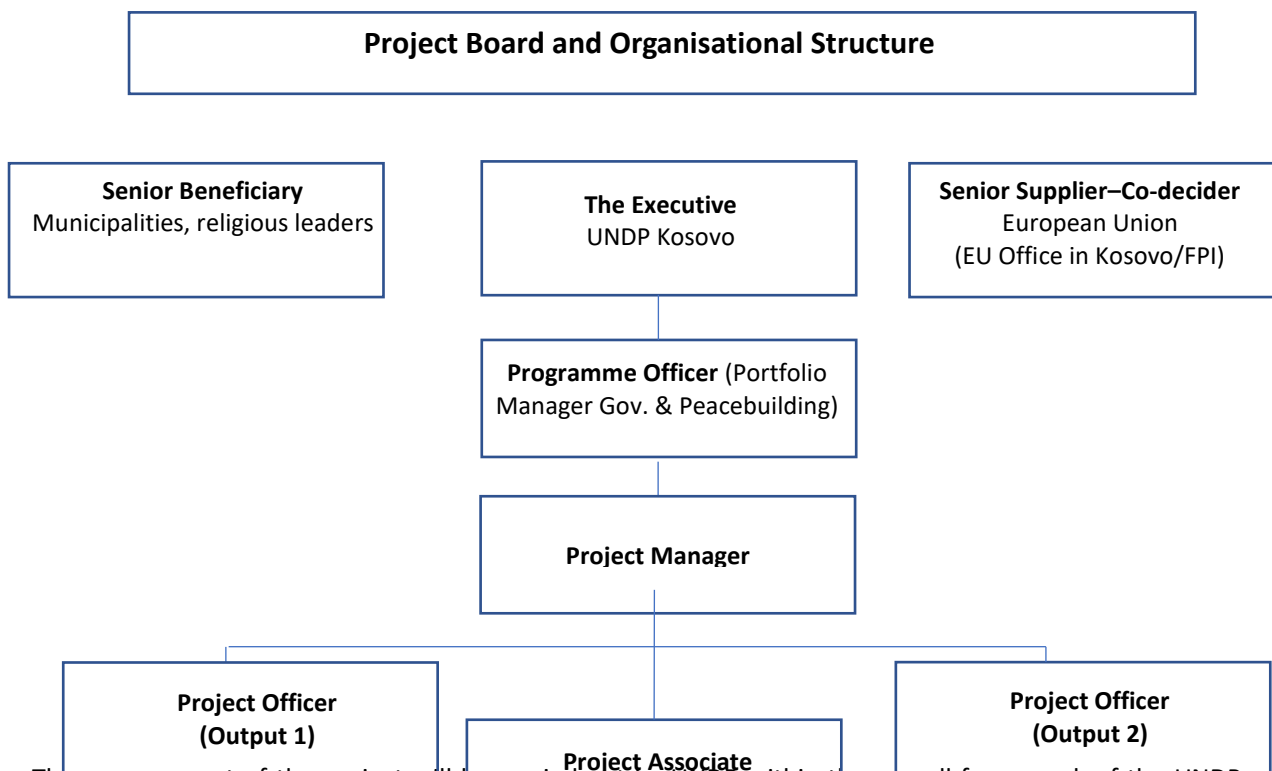[46] http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:52014DC0477

provide other findings, lessons or recommendations to assess its success and make recommendations on whether the initiative should be repeated incorporating lessons learned.

Mid-Term Evaluation: An independent mid-term evaluation will be completed after 9 months of the action. This evaluation will be undertaken with UNDP guidance and will focus on delivery of the project activities and results. This mid-term evaluation will ensure that the project is moving in the right direction and will allow a re-alignment of activities if deemed necessary. It will also be an opportunity to reassess the risks and timelines of the project to ensure full implementation of the action.

End of Project Evaluation: An independent Final Evaluation will take place three months prior to the final Project Board meeting and will be undertaken in accordance with UNDP guidance. The final evaluation will focus on the delivery of the project's results as initially planned. The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals.

3.3 Organizational Structure

The action will be executed directly by UNDP according to the General and Special Conditions of the action and applying UNDP's rules and procedures for project management and a result-based management approach. UNDP uses International Public-Sector Accounting Standards (IPSAS) standards for management of finances and follows internationally recognized procurement standards.

