

Cultural Heritage for Peace and Reconciliation

An evaluation of
Cultural Heritage without Borders (CHwB)

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“Damage to cultural property belonging to any people whatsoever means damage to the cultural heritage of all mankind, since each people makes its contribution to the culture of the world.”

(The Hague Convention, 1954)

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The Assignment

The scope of the evaluation

In August 2007 I was asked by the Board of Cultural Heritage without Borders to carry out an evaluation of the organisation's activities during the period 2001-2007. The scope of the assignment was defined as follows:

The overall purpose of the evaluation is to assess to what extent CHwB is contributing to the development of domestic capacity and long-term sustainability in the field of cultural heritage. The evaluation should assess the significance and relevance of the CHwB supported activities/programmes/projects.

The evaluation process was supposed to entail study visits to the area of operations in the Balkans. The length of the assignment was estimated at 5-6 weeks of full-time work.

The relevant parts of the terms of reference for the assignment are found below as Annex 2.

Interviews and study visits

Interviews have been conducted with members of the Board and the Swedish officers and former officers of CHwB: Andreas Ådahl, Margareta Biörnstad, Andreas Heymowski, Margareta Husén, Bengt O H Johansson, Per Kåks, Ing-Marie Munktell, Dick Sandberg, Madeleine Sjöstedt, Per Arne Ströberg and Tina Wik.

During my stay in Kosovo, the staff of CHwB's Pristina office under Sali Shoshaj guided me around the province. In particular, I would like to mention Jeta Limani who was very helpful with all the arrangements and gave me a general picture of the various activities of the office. In Bosnia and Herzegovina, Lejla Hadžić was an invaluable guide (and a good driver on snowy and icy roads). In Kotor, Montenegro, Aleksandra Kapetanović arranged an interesting programme.

I have also had the opportunity to exchange views with Sida's field officers Karen McDonald in Pristina and Joakim Molander in Sarajevo.

Additionally, I have been privileged to read the transcripts of a number of rather long and informative interviews which Dick Sandberg has conducted with some of the stakeholders in Kosovo.

Executive summary

CHwB – background and activities

Cultural Heritage without Borders (CHwB) was founded in 1995 as an independent Swedish non-governmental organisation to work in the spirit of the 1954 Hague Convention for the protection of cultural property in the event of armed conflict, natural catastrophes, neglect, poverty or political and social conflicts. Rebuilding and protecting cultural symbols is viewed by Cultural Heritage without Borders as one of the conditions for people to feel at home and secure, especially after a war or conflict waged on ethnic grounds.

CHwB describes its mission as a provider of “the cultural relief that is so blatantly absent from many national and international agendas”. It underlines the fact that many individual nations that suffer from damage to their cultural heritage, in whatever form it may take, are institutionally weakened, either by poverty, corruption, war or natural disaster, and are unable to address this issue effectively alone.

Since 1996, CHwB has supported the cultural heritage development sector in the Western Balkans. These activities have mainly been financed through funding from the Swedish International Development Cooperation Agency (Sida). By virtue of the support from Sida, CHwB has been able to provide a very tangible example of international development cooperation in the spirit of the Hague Convention.

In 2005, CHwB and Sida signed a three-year agreement for the period 2005-2007 (2008) totalling SEK 30 million. It was decided that an evaluation should be carried out at the end of the contractual period.

The activities of CHwB during its first years of operation were mainly focused on saving some of the culturally significant buildings which had been damaged or destroyed during the wars in the Former Republic of Yugoslavia. At the same time, the goal was to develop the cultural heritage sector in the area, both in terms of technical restoration methods and theoretical foundations based on international cultural conventions.

Over the past few years, the objectives of the Swedish support to the sector has been widened. It has partly shifted from bilateral activities to focus on regional activities and regional programmes. Emphasis is now put on the development of domestic capacity and long-term sustainability in the field of cultural heritage. This in turn entails the promotion of democratic rights development in the Western Balkans by popular participation and the strengthening of a national identity. By establishing regional cooperation in the sector, the idea has also been to develop a sense of European identity which could be helpful in the long-term goal of closer political, economic and cultural integration with the rest of Europe.

CHwB's support to the cultural sector has been partly evaluated during the last five years. One study has been carried out in Bosnia-Herzegovina regarding “Impact Assessment”.

In what could be considered as a kind of external evaluation, CHwB received the European Union Prize for Cultural Heritage/Europa Nostra Award in 2007 for its "...great dedication in the reconstruction of heritage in an area ravaged by war and for a sustained contribution to intercultural dialogue, social cohesion and reconciliation between various ethnic groups in the Balkans".

Cultural heritage and the scars of war

A separate chapter in this report is devoted to a developing and broad international consensus with regard to the rehabilitation of cultural heritage in times of war and after the conclusion of armed conflicts. This rehabilitation is increasingly seen as absolutely vital for the restoration of stability in the countries concerned. It is also important with regard to dialogue between various communities, to social cohesion and, ultimately, to peace.

Cultural heritage and social development

Increasingly, the role of culture and cultural heritage in the context of development assistance has been recognised worldwide. In a policy paper from November 2006, the Swedish International Development Cooperation Agency (Sida) has underlined this fact:

Working with culture and media is important in order to attain Sweden's development cooperation goal, namely *to contribute to an environment supportive of poor people's own efforts to improve their quality of life.*

On an international level, UNESCO has also underlined the role of cultural heritage in the development of a civil society in many parts of the world. "The cultural heritage is not only an instrument for peace and reconciliation, but also a factor of development", was the Director-General of UNESCO's message at the start of the United Nations Year for Cultural Heritage (2002).

In the international debate, it has furthermore been noted that plans for recovery and rebuilding after wars or natural disasters are often quickly drafted and implemented without much reflection on the social and psychological importance of cultural heritage. Even when traditional or emblematic built environments are used as targets during conflict episodes, the cultural heritage profession rarely presents itself as a potential partner for these reconstruction programmes. Nor do those who deliver other forms of emergency assistance approach them.

However, experience from conflict areas over the last few decades shows that the conservation community can be a creative and serious contributor in the stabilisation process. It has been convincingly argued in the international debate that a specialised role for historic preservation professionals is needed. This role could be played in collaboration with colleagues from all relevant disciplines with a shared concern for post-conflict stabilisation, group security, humanitarian relief, refugee return and the psychological preconditions for individual productivity. Recognition among these professions of common goals and responsibilities could lead to new and fruitful projects in areas devastated by armed conflict or natural disasters.

Evaluation visits to Kosovo and Bosnia-Herzegovina

As part of the evaluation process, visits have been made to the main areas of CHwB's operations: Kosovo and Bosnia-Herzegovina. The impressions from the visits are described in a separate chapter below and will not be summarised here. Suffice it to say that the projects reviewed represent a vast area of actions, from the restoration of particular buildings to a wider involvement in urban planning. Added to that, CHwB has been the main force in a number of important regional networks aimed at capacity building and a closer cooperation between various stakeholders in the cultural heritage arena in several Balkan countries. The aim of drawing institutions and professionals closer to European best practices has been apparent in these activities.

An important factor for the acceptance and credibility of CHwB in the region seems to be the strong reliance on people from the area having responsibility for current activities. Local stakeholders interviewed have also underlined the flexibility and directness of decision-making within the organisation. This was often mentioned in contrast to other international agencies, where a lot of paperwork or several hierarchical levels seem to have been involved in the cooperation.

Training programs and assistance with developing Europeanised legislation regarding the preservation of cultural heritage in Kosovo as well as in Bosnia-Herzegovina are clearly important capacity-building measures. It is obvious that the Kosovo office has been very successful in this respect in several ways. One of these has been the training of young architects, both those employed by the office itself and those who have followed courses or seminars arranged over the last few years. Another way has been the involvement of CHwB in projects that have engaged whole communities, like the urban plan in Prizren or the Junik preservation and development plan. In these cases, experiences and methods from other countries have been implemented in a Kosovo setting.