Project Board and Organisational Structure

Senior Beneficiary Municipalities, religious leaders	**The Executive** UNDP Kosovo	**Senior Supplier–Co-decider** European Union (EU Office in Kosovo/FPI)

Programme Officer (Portfolio Manager Gov. & Peacebuilding)

Project Manager

Project Officer **(Output 1)**	**Project Associate**	**Project Officer** **(Output 2)**

The management of the project will be carried out by UNDP within the overall framework of the UNDP Country Programme Action Plan via the Direct Implementation Modality (DIM). UNDP shall be responsible for the overall management and administration of the project, primarily the responsibility for the achievement of the outputs and the stated outcome. Similarly, UNDP will be accountable to the project Board for the use of project resources. UNDP will delegate managerial duties for the day-to-day running of the Project to the Project Manager, selected by UNDP through a competitive and transparent selection process. Furthermore, in line with article 2 of the EU's General Conditions UNDP will ensure that specific provisions are respected by grant beneficiaries, namely *"2.4 The Organisation undertakes to ensure that the obligations stated in this Agreement under Articles 2.6, 5-Conflict of interests, 7-Data protection, 8-Communication and Visibility, 16-Accounts and archiving and Article 17-Access and financial checks apply, where applicable, to all Contractors and Grant Beneficiaries".*

The project will receive overall guidance and strategic direction from the Project Board (PB). The members include the Head of the European Union Office in Kosovo (or her appointed delegate), representing the collective position of all relevant EU bodies, and the Resident Representative of UNDP Kosovo, and will be chaired by UNDP. The Board is the group responsible for making consensus-based management decisions for the project when guidance is required by the Project Manager, including the

selection of project sites and CSOs participating in the action; strategic decisions on sensitive issues; recommendations for project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by one of the parties. Other relevant stakeholders, including representatives of local communities, local authorities, KP and local implementers, will have an opportunity to partake in Board meetings as agreed between Board members. The Board contains three roles:

1. Executive (role represented by UNDP);
2. Senior Supplier (role represented by the EU) that provides guidance regarding the technical feasibility of the project, and use of programme resources[47];
3. Beneficiary (represented by national stakeholders)

The Project Board will hold meetings at least twice a year. The Board will monitor programme progress, decide on strategic decisions to ensure continued coherence between implementation and goals and objectives, decide on annual work plans and budgets, revise annual plans and budgets, as well as requests for funds presented by UNDP. Amendments to the budget, including use of contingencies, will be subject to the approval of the Project Board, without prejudice to the final approval by EU.

Project Assurance: The Project Assurance is provided by UNDP programme team and will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. UNDP Programme Coordinator hold the Project Assurance role. The Programme Coordinator will be supported by a UNDP Programme Officer.

Project implementation: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will report directly to the UNDP Programme Officer.

UNDP Project Management
The UNDP **project office** located in Prishtina/Pristina will include staff carrying out various tasks -such as technical assistance, administration, management, and implementation- which are directly attributable to the implementation of the project. It will comprise of full-time dedicated and part time specialized project staff. The latter will be charged through direct project costs for the time spent directly attributable to the implementation of the project. The project team, fully engaged by and charged to the Action, will consist of the following staff:

- **Project Manager** – is responsible for managing project implementation on a day-to-day basis, establish and strengthen cooperation with institutions/partners at the national and local levels, provide guidance and inputs into all components, achieving the overall project outputs as per the work plan and budget.;

- **Project Officer** (Output 1) – is responsible for the timely implementation of the activities through direct communication and cooperation with implementing partners and contractors including regular contact with municipal representatives and those from the religious communities. The project officer will also provide oversight on activity 3.1 of Output 3 (the KP CCTV). The project officer is expected to have professional background and experience in either civil engineering or architecture;

- **Project Officer** (Output 2) – is responsible for the timely implementation of the activities through direct communication and cooperation with communities, CSOs/NGOs, and other stakeholders. The project officer will also work on activity 3.2. of Output 3 (Capacities of Municipal Directorates Strengthened).

- **Project Associate –** is responsible for daily administrative, financial, organisational, and logistical needs in direct relation to the project.

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[47] In the context of this specific project, the role of the EUOK is primarily to agree on the objectives of the actions, to approve the actions and to accept them. Some monitoring may also be carried out.

- **Programme Officer (Portfolio Manager UNDP Governance and Peacebuilding)** – is responsible for providing strategic guidance, quality assurance, technical inputs and direction to the project team, in coordination with UNDP senior management and national project counterparts, while ensuring effective linkages with other similar initiatives and projects. The Programme Officer will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 20% of the working time.