CHwB in relation to other international actors

Few other countries have organisations like CHwB. There is a parallel French organisation called *Patrimoine sans frontière* (PSF) which operates in a number of countries, some of them with past colonial ties with France. It has a central Paris office but the operational budget is rather limited at just 630,000 euros in 2006, with only a small proportion of this coming from the French Government.

With regard to the Western Balkans, *Patrimoine sans frontière* has a couple of ongoing projects in Albania. In Kosovo it was involved in the reopening of the National Museum in Pristina back in 1999-2002. It has embarked on new projects in the area under the auspices of UNESCO with joint French-German funding.

In comparison to the French sister organisation, CHwB has concentrated its resources and expertise in one rather coherent geographical area whereas the operations of PSF consist of rather small projects in a number of countries. This has implied a concentration of staff in its Paris office. CHwB has chosen a different model, with a rather small central office in Stockholm and a marked presence in the areas of operations through substantial regional offices, of which the one in Pristina, Kosovo now is the largest.

An Italian organisation called *Intersos* has also been active in Kosovo, with programmes which to some extent are similar to those of CHwB. *Intersos* is an independent non-profit humanitarian organisation committed to assisting the victims of natural disasters and armed conflicts. Most of its activities are directed towards giving immediate response to humanitarian crises by bringing relief to victims of armed conflicts and their long-term consequences (poverty, disability, mines and explosive devices, etc.), and those of any other natural or man-made disaster. Along with the relief intervention (which has been extensive in Kosovo), *Intersos* is also laying the groundwork for a return to stability, reconstruction and development. It is in this context that the organisation also takes an interest in the restoration of the cultural heritage of areas where it operates.

It seems that CHwB compares well with the other two organisations with regard to the number of projects and the efficiency of its administration. It also has a well-developed long-term strategy for sustainability and capacity-building which compares favourably to these organisations. In this comparison, it must be kept in mind that the two other organisations come from two of the largest countries in the European Union.

Observations regarding some evaluation criteria

The following five criteria are taken from Sida's evaluation manual and this is a short summary of the observations under the various headings:

Effectiveness

It is relatively easy to assess the results of CHwB in relation to the objectives and programmes of its operations. When it comes to the renovation of buildings and monuments the results are very tangible and they are all there to be seen on the ground. Great care has been taken to work according to best practice and international charters and conventions.

The objective of establishing a good base of restoration practitioners and reaching out to students and young architects also seems to have been met. This is of course an important part of capacity building and the development of a civil society in this war-torn part of the Balkans. The combination of specific projects and the more general activities aimed at a new infrastructure must also be regarded to be in line with the general objectives.

Impact

It is notoriously difficult to assess the impact of interventions like those in which CHwB has been the chief agent. One part is of course the actual projects on the ground like houses, churches or mosques. Another part is the side effects of increased competence among architects, builders, craftsmen, etc. A third part is the spreading of "ideologies" and good practices whether they are related to renovation and reconstruction or to museology.

An impact study of activities in Bosnia-Herzegovina has been made and this has revealed a very positive view of the activities in that country. Also, the evaluation of the regional programs as presented below in this report shows that cooperation partners in the various countries are satisfied with the opportunities to enhance performance and competence which CHwB has given them.

Relevance

Provided that the protection and renovation of cultural heritage is seen as an important step in the process of rebuilding a war-torn society (a case for which there are also strong arguments in terms of social and economic progress), the work which CHwB has carried out must be seen as highly relevant. Added to that, the reestablishment of cultural symbols can be seen as a strong agent for reconciliation and the creation of a tolerant society.

Sustainability

This criterion can be seen from several perspectives. One is the actual renovation of buildings that hopefully will be lasting evidence of the interventions by CHwB. In this sense, the stone walls and repaired roofs are there for the foreseeable future. However, the sustainability of buildings and artefacts are dependent on their continued maintenance. This in turn requires understanding and consciousness of the principles behind the restorations.

Obviously, CHwB has made a substantial contribution to the competence in this field in Bosnia and Herzegovina where the restoration activities have finished. The previous intervention is thus sustainable by virtue of its integration into the official mechanisms of the heritage sector of the country.

In Kosovo, the same type of knowledge transfer and capacity building has been made and is still being made.

Added to that, the regional activities, whether in the form of restoration camps or museum networks, are also important ways of transferring knowledge in order to attain sustainability of the work.

Efficiency

CHwB must be described as a very efficient organisation, including in terms of cost efficiency. Initially, members of the board did a lot of work on a voluntary basis. There is still a lot of voluntary input to the management, with board members taking an active part in the projects. There are no excesses in office space and equipment either in Stockholm or in the regional offices in Sarajevo and Pristina.

Also, when comparing the resources (mainly consisting of the funding from Sida) with the actual results on the ground, efficiency must be regarded as very good. A lot of buildings in many different places have been restored. Some of the projects have been of a technically rather complicated nature. Other projects have been funded mainly by other organisations or only co-funded by CHwB.

Some thoughts for the future

The general conclusions in this report are highly favourable with regard to the performance of CHwB over the last few years. With regard to the future, there are some important issues to be raised.

At the time of writing, Kosovo has just declared its independence. It will not be universally recognised in the near future and discussions will go on between the member countries of the EU about the future involvement of the Union in addition to the legal and administrative support that will be provided.

Whatever the outcome of these discussions, it is obvious that the further integration of the wider region into the European structures is a top priority for most politicians on the continent. In the Statement of Government Policy in the Parliamentary Debate on Foreign Affairs in February 2008, the Swedish Minister of Foreign Affairs, Mr. Carl Bildt, underlined the importance of progress in the region: "Sweden continues to have a strong economic, political and human commitment to development in the Western Balkans. We want to support the European integration of the whole area."

This integration will have to be worked out on many levels, not least within the cultural arena. The emergence of a civil society based on common European values of democracy and a socially responsible market economy must be underpinned by a feeling of cultural pride, tolerance and social cohesion.

It is obvious that the preservation of cultural heritage coupled with responsible urban and municipal planning are important factors in a vitalised economy. Also, the creation of awareness among the general public for the best parts of the national heritage is important for the future development of a new type of society. In this respect, the outreach activities of institutions like museums and libraries are very important.

If Sweden wants to contribute to the integration of the Western Balkans into the European structures, CHwB would seem to be a very useful tool. Through the activities of this organisation, Sweden would appear to have a comparative advantage over many other EU member states when it comes to capacity building and knowledge transfer in the field of restoration and general spatial planning, as well as regional cooperation between cultural institutions.

A key issue in the coming period will be the relationship between Serbia and an independent Kosovo. CHwB already has good relations with the authorities in Pristina. It has also established good contacts with Serbia over the last few years. The political developments during the spring of 2008 may result in new tensions in the Western Balkans. Whatever the outcome, it must be the task of international organisations to try to bring peace and stability to the region. Serbia must be drawn ever closer into the European family, and the preservation of the Serbian cultural heritage in Kosovo must be a priority under new arrangements for sovereignty – as strongly underlined in the Ahtisaari plan. This will be a major challenge for the international community in general and the European Union in particular. Sweden and Swedish organisations may perhaps be regarded as honest brokers within the field of

culture and capacity building for a civil society. The experience and expertise of CHwB may be valuable in this context over the next few years

Cultural heritage and the scars of war

An evaluation of activities in the field of cultural heritage must start with some reflections on the destruction of monuments and symbols of culture and religion in the time of war. It is equally necessary to look at the role of conservation and restoration of heritage in a process of rebuilding civil society, of re-establishing a cultural identity as well as economic and social progress.

Cultural heritage has a very prominent place in any listing of the casualties of war. Public buildings, statues, museums and religious shrines are increasingly the target of attacks. The motives are often a desire to hurt national or religious feelings, to humiliate the perceived enemy, or to wipe out a collective memory.

The war in Iraq has recently provided many examples of this. When Mr Koïchiro Matsuura, Director-General of UNESCO, opened the Third Session of the International Coordination Committee for the Safeguarding of Iraqi Cultural Heritage on 13 November 2007, he brought just a few of many examples to the attention of the participants:

The site of Samarra has been subject to particularly brutal assaults in recent months. In February 2006, unidentified assailants bombed the shrine of two of the holiest Shia Imams in the city.

On 13 June 2007, the Al Askari Shrine was attacked again, and two 36-metre high minarets were destroyed.

From the beginning of the conflict, UNESCO insisted that the “cultural” component should form part of emergency measures and be integrated in the global strategic plan for assistance to Iraq. We argued that the preservation of one of the world’s richest and most ancient heritages was at stake. We also insisted that the rehabilitation of Iraqi cultural heritage would be vital to restoring stability in the country – to rebuilding dialogue, social cohesion and, ultimately, peace.

Working in Iraq, UNESCO has focused its activities on four areas: historical monuments and archaeological sites; museums and cultural institutions; intangible cultural heritage; and libraries and archives.

These activities are of course in line with the resolution adopted by UNESCO back in 1972. The organisation then noted that the magnitude and gravity of the new dangers threatening cultural heritage calls on the international community as a whole “to participate in the protection of the cultural and natural heritage of outstanding universal value, by the granting of collective assistance which, although not taking the place of action by the State concerned, will serve as an efficient complement thereto”.

The various states and entities of the Former Republic of Yugoslavia form a unique part of the European heritage with its diversity of cultures, languages and religions. In the wars that started in 1991, cultural monuments were frequent targets for armies or paramilitary groups. Every community had to endure attacks on its most treasured

monuments and buildings. Much of the destruction can still be seen around the area. The scale of the attacks is well documented in the literature about the wars.

The destruction of monuments has often been a prelude to ethnic cleansing and genocide. The history of this mechanism is clearly described by Robert Bevan in his book *The Destruction of Memory. Architecture at War* (2006). In a review of this book in the Sunday Times, Simon Jenkins observed: “The message of Robert Bevan’s devastating book is that war is about killing cultures, identities and memories as much as it is about killing people and occupying territory. War is not just licensed murder but licensed vandalism. Since people are replaceable but buildings and cultures not, the destruction of buildings is often the more ferocious.”

In their book *The Albanian Question* (2007), James Pettifer and Miranda Vickers describe the extent of the devastation in Kosovo after the war in 1999: “Entire old town centres and market areas of Peje and Gjakova were burnt out ruins. Entire villages in Drenica and Dukagjini were uninhabitable.” When the Serb army retreated from Kosovo in June, cultural heritage was again the target of wanton destruction: “An orgy of firebombing and other attacks on mosques took place. Almost every Islamic library was destroyed, a prelude to the destruction of Serb religious buildings that followed in the ensuing months.”

A thorough investigation of the damage after the war in 1998/99 was made by Andrew Herscher and András J. Riedlmayer in their report *Architectural Heritage in Kosovo: A Post-War Report*, first published in US/ICOMOS Newsletter 4 (July-August 2000). They travelled to Kosovo in October 1999 and found that a third of Islamic houses of worship in Kosovo were damaged or destroyed, while only ten percent of the region’s historic houses (kullas) had survived the war. Other heritage sites, such as madrasas, takiyyas, baths and libraries, were also found damaged. They also noted that Serbian Orthodox sites did not suffer any damage during the war but became targets of revenge attacks by Albanians after the war.

Indeed, the Serb cultural heritage in the province was the subject of destruction in the ensuing period, and again in the March riots in 2004. Under the heading *Crucified Kosovo* there are a number of descriptions of destroyed Orthodox churches and monasteries, many of them dating back to medieval times. An invaluable European Christian heritage is in ruins. Pictures of demolished shrines and burnt icons still fan national sentiments and passions, hampering efforts for peace and reconciliation.

The same pattern of attacks on the cultural heritage of various ethnic groups can also be found in Bosnia and Herzegovina. Religious buildings were obvious targets, but the various armies also chose other monuments. The old bridge in Mostar, bombarded by Croat forces in November 1993, is the most obvious example.

In an essay in the recently published book *Minnesmärken – att tolka det förflutna och besvärja framtiden (Monuments – interpreting the past and beseeching the future, 2007)*, the Swedish historian Magnus Rodell has taken the Mostar bridge as one example of the role of material culture in history and the various narratives associated with this monument. He describes the symbolic character that the bridge acquired:

During the 1990s, the burnt-out ruins of the National Library in Sarajevo and the ruined bridge in Mostar became symbols of the Bosnian civil war. After their destruction, they were loaded with discourses about the Balkans as a meeting-place, a narrative with a political and emotional value in wider European and global contexts. During the civil war, a number of places and several politicians became a projection screen for visions and discussions about tolerance, openness and coexistence in Europe, which in this very decade suffered from xenophobia and right-wing extremism in many quarters. The events in Bosnia were the extreme, but the scenario was also lurking elsewhere. In this context, central importance was attached to the National Library and Stari Most. The destruction of these monuments clarified the forces against which Europe had to defend itself.

Like some other monuments and historical buildings, the bridge in Mostar has been reconstructed. However, the scars of war are still to be seen everywhere in the region. A lack of resources and expertise prevents local governments from doing more. Cultural division still prevails, and the current political situation could change tomorrow.

Another case that clearly shows the problem in the region is the Aladža mosque in Foča, which was completely destroyed in 1992. This was an architectural masterpiece from the 16th-century, known as the Coloured Mosque. After its destruction the building material was totally removed and the space was used as a parking lot. In November 2005, the Commission to Preserve National Monuments of Bosnia-Herzegovina explained the strong rationale for its reconstruction:

The symbolic and ontological value of the Aladža Mosque goes beyond the territory of the Municipality and even of Bosnia and Herzegovina. Andrej Andrejevic, one of the most prominent historians of architecture from Belgrade, wrote a monograph about the Aladža Mosque stating that it can be considered the most important monument of its time in the Balkans. The start of its reconstruction will be a clear message to the war-torn community in Foča that justice and human rights prevail over destruction and crime. It will clearly show to the returnees that they can regain their basic human rights and especially the right to freely express their identity and religion in public. The architectural and artistic values of the mosque have a profound importance for the Bosnia-Herzegovinian identity which is in danger of falling into oblivion through both destruction and the imposition of new alien forms at the sites of destroyed monuments.

The relationship between monuments, buildings and national memory has increasingly preoccupied scholars in humanities and social sciences over the last few decades. In an introduction to the book *Balkan Identities – Nation and Memory* (2004), the editor Maria Todorova notes: “The literature published to date on problems of memory and identity, often overlapping, is enormous.” She goes on to say:

In the past decade memory and the manipulation of memory have been posited as one of the central aspects of Balkan conflicts. In a less analytical vein, a popular if unedifying stereotype portrays the Balkans as a region cursed with

too much history per square mile, with an excess of historical memory, protracted hatreds, and a proliferation of obstinate and incompatible ethnic and religious identities.

Opposing the “mythologies” of the popular discourse or the superficial media coverage, she argues that it would be much better if the crisis of the former Yugoslavia ceased to be explained in terms of “Balkan ghosts”, ancient Balkan enmities, primordial Balkan cultural patterns and the proverbial Balkan turmoil. Instead, it should be approached “with the same rational criteria that the West reserves for itself: issues of self-determination versus inviolable status quo, citizenship and minority rights, problems of ethnic and religious autonomy, the prospects and limits of secession, the balance between small nations and states, the role of international institutions.”

It is in this context of history, memory and national identity that the work of *Cultural Heritage without Border* (CHwB) must be seen. The organisation has been operating in an area with a unique European cultural heritage characterised by a diversity of ethnic and religious groups. This kind of diversity has been unknown in many other parts of Europe. Today, however, churches and mosques are to be found side by side in major cities throughout the continent. Racists and xenophobes are worried about these developments, and mosques have been the targets of arsonists in Sweden as well as in other countries. What has happened in the former republic of Yugoslavia has some lessons to teach the rest of Europe, too.