The recruitment process shall be conducted as per UNDP rules and regulations with due consideration for gender and ethnic balance, while observing the criteria for relevant educational background and professional experience.

In implementing this project, several categories of costs are envisaged for the functioning of the Project Office, including:

Materials expenses: All materials or services required for the implementation of the Action will be subject to UNDP rules and regulations for procurement. Most activities include construction and expert inputs, workshops, trainings and capacity building events. This will include sourcing, procurement and purchase of services, including venues, training materials, lunches, transportation costs, hiring of experts, translation and interpretation, production of promotional and educational material, etc. For training and other such activities, where possible, UNDP and municipality premises, or EU Cultural Centres, will be used, otherwise venues will be rented out from the businesses operating in the municipality.

Transportation and vehicle-related expenses: A vehicle was purchased for use of the project team during phase 1 ("Confidence Building through Cultural Protection" project). This vehicle will also be used for the project team during the phase 2 of the Action, as per the agreement with the EUOK. At the end of the project, the project vehicle will be donated to the local beneficiaries (KP BCH) in line with Article 9 of the General Conditions.

General expenses: The project office to be rented as per the same terms and conditions applicable during Phase 1. The office has already been equipped with necessary equipment as required, other than those presented in Annex 1. Other related costs include office supplies, other services (tax, electricity, internet, maintenance, etc.) and mobile phone charges, as listed in Annex 1 and in compliance with Article 18.1 of the GCs noting the direct eligible costs.

3.4 Role of stakeholders and the decision-making process

The main decision-making body for the Action is the Project Board with members representing the two principle partner organisations. A technical Evaluation Committee will serve as a technical body that evaluates project ideas and proposals, and prepares recommendations for the Project Board, in cooperation with the Project Manager. Its members are the EU Project Manager and the UNDP Assistant Resident Representative (or their appointed delegates), who shall seek to reach consensus on all matters.

To support its role in evaluating project ideas, the Evaluation Committee may invite representatives from other relevant organisations, community representatives, local authorities, CSOs/NGOs, and religious representatives, project applicants or other observers to inform its decisions, avoiding at all times conflicts of interest. The Evaluation Committee shall meet whenever decision-making is needed, to discuss the selection of municipalities and sites, review project proposals from CSOs/NGOs, and revisions to the evaluation criteria, or any other matter it has been mandated to deal with by the Project Board.

The EU (including the EUOK, EUSR and the FPI) will provide political and technical advice, and in consequence of mandate will ensure synergies with previous and existing EU assistance. The EUOK will also provide political guidance in the final selection of the sites for rehabilitation, repair, and beautification within certain communities.

EULEX will advise UNDP in this process during implementation phase through the activities of the Strengthening Division and their role within the KP Unit.

3.5 Attitude of local stakeholders

The Action may be seen as politically sensitive given its confidence building dimension, and it is particularly telling that both the Serb community and the Albanian community see that European funding is being channelled through UNDP to support their communities, as particularly important. During the

design of the action, a round of consultations was organized with a range of stakeholders on the most pressing needs, and to identify jointly tailor-made interventions to best address community needs.

3.6 Visibility

All planned activities will provide maximum visibility to the EU as per the contractual framework PAGODA (Annex II - General Conditions, Art. 8) and the "Joint Visibility guidelines for EC-UN Actions in the field" that describes the use of the EU logo. The action envisages several visibility activities that are included in Annex VI-Communication and Visibility Plan of this action aimed at building up strong awareness among various relevant audiences about the objectives, activities and accomplishment of the project, the role of partner organizations and the donor and the impact of this cooperation. The target audiences are identified in keeping with the main objectives of the project that identify these groups as potential beneficiaries and they are listed below. Appropriate channels of communication are outlined accordingly.

Target Audience	Preferred/Appropriate channels of communication
Representatives of key central agencies-Kosovo Police	Conferences and other public events, face- to-face meetings, email alerts, website, promotion literature (leaflets, factsheets)
Local experts, municipal authorities, local agencies, private sector representatives	Workshops, seminars, trainings, website (UNDP, Municipality), promotional literature
Local population- communities	Local meetings, workshops, leaflets, awareness raising activities
Mass media	Press releases, email alerts, Newsletter, website, press-conferences
General Public	Media channels, awareness raising initiatives public signage at rehabilitated sites
Donors and international organizations	Website, email alerts, Best Practices report

Given the diversity of the target audience using a media mix is absolutely essential in delivering the message. Hence, delivery of the main message will be carried out in three different forms:

- Direct communications (workshops, trainings, etc.) with primary and key stakeholders including local and national authorities and local population in keeping with the main focal areas of the project;
- Publicity/public information outreach including press, media conference upon major initiatives/milestones of the project, press releases, media interviews, photo opportunities, newspaper and other features- especially of the beautification and rehabilitation of selected sites;
- Web-based communications through the web sites of UNDP and municipalities

All visibility outputs, including online content, will be shared with the EUOK for their feedback on the quality and content.

Website: The communication is provided by the website http://www.ks.undp.org - The web pages will contain information on the work of the project. The responsibility for updating and developing the information for the web pages is borne by the project manager.

Information materials: Leaflets on the project components, focusing on increasing public awareness will be printed and distributed among the stakeholders during public events.

Press releases - on the activities within the project will be composed to preview, initiate and celebrate milestone achievements. PRs are sent to the EU Office prior to the announced event. PRs will be published on the website and distributed through the relevant email lists as per the requirements in the framework agreement. Other partners may complement the distribution using their own channels.

Fast Facts: will be published upon special occasions to mark significant developments within the project. Designed as infographics, Fast Facts will be published in UNDP's web-site, Facebook page, and Twitter account.

Duration and indicative action plan for implementing the action

Activities	YEAR 1												YEAR 2						Implementing body
	Q1(3)-Q4 2018												Q1-Q3(2) 2019						
	M1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
A0 - Start-up, Inception and Implementation																			
A0.1 Signature of contract and official start of action implementation	█																		UNDP, EU Office
A0.2 Establishment of the Project Board (Focal Points nominated)	█																		UNDP
A0.3 Staff Recruitment	█	█																	UNDP
A0.4 Procure necessary office equipment	█																		UNDP
A0.5 Project Inception Workshop		█																	UNDP
A0.6 Official Launch-event (public event)		█																	UNDP
A0.7 Development of ToRs for implementing partners		█	█																UNDP
A0.8 Mid-term evaluation									█	█									UNDP
A0.9 Monitoring			█	█	█	█	█	█	█	█	█	█	█	█	█	█			UNDP
A0.10 Final Evaluation																	█		UNDP
A1 - Component I **Result 1:** Physical cultural heritage is rehabilitated to promote inter-ethnic dialogue																			
A1.1 Rehabilitation of cultural heritage sites																			
A1.1.1 Selection and assessment of the sites to be rehabilitated		█	█	█															UNDP
A.1.1.2 Identification of implementing partners		█	█	█															UNDP
A1.1.3 Rehabilitation of the selected sites					█	█	█	█	█	█	█	█	█	█	█				UNDP
A1.2 Implementation of restoration camps																			
A1.2.1 Implementation of restoration camps							█			█	█	█	█						UNDP
A2 – Component II **Result 2:** Citizens are more aware of the value and the importance of promotion of intangible cultural heritage																			
A2.1 Implementation of promotion and awareness-raising activities on intangible cultural heritage																			

Activity		Responsible
A2.1.1 Inter-community confidence-building measures		
A2.1.1.1 Community engagement		UNDP
A2.1.1.2 Cultural and social events on inter-ethnic co-operation and trust building		UNDP
A2.1.2 Practical skills development for women and young people		UNDP
A2.1.2.1 Documentation, education and promotion of filigree		UNDP
A2.1.2.2 Artisan Development Centre		UNDP
A2.1.2.3 Skills development for guides		UNDP
A2.2 Implementation of a challenge prize competition		
A2.2.1 Organization of challenge prize including informational meetings and meetings with municipalities		UNDP
A2.2.2 Micro grants to challenge prize winners		UNDP
A2.2.3 Awareness raising and promotional activities		UNDP
A3 – Component II **Result 3:** Capacities to protect and preserve cultural heritage strengthened at the institutional and community level		
A3.1 Operational capacities of RCHU improved		
A3.1.1 Selection of the sites to be equipped with CCTV cameras		UNDP, KP
A3.1.2 Installation of CCTV cameras in selected sites		UNDP
A3.1.3 Implementation of Public Safety and Community Policing workshops		UNDP, KP
A3.1.4 Implementation of educational sessions in schools		UNDP, KP
A3.2 Capacities of municipal directorates strengthened		
A3.2.1 Awareness raising events workshops, exchange of experiences etc.		UNDP

4. Sustainability of the action

4.1 Sustainability and exit strategy

The political support in Kosovo is sufficient to ensure success in implementation of activities outlined for the intervention and to reach the envisaged results, outcomes and targets. During the design of the action, a round of consultations was organized with several stakeholders on the most pressing needs and to identify joint, tailor-made interventions to best address the needs, gearing towards institutional sustainability (output level) as well contribution to the outcome level.