The Western Balkans is unique in the sense that this pattern of multiculturalism has existed there for centuries. Prizren, Sarajevo and Mostar are just a few examples. Rebuilding the cultural heritage in this area is a potent symbol of the will of the international community to restore the symbols of human dignity and peaceful coexistence.

Cultural heritage in the context of development cooperation

Cultural heritage and social development

Increasingly, the role of culture and cultural heritage in the context of development assistance has been recognised worldwide. In a policy paper from November 2006, the Swedish International Development Cooperation Agency (Sida) has underlined this fact:

Working with culture and media is important in order to attain Sweden's development cooperation goal, namely *to contribute to an environment supportive of poor people's own efforts to improve their quality of life.*

Sida supports interventions in the areas of culture and media, that aim at the empowerment of people living in poverty and have as their starting point the right to freedom of expression, cultural rights, the right to information and the right to participation. These rights and freedoms are set out in international conventions and are mirrored in the rights' perspective of Sweden's policy for global development.

The starting point of all Sida's work is the perspective of poor people and the view that poverty not only means the lack of material resources, but also a lack of power, opportunities, choice and security. Both culture and media play important roles in the development of democratic governance, the promotion of a democratic culture and the strengthening of civil society.

On an international level, UNESCO has also underlined the role of cultural heritage in the development of a civil society in many parts of the world. "The cultural heritage is not only an instrument for peace and reconciliation, but also a factor of development", was the Director-General of UNESCO's message at the start of the United Nations Year for Cultural Heritage (2002). His statement was echoed by a liaison committee of NGOs in preparation for the World Summit on Sustainable Development held in Johannesburg (South Africa) from 26 August to 6 September 2002:

Over time, the cultural heritage has become a complex reality increasingly inseparable from the life and development of societies. In its many manifestations today – tangible and intangible heritage – cultural heritage is an undoubted building block of sustainable development.

The role of cultural heritage in the service of social development was discussed at some length in an article in the journal *Future Anterior*, published by Columbia University (Vol. 1. Nr. 1, 2004). The authors, Jon Calame and Kirstin Sechler, noted that plans for recovery and rebuilding after wars or natural disasters are often quickly drafted and implemented. Conventional wisdom asserts that stepping back to study the traditional social needs and expectations of a beleaguered community is a luxury that cannot be afforded when basic survival is not yet assured. Even when traditional or emblematic built environments are used as targets during conflict episodes, the cultural heritage profession rarely presents itself as a potential partner for these reconstruction programs. The field tends to remain aloof, waiting to offer expert

assistance only after stable resolutions have been achieved and other more “basic” forms of assistance have been delivered.

In many cases, they went on to argue, this sluggishness costs the conservation community its chance to be a creative and serious contributor in the stabilisation process:

But rather than a “hands-off” attitude, the cultural heritage preservation field has much to offer communities in crisis, particularly where building traditions still play a vital role. Whether the crisis is of epic proportions—as in conflict or natural disaster scenarios—or of a less dramatic and more incremental nature, the traditional built environment must be tallied as a critical asset that should be leveraged against the long-term success of a redevelopment program.

In an attempt to illustrate the role the preservation profession could play in social development programs, it is useful to examine an extreme scenario that throws the core issues into sharp relief. Violent inter-ethnic conflicts frequently result in destruction of the iconic built environment because it represents a place where emblematic and psychologically potent associations can be exploited directly for purposes of widespread demoralization within an enemy population. In most cases, the cherished structures and places linked to the cultural values and traditions of ethnic group “A” are anathema to political rivals in group “B.” For this reason, they commonly become targets and used as convenient, efficient levers for human suffering.

There is an obvious connection between inter-ethnic violence and the destruction of emblematic built environments, but still the protection or renewal of architectural icons is generally treated as irrelevant to post-conflict rehabilitation planning due to the false assumption that the intentional destruction of cultural heritage and iconoclasm are merely symptoms of much larger political intentions. A mosque, church or statue may have been intentionally destroyed in order to demoralise an enemy or facilitate ethnic cleansing, but still the repair of the same object is most often a low or altogether absent priority of reconstruction agencies. Accordingly, the authors argue, experts in the domain of the historic built environment are typically not invited to play a meaningful role in core processes like post-war refugee return.

The field tends to remain aloof from political controversy and views its own activities as a mollifying kind of ethically positive, politically-neutral stewardship. When the objects of its interest and investments themselves become political bargaining chips in the context of inter-ethnic conflict and the available neutral ground shrinks, these attitudes are put to a severe test. In general, the profession has confronted these challenges by offering its expert assistance only after stable political resolutions have been achieved. This strategy removes the cultural heritage professional from urgent social development processes.

It is imperative that such habits and assumptions be overturned; cultural heritage conservation professionals need to embrace their untapped potential to contribute in direct and meaningful ways to collaborative social revitalisation efforts where group identity and cultural territory are violently contested.

Why, the authors go on to ask, have the preservation and development communities ignored these concepts? Part of the answer is obvious. The preservation profession as a whole has no compelling incentive to contemplate or increase the social development benefits of its work because its patrons – governments, tourism managers, and private connoisseurs – have little vested interest in vulnerable communities.

Why has international cultural heritage conservation yet to forge a substantial role in social development? One answer is that there is little data on which donors or other stakeholders may be able to calculate a return on their investment:

The data are missing because few studies documenting the long-term social and economic advantages exist, because cultural heritage professionals frequently do not demonstrate an interest in measuring the social impacts of their work. This unfortunate cycle keeps the conservation profession marginalised, the development profession less efficient, and struggling communities underserved.

The conclusion from all this is that a specialised role for historic preservation professionals is needed. This role should be played in collaboration with colleagues from all relevant disciplines with a shared concern for post-conflict stabilisation, group security, humanitarian relief, refugee return and the psychological preconditions for individual productivity. Recognition among these professions of common goals and responsibilities could lead to new and fruitful projects in some of the places and sites which the international cultural heritage preservation field finds most important.

Evaluating development cooperation in the field of culture

As noted in the discussion above, it is very difficult to measure the social and economic benefits of cultural heritage conservation. In addition, evaluating development assistance in the cultural field implies problems of its own. This has been noted on many occasions, and Sida has discussed the problems in some of its evaluation reports over the years. Of specific interest in this context is the report *Sida's Work with Culture and Media* (Sida EVALUATION 04/38) where the Agency's culture support portfolio was reviewed.

In the present evaluation, there has been neither the time nor the opportunity to develop any new methodology with regard to development cooperation in the field of cultural heritage. There are existing models to be used and a good guideline could be the way in which Sida's integrated area programmes in Bosnia and Herzegovina have been evaluated (Sida EVALUATION 05/18). The review of these programmes is based on three criteria: *relevance, sustainability and impact*. Along with *effectiveness* and *efficiency* these criteria are also highlighted in Sida's evaluation manual *Looking back, moving forward* (2nd revised edition 2007).

Another useful reference point for the evaluation is Sida's policy document *Culture and media in development cooperation* (2006). This policy singles out five goal areas for culture and media support:

1. Cultural freedom and cultural diversity
2. Freedom of expression and access to means of expression
3. Access to information and ideas
4. Conflict prevention and increased tolerance
5. Local production, economic growth and employment.

The reconstruction and development of cultural heritage is certainly one of the ways of establishing cultural freedom and cultural diversity. Freedom of expression and access to means of expression can in this context be applied to activities like the reconstruction of religious shrines destroyed in armed conflict. The restoration of monuments as well as democratic discussions on spatial planning in resurrected communities can be part of conflict prevention.

All these criteria will not be applied in detail to every aspect of the work of Cultural Heritage without Borders. They have however been kept in mind as a general framework for the assessment that follows.