In general, the provision of assistance will be guided by the principle of national ownership. The activities will be implemented under full leadership of responsible institutions with the direct support of UNDP experts and partner stakeholders. As stakeholder engagement is key to success of the project, institutional change will be locally driven and owned, with UNDP and relevant partners providing support and guidance. The institutional change is to a large extent driven by the EU approximation process and aspiration for the EU membership and is, as such, embedded in Kosovo's strategic framework, which should ensure sustainability of actions and established processes in the long run.

On the one hand, all communities shall be engaged directly to advocate for the reciprocal respect and protection for the diversity of traditions that collectively form the Kosovo identity. In parallel, the operational capacity of the KP Unit will be further supplemented. Specifically, this first strand of assistance promotes impact in engaging communities directly (the community mobilization method) in the remediation of the cultural sites. In implementing such reciprocal assistance, mutual respect and trust is promoted and reinforced. The second strand of assistance addresses sustainability, demonstrating the wider international community attention to the issue, and promoting sustainability though institutional capacity development within the area of Rule of Law.

Sustainability of Action
Confidence building is a long-term process requiring a comprehensive and sustained effort in which the social dynamics of the various communities are understood and addressed, by identifying entry points that can foment collaboration and cooperation and contribute to harmonious cohabitation. The Action shall create an enabling environment and give a boost to intra and inter community relationships.

Institutional Sustainability

The Action will engage with municipal Directorates to develop their understanding of the importance of cultural heritage as an economic development approach, which requires careful planning and implementation, followed by financial means. The increased operational capacities of the KP Unit, through technical equipment, to monitor select cultural and religious heritage sites will ensure their timely response and action.

Policy Level Sustainability

This bottom up approach introduces enormous opportunities for the local stakeholders (communities) to work together in addressing challenges and maximizing opportunities to implement cost effective interventions; this approach has proven to be very successful throughout Europe. It is the bottom-up approach that promotes cooperation among stakeholders to address challenges, specifically that of cultural protection and heritage.

Environmental Sustainability

The action is based on the principle of promoting beautification, rehabilitation and renovation of selected cultural sites. Environmental protection will be at the forefront of all rehabilitation works done. All relevant stakeholders (central and local) will be consulted and engaged to ensure that rehabilitation is environmentally friendly and in line with Kosovo policy.

5. OFFLINE RISK LOG

Project Title:	Inter-community Dialogue through inclusive Cultural Heritage Preservation	Award ID:		Date: March 2018

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Municipal elections of October 2017 will affect the current municipal leadership	2.08.2017	Organizational	Leadership in most municipalities will change. Cooperation requires the establishment of new rapports. Political commitment to project activities may decrease. P=3; I=4	Active lobbying efforts with new municipal leadership. Working at technical level will also lessen the risk of adverse effect	UNDP			
2	Continuation and sustainability of activities after project completion.	2.08.2017	Environmental	Once the project is completed community coordination efforts and inter-ethnic dialogue may come to an end. P=2, I=2	Create low/no cost mechanisms to ensure continuation. Advocacy for the process with, and engagement of, community and municipal leaders	UNDP			
3	KP and communities are not sufficiently committed to contribute to project objectives.	2.08.2017	Organizational	Project activities cannot be implemented in the expected format and might need to be adjusted accordingly. P=3, I=4	Selection of focal points/advocates from the KP/BCH Unit, and communities, which will drive the project activities, cooperation and communication	UNDP			
4	Religious leaders may be resistant to cooperation	2.08.2017	Environmental	The project may not be able to fulfil all the requirements from SOC leading to resistance to cooperate. P=3, I=4	Discussions with SOC are already initiated on the potential interventions	UNDP			

6. Log-frame matrix of the project

The log-frame matrix may evolve during the lifetime of the project: new lines could be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose (see "current value") on the achievement of results as measured by indicators.