Cultural Heritage without Borders – a brief background

Foundation and guiding principles

Cultural Heritage without Borders (CHwB) was founded in 1995 as an independent Swedish non-governmental organisation to work in the spirit of the 1954 Hague Convention for the protection of cultural property in the event of armed conflict, natural catastrophes, neglect, poverty or political and social conflicts. Rebuilding and protecting cultural symbols is viewed by Cultural Heritage without Borders as one of the conditions for people to feel at home and secure, especially after a war or conflict waged on ethnic grounds.

CHwB describes its mission as a provider of “the cultural relief that is so blatantly absent from many national and international agendas”. It underlines the fact that many individual nations that suffer from damage to their cultural heritage, in whatever form it may take, are institutionally weakened, either by poverty, corruption, war or natural disaster, and are unable to address this issue effectively alone:

Hence, the creation of CHwB and other similar organisations is an effective compensatory tool, filling the gap between weak governmental institutions, such as Ministries of Culture, and indigenous cultural heritage NGOs, museums, and other bodies working towards the protection and promotion of cultural heritage. From an international perspective, CHwB, with more than ten years’ experience, is one of the most long-lasting attempts to create an all-embracing organization for direct emergency relief aid in the area of heritage conservation.

CHwB has the following goals for its work:

- To safeguard unique cultural heritage that has been damaged by disasters for future generations.
- To work for the inclusion of cultural heritage in the process of reconciliation.
- To contribute to capacity development within preservation and restoration of cultural heritage according to international principles.
- To support networking and cooperation between ethnic and religious groups across entity and nationality boundaries.
- To foster local initiatives so as to use cultural heritage as a motor for economic development.
- To support growth and renewal of civil society within the heritage sector.
- To raise gradually levels of local ownership and commitment.

In what could be considered as a kind of external evaluation, CHwB received the European Union Prize for Cultural Heritage/Europa Nostra Award in 2007 for its "...great dedication in the reconstruction of heritage in an area ravaged by war and for a sustained contribution to intercultural dialogue, social cohesion and reconciliation between various ethnic groups in the Balkans."

Funding

Over the years, the Swedish International Development Agency (Sida) has been the main source of funding for the operations of CHwB. Approximately SEK 50 million has been awarded for various projects since the start of the activities more than ten years ago. The financial support was initially given on a more ad-hoc basis from project to project, but since 2005 CHwB has been operating under a three-year contract with Sida worth SEK 30 million.

By virtue of the support from Sida, CHwB has been able to provide a very tangible example of international development cooperation in the spirit of the Hague Convention.

It should be mentioned that support from the Swedish side has also been provided by government agencies such as the Swedish National Heritage Board. In addition, a form of indirect funding has come from a number of museums and cultural institutions through the involvement (without charge) of their staff in projects and regional networks.

If one looks specifically at the restoration activities in Kosovo during the period 2001-2006, Sida has contributed 41.2 percent of the total expenditure. The funding from the European Agency for Reconstruction (mainly for the restoration of five *kulla* buildings) amounted to 42.7 percent. The rest of the financial support came from the Kosovo Ministry of Culture (7.1 percent) and the Packard Foundation (9.1 percent).

The total expenditure for projects in Kosovo during these years was some 1,76 million euro.

In May 2007, CHwB signed an agreement with the Greek Stavros S. Niarchos Foundation regarding a regional Western Balkan pedagogical museum project for children and adults with special needs. This agreement totals 345,000 euro over a three-year period.

The Board of Directors

The Board of Directors of CHwB (or the Committee) consists of nine members with various backgrounds. Some of them come from the cultural heritage sector, while others have professional experience in the fields of architecture, administration or diplomacy. The National Heritage Board, the Swedish National Association of Architects, the International Council on Monuments and Sites (ICOMOS) and the International Council of Museums (ICOM) appoint six members of the committee. The committee appoints the other three and nominate the Chairman and Vice-Chairman.

The present Chairman is Mr. Andreas Ådahl, ambassador. The Vice-Chairman is Mr. Andreas Heymowski MSA, architect.

Working methods

The working methods of CHwB can be found on the organisation's web site. They are described as "learning by doing", giving architects and other stakeholders the opportunity to convert theory into practice by carrying out practical restoration work. New problems arise constantly in the restoration process, which is why the ability to solve these problems through analysis based on thorough prior research is crucial to the final results:

The chief reason why the method of "learning by doing" is assessed by Cultural Heritage without Borders as the most appropriate is the fact that the transfer of know-how which occurs in a practical setting is far more effective than that acquired through seminars and courses. Through "learning by doing", both students and qualified professionals find the opportunity of specifying their theoretical knowledge in a practical and supervised setting. Such a procedure allows for an encounter with problems in reality, where alternative solutions may be discussed and the method chosen can then be collectively implemented.

The principles of CHwB are based on international agreements such as the Venice Charter, the Nara Charter and other declarations by ICOMOS (International Council on Monuments and Sites). In practical restoration work, the organisation has stressed the necessity of thorough documentation and analysis as the basis for the project. This documentation relies on measuring, archival research, examining original documents and collecting information from the public. Emphasis is placed on the importance of documenting damage thoroughly before any conclusions are drawn. The projects rely on documentation, typology studies and damage analysis.

Today, CHwB's work focuses on three themes or programmes. These are based on the needs expressed by the organisation's partners, on the priorities agreed upon by CHwB and Sida, and on the main competence of the organisation. This concentration makes it possible to interlink local and national activities with regional efforts. The three themes locally, nationally and regionally, are:

- Capacity-building
- Creating public awareness
- Cultural heritage as a tool for sustainable development in the region

Against this background, CHwB has expanded its activities to include a number of regional co-operation networks, aiming to contribute to the reconciliation process among the various states and entities in the region. This has led to the creation of both a *Regional Museum Cooperation Network* and a *Regional Cultural Heritage NGO Network*.

These networks reach beyond war-torn lands by including Montenegro, Macedonia, and Albania under its umbrella of action; these countries have not only been

undeniably affected by their neighbours' strife (as in the conflict in Macedonia, which precipitated from the war in Kosovo), but also suffer from similar institutional problems, such as weak cultural policies. They also face similar problems, such as the lack of funding and a gender imbalance in the sector of cultural heritage. Moreover, representatives from many cultural heritage institutions across the region have been unable to meet due to politically charged motives. Under the umbrella of CHwB, it has thus been possible to rebuild the relationships that were destroyed by war.

The networking activity which has expanded and become increasingly central over the last few years is a natural continuation of the cooperation which CHwB has had over the past decade with a number of stakeholders in the countries concerned: ministries, heritage institutes, universities, schools of architecture, etc. There has been a focus on capacity building and institutional building, and it is obvious that CHwB has been seen in this process as an independent, reliable and "neutral" partner in a context of former national tensions.

Evaluation visits to Kosovo and Bosnia-Herzegovina

As a part of the evaluation, visits were made to the two main regions in which CHwB has been active. The first visit was to Kosovo where I spent six days in September 2007. The programme entailed visits to central institutions and interviews with stakeholders and policy-makers in Pristina. Three days were devoted to visiting projects in the southwest part of the province.

The second visit was to Bosnia and Herzegovina in November. Again, projects were reviewed and stakeholders interviewed. This trip also included part of a weekend in Montenegro.

The details of the time schedule for these visits are given in Annex 3. Comments on some of the specific projects can be found below.

Notes and impressions from some of the visits

Ministry of Culture, Youth and Sports of Kosovo

In the Ministry I met separately with Ms. *Angjelina Krasniqi*, Deputy Minister and with Ms. *Burbuqe Bakija Deva*, Head of the Heritage Division.

Both of them expressed their satisfaction with the cooperation between the Ministry and CHwB. I asked them specifically to express the specific character of this cooperation in comparison with partners from other countries.

Ms. Krasniqi underlined the importance of CHwB's policy of engaging local experts in the work. In her opinion, the organisation has a more holistic approach to the preservation of cultural heritage than many other international actors in the field. It has never had a narrow focus on the preservation of singular buildings, but a wider view of the context of the projects, relating them to urban planning in general. The awareness-raising activities among local politicians, administrators and architects have been of particular importance.

Ms. Krasniqi emphasised the fact that CHwB always consulted with the Ministry on important matters.

Ms. Bakija Deva expressed views similar to those of the Minister. She noted that CHwB had been the first international organisation to work with the administration in Kosovo on policy matters related to cultural heritage. In the ongoing discussion about a new legal framework, this has been of great importance. During the first years after the war in 1999, questions of cultural heritage were not a political priority – for obvious reasons. However, a process of change can be observed, but the authorities in Kosovo still need help with capacity building and awareness-raising projects in this field.

One of the areas in which progress has been made over the last few years is the restoration of the minority heritage. A special Reconstruction and Implementation Commission for Serbian Orthodox monuments and sites damaged and destroyed in the events of March 2004 has been working under the auspices of the Council of Europe and the multiethnic participation in this commission has been successful. The mandate of this commission is important in relation to the demands of the Ahtisaari plan for the protection of minority cultural heritage in Kosovo.

Pristina Hammam

The Great Hammam in Pristina is an interesting example of the Ottoman heritage in Kosovo. This communal bath is situated in the centre of the historical centre of the old town of Pristina and probably dates back to the 15th century. In 1967, the building was declared a monument of cultural and historical heritage. It functioned as a communal bath until the 1970s. Since 1989, no maintenance work has been carried out despite the building's status as one of the oldest Ottoman structures in the historic part of Prishtina.

On its website, CHwB described the latest developments of this project in late December 2007:

The Municipality of Prishtina, has recently taken concrete steps to save the building by allocating a budget for the first phase of consolidation/emergency action. The Municipality approached the Kosovo office of Cultural Heritage without Borders in order to draw on the competence of the office and to establish a partnership with an organization with significant experience in the field of heritage. CHwB responded to this with an aim to contribute to the saving of the whole historical city centre and to assist in the development of municipal legislative capacity. The aim is also to raise the awareness of the community and local institutions about the importance of the built heritage and the role it can play in the development of the Municipality and as a tool for social and economic development.

During the summer and autumn of 2007 the Hammam was cleaned and the structure of the building secured. CHwB has erected the temporary roof that will help saving the building during the winter until the next phase of the project can begin. For that, the Municipality of Prishtina has secured funding of 250,000 euros. This is an important commitment of the Municipality as it also signals the significance of the project to other interested parties who would like to contribute to the strengthening and safeguarding of the built heritage, not only in Prishtina but also in other cities of Kosovo.

According to the plans, the restoration and rehabilitation project of the Great Hammam will be developed through three phases: 1) Cleaning and surveying, including removing the remains of earlier interventions; 2) Conservation, which will include the preservation and consolidation of the building as well as its reconstitution as far as possible; 3) Drafting a plan for future use.

When visiting this important historic building, it is easy to imagine the former beauty of the construction although it is now in a deplorable state due to neglect over the last

few decades. It is surprising to see how swift the deterioration has been, bearing in mind that it was in use some 30 years ago.

As mentioned, the plans for this specific building are part of a wider project for the restoration of the old city centre of Pristina. The involvement of CHwB in this national project can be seen as a testimony to the goodwill that the organisation enjoys on the part of the local authorities.

This is of course a major project, which will require significant funds in addition to those already pledged. It will also require a strong political will. It is difficult for an outsider to judge whether this political will is available. Or rather: the will may be there, but a project of this kind has to compete with so many other urgent problems in Kosovo. Certainly, securing the funds for a project like this will be an enormous challenge.

From a broader perspective, the plans for the restoration of the old city centre can be seen as a way of enhancing the standing of Pristina as a capital city of the province. Against the background of the declaration of independence this factor will grow in importance as a national symbol and focal point for the region.

The Kulla Project

The restored kulla was the first project in Kosovo in which CHwB was involved. This was back in 2001 and the Swedish involvement was part of a wider project encompassing a total of five kullas. Funding came from the European Agency of Reconstruction as well as from Swedish Development Cooperation Agency, Sida. During that project, CHwB created the present office in Pristina for project management.

Kullas, Albanian tower houses that hold a special place in Kosovar Albanian cultural identity, were systematically targeted and obliterated during the war. The statistics paint a bleak picture, leaving Kosovar Albanians with just a sixth of their kullas (of a total of 1,200 kullas, only 200 survived the war).

For some of the local architects, including staff from the University of Pristina, this was the first practical restoration experience after the war apart from the reconstruction of a mosque. In an interview with Dick Sandberg in June 2007, Professor Shqipe Nixha from the Faculty of Architecture at Pristina University explained the importance:

I can say personally that this project helped me a lot. During my studies at the University of Zagreb we had a lot of lectures and projects concerning the theoretical part. What was important here was that we also learnt the methodology. It was a different methodology to that used in Dalmatia, which is a part of Croatia. And I was looking forward to applying a methodology that would also be suitable for our environment. So this was my chance to apply the theories and the lessons from the university. Also, the theoretical knowledge I had already gained at the University of Zagreb entailed a lot of challenges in the

practical work here. That's why this project was very valuable for me at the time.

The kulla building is well restored and gives the visitor a good impression of the traditional building style in this area of Kosovo. It will be used as a venue for restoration camps and training courses, and has all the necessary equipment for teaching and seminars.

"Jeta" NGO in Deçan

The "Jeta" NGO is based on a network of local women in Deçan in Southwest Kosovo. Its prime driving force is Safete Gacaferri.

Supported by a donation of equipment from CHwB, "Jeta" opened this first traditional food restaurant in Deçan on 15th of November 2006. Apart from expanding the community-support activities of this women's NGO, the restaurant has proved to be a good employment opportunity for several women in this municipality, thus strengthening the direct impact of the network. The project also marks significant progress in terms of the integration of women in the Deçan region. This is the first time in the region that women have managed and served in a restaurant that is open to all customers, including men, women, the young and the elderly. In this respect, it marks a step forward for the entrepreneurship of women in the region.

The project started as a consequence of the abovementioned *kulla* restoration in Granoc, a few minutes' drive away from the village centre. Local women were engaged to prepare the food for the restoration workers. This in turn led to the creation of the "Jeta" organisation, which started a number of projects like courses in handicraft and hairdressing. The rehabilitation of old women has also been on the agenda.

The Saraj House in Velika Hoca

Velika Hoca is a Serbian Village in the south-eastern part of Kosovo, once known for its wine production. The status of the small Serbian enclaves in this part of the province is precarious, and they are all under the protection of K-For troops. The crucial role of the preservation of Serbian heritage in any independent status for Kosovo is underlined by the fact that a specific annex of the Ahtisaari plan for the future of the province is devoted to this problem and specifically mentions Velika Hoca.

The involvement of CHwB in the plans for the restoration and conservation of historical buildings in this village has met with a number of problems, mostly of a political nature. Obviously, the leaders of the Serbian Orthodox Church as well as the authorities in Belgrade have been suspicious of any foreign involvement that might be interpreted as giving up Serbian authority over Kosovo. It took long and skilful negotiations before the project of restoring the Saraj house, a communal building in the centre of the village, could start.

The restoration has obviously been carried out with great professionalism. One room is now equipped with computers linked to the Internet by a satellite connection, and it seems to be used by the young men in the community. The use of the rest of the building is still under discussion and the local people seemed to be a little confused with regard to future activities to be housed there. This may be due to the general uncertainty which the Serb minority feels for the future. It is understandable that they do not want to make major plans in a situation where they are under strong pressure from Belgrade to remain the champions of Serbian history in the province.

An improvised part of the trip was a visit to a small monastery only a few kilometres away from Velika Hoca. It is called St. Cosmas and Damian's ("the holy doctors") Monastery and is situated in the village of Zociste. It dates back to the 14th century, but most of the buildings were completely destroyed by paramilitaries in 1999. The pictures of the monastery church before the destruction show a small chapel built in a traditional local style. Instead of rebuilding the church in accordance with local and historic traditions, a concrete building has been erected rather insensitively. It now serves as a reminder of the need for genuine conservation expertise in the reconstruction of buildings and monuments destroyed or damaged by war. In this respect it stood in contrast to the projects led by CHwB.