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	The overall objective is to improve inter-community acceptance and respect for the cultural identity and heritage of all Kosovo communities and develop the capacities of institutional mechanisms to protect and promote shared cultural heritage.	Improved inter-community acceptance and respect for the cultural identity and heritage of all Kosovo communities	TBD (in inception phase, interviews will be conducted with municipalities and CSOs to measure current inter-ethnic dialogue and activities)	The initial Action worked in five (5) municipalities April 2017	Number of municipalities we will work in	Mid-term and final evaluation	Assumptions: Inter-ethnic relations are part of municipal agenda

Risks: inter-community relations are influenced by political developments, within Kosovo and through Prishtina-Belgrade dialogue |
| | | Increased awareness of cultural heritage as a dialogue mechanism for inter-ethnic relations | Cultural heritage plan in place (yes/no)

Current municipal budget % allocated to specific cultural heritage activities | | Cultural heritage plans in place within municipalities selected for rehabilitation (2019)

Municipal budget allocation for cultural heritage activities increased by 5% (2020) | Project progress report, mid-term evaluation, final evaluation | |
Specific objective(s): Outcome(s)	O1: To increase inter-community trust between Kosovo citizens	Levels of trust within municipalities between various ethnicities	TBC (will be defined in inception phase based on survey results) Mosaic 2015 data	Limited levels of interethnic trust between communities	TBC (will be set based on baseline survey results)	Survey results Project monitoring reports and regular progress reports;	Assumptions: willingness of communities to directly engage with each other.
		Level of satisfaction with protection of cultural heritage at the municipal level		April 2017	An increase of 5% in the satisfaction rate	Mosaic 2018	Risks: inter-community relations are strongly influenced by political level developments, both within Kosovo and in Prishtina-Belgrade dialogue; inter-
	O2: To increase awareness and engagement of citizens on	The number of participants in	2017 proxy data 10 (April 2017)		A 5% increase based on the proxy data	Partner/implementer progress reports	

	the importance of Kosovo's intangible cultural heritage	intangible cultural heritage events (proxy indicators will be used - data/information from previous events organised by CSOs/NGOs engaged in cultural heritage)	2 (April 2017)			Project reports
	O3: To increase technical capacities of the KP unit and municipal structures to protect and preserve cultural heritage sites	Number of community-led RCH protection and promotion activities			At least 8 community led RCH protection activities successfully implemented	
		CCTV equipment is utilised for improved protection			At least 6 sites have CCTV	
Outputs	***Output 1. Physical cultural heritage is rehabilitated to promote inter-ethnic dialogue***	Number of sites rehabilitated	18 sites (April 2017)	18 sites (April 2017)	15 additional sites (depending on final budget)	Monitoring/progress reports;
		Number of participants in restoration/creative camps	0 (March 2018)		80 individuals from various Kosovo communities participated in the camps	CHwB project reports, project monitoring
	Output 2: Community engagement on confidence-building through intangible cultural heritage	Number of "life stories" disseminated to the public	0 (March 2018)		15	Project progress reports, stories published on www.oralhistorykosovo.org
		Number of inter-cultural, multi religious, activities held	0 (March 2018)		3	Media stories, project progress report
		Number of new innovative services/products	0 (March 2018)		6	Media stories, grantees progress report

Continued column (Assumptions/Risks):
- community relations in Kosovo are influenced by regional developments.
- Assumptions: willingness of communities, municipalities, religious institutions to support restoration and rehabilitation
- Risk: Communities, municipalities, religious institutions unhappy with sites selected, feel sites from other communities have been privileged
- Assumptions: willingness of participants from all ethnicities to participate in restoration/creative camps.
- Risk: only individuals of certain ethnicities and profiles will apply

		developed through Challenge Prize Competition				Assumptions: willingness of people from different communities to tell their stories
		Number of participants with improved skills on traditional arts/crafts	0 (March 2018)		40	Attendance sheets, implementing partner progress reports
						Risk: the stories could reinforce stereotypes
	Output 3: Capacities to protect and preserve cultural heritage strengthened at the institutional and community level	Number of trained guides	0 (March 2018)		8	Project progress reports Site visits
						Assumptions: willingness of citizens from all communities to participate and develop new products
		Number of sites with improved security measures in place	0 (March 2018)		Additional 6 sites	Project progress reports Workshop reports
						Risk: services/products developed are not demanded by citizens
		Number of community-KP events	10 (April 2017)		Additional 8 community-KP events held	
						Assumptions: Installing CCTV equipment improves the security of selected sites
		Number of municipal directorates (4 per municipality) more aware on importance of cultural heritage	0 (March 2018)		60 directorates (4 per 15 municipalities)	
						Risks: Discrepancy between the KP Unit and SOC on the priority sites for the installation of CCTV