The rehabilitation of the historical zone in Prizren

Visiting Prizren is an experience of the essence of Balkan history. The city has always been a mix of different cultures, languages and religions: Albanians, Serbs, Bosniaks, Turks and Roma. Mosques are close to Orthodox and Catholic Churches. It has also been witness to atrocities and conflicts in the past, as well as a source for national sentiments.

Prizren would certainly be an attractive area for tourism in the future. The city itself and the surrounding mountains and forests are good examples of a European cultural and natural heritage.

The recent war and its aftermath is said to have caused only a moderate amount of damage to the city, with NATO bombing confined to a number of military and security force sites in and around Prizren. Serbian forces destroyed one Albanian cultural monument in the city, the League of Kosovo building. Devastating damage to Serb cultural monuments and living quarters was inflicted during the March riots in 2004. The church of St. George (the city's largest church) and a monastery, as well as Prizren's Seminary and the residences of the local clergy, were all damaged by rioters during the unrest.

Added to this, insufficient maintenance and a lack of adequate planning have resulted in a significant transformation of the historic zone of the city, which has ultimately lost much of its ancient character.

This situation has urged many international organisations to react in order to increase awareness of the necessity of preservation and reconstruction. A mission from UNESCO has produced a report stressing the need for intervention. In addition, the

Council of Europe has made a number of suggestions for the rehabilitation of the city centre.

CHwB has signed an agreement with the Ministry of Culture to produce a programme outlining the measures to be applied in order to safeguard the original character of the historic zone. This has been something of a pilot project because of the lack of a sustainable organisational structure in Prizren, or indeed in Kosovo, for the rehabilitation of a historical town. One of the apparent problems has been the lack of communication between the different management levels. The Prizren municipal assembly compiled an Urban Development Plan in 2004, which defined the boundaries of the historic zone but no solutions for the actual implementation of this plan were given.

In June 2006 an archaeological map of the historic zone was produced with support from CHwB, and a few months later the organisation started to renovate a central building to be used as an office for the secretariat of the rehabilitation programme.

The programme outline contains a section assessing the risks of the project together with suggestions for risk management. One of the risks mentioned is a lack of support for the programme from the ministries concerned or that the programme will fade out if CHwB is no longer present as a driving force in the future. Another risk is the security for a return of the Kosovo-Serbian minority, and a third risk is a lack of support for the municipal officers from the decision-makers of the Municipality.

Preservation and development plan for Junik

In February 2007, the Municipality of Junik and CHwB signed a Memorandum of Understanding regarding this project of which the first phase was conducted during March, April and May 2007. The project team consisted of a number of young architects engaged by CHwB and supervised by Dr Christine E. Kohlert (urban planner and architect) that worked in close cooperation with experts from the Municipal Assembly of Junik.

The first phase of the project was a general and architectural urban analysis of Junik, which took into consideration all the components for urban development. It focused specifically on buildings of cultural-historical value, but also included interviews with inhabitants, a discussion of the general principles of urban planning, etc. After a seven-week fieldwork phase, the project team completed the survey of nearly 1,300 buildings. In addition, specific analyses were carried out for historic buildings, various architectural elements, public spaces, traffic circulation, etc.

The next step of the project has been a Vision Workshop for Junik, held in Ohrid, Macedonia in late October. This workshop was co-organised by UN Habitat, CHwB and Junik Municipality. Around 30 participants (planners, representatives of Junik and other professionals) took part in the deliberations. Apart from the concrete discussion on the Junik project, the workshop provided opportunities for discussing general spatial planning issues.

According to the information provided on the CHwB website, the objectives of the meeting were:

- Enhancing the capacities of the civil society, business community and others in comprehensive spatial planning and improvement of the quality of life;
- Strengthening the dialogue and cooperation between the civil society, business community and local authorities;
- Raising the awareness on the ownership of civil society, business community, citizens and others in the Municipal and Urban Development Plans.

A public presentation of the results of the workshop was held on 13th of November in Junik itself.

Brief general conclusions about CHwB's activities in Kosovo

I will conclude the report from the visits in Kosovo, which of course has seen things very much in retrospect, by quoting a few passages from a planning document from the CHwB Kosovo team. This document states that CHwB is currently focusing on three major fields:

- The planning of historic zones,
- The restoration of valuable buildings,
- Increasing the awareness of the community regarding the importance of a historical environment.

The planning of historic zones is described as a multisectoral activity that focuses on the identification and valorisation of the historic environment, by making it the core of central and local development planning. City centres such as those of Prishtina/Pristina, Prizren, Peja/Pec and Gjakova/Djakovica, as well as archaeological sites such as Ulpiana, Novoberda and zones along the Drini i Bardhe River, must not be isolated spots that serve only for study purposes; they must become a part of the development agenda on all levels.

With regard to the second point on the agenda, it is noted that a field survey conducted in 2002 showed that around 2,800 buildings were registered during an inventory phase. Few believe that the situation has remained unchanged since that survey. One of these buildings is the Pristina Hammam, one of the most valuable monuments of the city. The involvement in this project aims not only at the physical protection of the monument, but also at transforming it into a landmark that will attract visitors. During this work, special attention will be paid to traditional techniques and materials, as well as the involvement of students and craftsmen as a part of capacity building process.

Concerning the third item on the agenda, it is said that civil society must play a main role as the promoter of preservation of cultural heritage values. Therefore, CHwB should be active in encouraging segments of civil society to be committed to the

protection of cultural heritage. Ultimately, this must contribute to a political will in this respect.

In other parts of this evaluation report, it is emphasised that recent political developments in Kosovo and its relationship with Serbia are absolutely crucial for the stability and progress in the region. Peaceful coexistence must be promoted using all methods possible. In a wider context, the solution of the “Kosovo problem” can be seen as a key factor for establishing a new Europe where the countries of the former Yugoslavia play a natural and vital role. That is why every aspect of nation-building, including the preservation and development of the cultural heritage of every ethnic group, is so important.

CHwB would appear to be an important actor in this nation-building process. This fact is demonstrated by the organisation’s involvement in spatial planning in cities like Prizren and Junik. The role in the development of and reestablishment of the old city centre in Pristina can be seen along this line. Extensive cooperation with the higher education sector with regard to the training of architects and other professionals is another example of the role which the Pristina office of CHwB plays.

It is worth mentioning a further example. Only recently CHwB has announced – through open procedure – a call for tender to develop and make operational a heritage inventory database for Kosovo and a Heritage Inventory Centre. This inventory database and its centre are being created as a part of a project for strengthening Kosovo heritage institutions, funded mainly by the British Office in Pristina. This is an example of the cooperation between two EU members in order to encourage local stakeholders to take more responsibility as guardians of a national heritage.

Impressions from some of the visits and meetings in Bosnia and Herzegovina

Visits to the State Commission to Preserve National Monuments and the Federal Institute for Protection of Monuments

The role of the State Commission has already been mentioned. The statutes of the Commissions say that it “shall receive and rule on applications to designate property as a national monument because of its cultural, historic, religious or ethnic importance, as provided for by Annex 8 of the General Framework Agreement for Peace in Bosnia and Herzegovina”. There are five members, two of whom come from abroad. One of them has up until now been the Swedish architect Tina Wik, former project co-ordinator of CHwB in Bosnia and Herzegovina.

I was received at the Commission by its head, Ms. Amra Hadžimuhamedović and two of her colleagues. Much of the work has been inspired by Swedish examples. One of the goals is obviously the establishment in the country of an equivalent to the Swedish National Heritage Board (Riksantikvarieämbetet).