Activities		
Activity 1.1 Rehabilitation of cultural and religious sites and adjacent areas **Activity 1.2 Implementation of "Restoration Camps"** **Activity 2.1 Promotion and awareness-raising activities on intangible cultural heritage** *Sub-activity 2.1.1: Inter-community confidence-building measures* *Sub-activity 2.1.2: Practical skills development for women and young people* **Activity 2.2: Challenge prize competition in promoting intangible cultural heritage and developing cultural tourism** **Activity 3.1 Operational Capacities of RCHU improved** **Activity 3.2. Capacities of municipal Directorates strengthened**	***Means:*** *UNDP will be responsible for the management and implementation of the project. All materials or services required will be subject to UNDP rules and regulations for procurement. Majority of activities include public works, community engagement activities, promotion activities and capacity building. This requires venues, training materials, transportation costs, hiring of technical expertise experts, translation and interpretation, production of promotional and educational material. The project will have a Board represented of Executive (role represented by UNDP), Senior Supplier (role represented by the EU) that provides guidance regarding the technical feasibility of the project, and use of programme resources and Beneficiary (represented by national stakeholders). The project will be managed by:* *1 Project Manager – is responsible for managing the implementation of the project and ties with institutions/partners at the national and local levels, providing guidance and expert inputs into all components, achieving the overall project outputs and day-to-day management of the project;* *1 Project Officer (Output 1) – is responsible for the timely implementation of the activities through direct communication and cooperation with implementing partners and contractors including regular contact with municipal representatives and those from the religious communities. The project officer will also provide oversight on activity 3.1 of Output 3 (the KP CCTV). The project officer is expected to have professional background and experience in either civil engineering or architecture;* *1 Project Officer (Output 2) – is responsible for the timely implementation of the activities through direct communication and cooperation with communities, CSOs/NGOs, and other stakeholders. The project officer will also work on activity 3.2. of Output 3 (Capacities of Municipal Directorates Strengthened).* *1Project Associate – is responsible for daily administrative, financial, organisational, and logistical needs in direct relation to the project.* *1 Programme Officer (Portfolio Manager UNDP Governance and Peacebuilding) – responsible for providing strategic guidance, quality assurance, technical inputs and direction to the project team, in coordination with UNDP senior management and national project counterparts, while ensuring effective linkages with other similar initiatives and projects The Programme Officer will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 20% of the working time.* ***Costs:*** *What are the action costs? How are they classified? (Breakdown in the Budget for* the Action) The total budget for the action is EUR 1,999,948.	Assumptions: communities, target municipalities and Kosovo Police directorate will be willing to accept external assistance on this issue; communities, target municipalities and Kosovo Police will be willing to co-operate with each other on this issue; it will be of paramount importance to have acceptance of all cultures and faiths for the project itself, and the mission mandates of all relevant stakeholders; the audit feature of the assistance relationship will be accepted by institutional partners to preclude non-sustainable procurement and knowledge transfer activities. Risks: project success will to large extent be dependent on continued engagement by communities, CSOs, municipalities and religious leaders (where necessary); there may be pressure to apply political perspective to risk assessments, needs assessment and prioritization for institutional capacity building; ability to generate and sustain sufficient interest at the institutional level to maintain financial commitment to the project objectives.

The Coordinator may unilaterally amend the outputs, all the indicators and the related targets, baselines and sources of verification as well as the activities described in this logical framework in accordance with Article 9.4 of the General Conditions.

Definitions: "Impact" means the primary and secondary, long term effects produced by the Action.

"Outcome" means the likely or achieved short-term and medium-term effects of an Action's outputs.

"Output" means the products, capital goods and services which result from an Action's activities.

"Indicator" is the quantitative and/or qualitative factor or variable that provides a simple and reliable means to measure the achievement of the Results of an Action.

"Baseline" means the starting point or current value of the indicators.

"Target" (or results Goal) means the quantitatively or qualitatively measurable level of expected output, outcome or impact of an Action.

A "logical framework matrix" (or "log-frame matrix") is a matrix in which results, assumptions, indicators, targets, baselines, and sources of verification related to an action are presented