The Commission currently decides on applications from various municipalities or groups for specific objects to be included in the List of National Monuments of Bosnia and Herzegovina. (Some 1,500 applications have been received so far.) It also

oversees the rehabilitation of the country's national monuments. A leading principle in this context is that damaged or destroyed property should be restored to the condition it was in prior to its destruction. When it comes to the reconstruction of a national monument, the statutes prescribe that it shall be "on the same site, in the same form, of the same dimensions and using the same or same type of materials as were used prior to its destruction, using the same building techniques wherever possible".

An important task for the Commission is to raise the general awareness of national heritage among the population. Children are one of the target groups.

The staff of the Commission described their cooperation with CHwB over the years as extremely positive and very helpful in providing ideologies and insights into the national heritage sector of the country. They were very eager to continue this cooperation, although they were aware of the phasing out of Swedish interventions in the country. They still hoped for further assistance in knowledge transfer and capacity building, including participation in concrete restoration projects. The guided hands-on experience for young architects and builders was described as an essential complement to lectures and seminars.

The Federal Institute for Protection of Monuments has a more executive role at the level of the Federation of Bosnia and Herzegovina (one of the two entities of the country, the other being Republika Srpska). It has been directly involved in the current restoration projects within its region, and has over the years worked closely with the staff of the CHwB Sarajevo office, as well as members of the Board and other Swedish experts. The four architects whom I met during the visit underlined that CHwB came to the country "at the right time, with the right ideas, plus some money".

The cooperation with Swedish colleagues was again described as very helpful, although at some stage there had apparently been some differences of opinion. On the whole, the Institute staff were however very appreciative with regard to the regional networks and training camps that CHwB has organised.

From interviews with persons outside the State Commission and the Federal Institute, I have understood that there are some tensions between the two levels. The same seems to be true of relationships with the Institute in Republika Srpska. This is probably part of the general political problems in the country. In view of this, one can also understand that the presence of foreign "impartial" members of the State Commission has been judged as something positive apart from the specific competence that these members contribute with.

Meeting with the Director of the National Museum, Ms. Aiša Softić

Since 1996, when CHwB started to work in Bosnia and Herzegovina, the National museum, the Zemaljski Muzej, has been regarded and treated as a major monument and a symbol of the common cultural heritage of the country. It was built during the Austro-Hungarian period at the beginning of the 20th century. It is one of the big institutional buildings erected by the Austro-Hungarian administration with the aim of reorganising and modernising the country.

During the recent war, the Museum was right in the frontline and was under heavy bombardment from Serb forces surrounding the city. The constant shelling led to a lot of damage, including the collapse of the roofs of the various buildings.

Through the intervention of CHwB, restoration work started in 2000. The first thing to be done was to replace the metal sheet covering the roofs and the glass in the skylights of the Natural History Pavilion. Since it was impossible to find glass in Bosnia for the skylights which would be capable of carrying the heavy snow loads that can fall in Sarajevo, the glass was ordered from Sweden after reconstructing the aluminium frames and carefully measuring every pane, of which there were several hundred in total.

The building was thus slowly and carefully restored following the damage caused during the war. Extensive work was also carried out on the inside. The public entrance and reception areas were refurbished and toilets installed. Office space was also reconstructed, thus giving the staff an opportunity to perform their work under decent conditions and with appropriate tools.

The actual restoration process and the methods used have been described by the project manager Tina Wik in the Annual of the Commission to Preserve National Monuments (I/2005):

The challenge of the restoration was not to allow the workers to rush their work, but to demand that the work was carried out only after approved test results and investigations based on authentic documents had been carried out. We used lime plaster strengthened with a handful of cement – not what masons working on the project were used to. Our approach was based on the ICOMOS charters, using authentic documents as guidelines when choosing the materials for plasters, mortar and ornaments. The contractor, Unigradnja, set up a workshop on the site where an old master, Redžo, cast all destroyed or missing ornaments in gypsum or concrete. These ornaments were treated in a traditional way that is no longer practised, but has now been reintroduced in Bosnia and Herzegovina through this work. Master Redžo was engaged both to carry out the work and to act as a tutor for younger workers. His workshop was situated on the site throughout the complicated work on the facades.

Apart from the actual restoration work, the Swedish involvement in re-establishing the museum has been substantial. Ten years of continued dialogue between CHwB and the directors and the staff through frequent visits together with the seminars for both the museum itself and for the other museums in Sarajevo and the whole of Bosnia and Herzegovina has given a moral boost to the staff. More substantial support, such as computers, workshop tools, exhibition materials, lights and furniture, gave the museum the means to realise its programme. In addition, the reorganisation of the BiH-ICOM committee gave the museum both a national and international platform.

Visit to Jajce

Jajce is a town in Central Bosnia, situated in beautiful natural surroundings on the confluence of the rivers Pliva and Vrbas. It was first built in the 14th century as the capital of the independent Bosnian kingdom. The town has gates as fortifications, as well as a castle with walls leading to the various gates around the town. In 1527, Jajce became the last Bosnian town to fall to Ottoman rule.

At the beginning of the Bosnian war, Jajce was inhabited by people from all ethnic groups, and was situated at a junction between areas of Serb majority to the north, Bosnian Muslim majority areas to the south-east and Croatian majority areas to the south-west. At the end of April and the beginning of May 1992, almost all Serbs left the city and fled to territory under the Republika Srpska control. In the summer of 1992, the Army of Republika Srpska (VRS) started heavy bombardment of the city. Serb forces entered Jajce in October 1992 and the Bosniak and Croat population escaped. In the Croat counteroffensives of August-September 1995 Croatian forces, with most of the Serb population fleeing, took the town.

Against this background, it is easy to understand the devastation of the war in this once idyllic medieval town. The involvement of CHwB in the restoration of the old centre of the town has been substantial. Three residential buildings, the Dizdar mosque, the Sinan bey mosque, the entrance gate in the fortress Sahat Kula and the Omer bey house are the most important objects of the restoration activities.

Suffice it in this context to say a few words about the last mentioned building:

The Omer bey house dates back to the 17th century with significant cultural heritage values. The restoration project, consisting of interior and exterior works, was a joint project between the Federal Institute for Protection of Cultural and Natural Heritage and CHwB. The main aim of the project was to use traditional materials in the treatment of inner and outer surfaces, i.e. lime plaster, mortar for walls and linseed oil for wood treatment. The project started in the autumn of 2003 and was finalised during the winter of 2004. It has now been handed over to the municipality, which plans to use it as a tourist office as well as for other cultural activities.

I met with the Mayor of Jajce and two members of his staff. One of them is now employed full time as officer for the cultural heritage sector in the town. The mayor underlined the significant contribution made by CHwB towards the rehabilitation of Jajce. The restoration activities meant the town could again receive visitors with some pride. Before the war, Jajce was an important centre for national and international tourism with some 20,000 guest nights by foreign tourists every year. The authorities naturally want to recreate this situation. They also want to highlight the unique heritage of Jajce internationally. An application to be included on the UNESCO World Heritage List is pending. In late November 2007, a photo exhibition showing the unique historical town centre was displayed in the UNESCO headquarters in Paris.

Visit to Mostar

Through its bridge, Mostar has become the very symbol of wanton destruction in times of war. That the bridge has now been rebuilt has been widely publicised all

around the world. However, many other historic buildings close to the bridge have been restored, some of them through projects led by CHwB.

The most important of these is the Old Institute Building. It actually consists of three buildings dating from the 19th century which are linked together. The restoration project started in the spring of 2004 and was finished in late 2005. This has been a joint project between the Institute for Protection of Cultural and Natural Heritage in Mostar and CHwB. The Old Bridge Area of the Old City of Mostar was added to UNESCO's world heritage list in July 2005. To take on the responsibility of managing a world heritage site, a new organisation was formed, called "the Old City Agency". It is now housed in the restored building.

I met with the Director of the Agency and some of his staff. They underlined the fact that their organisation is unique in the country, being the only semi-independent municipal agency of its kind. They presented a management plan for the protection of the cultural heritage of the city. One of the problems is the relationship between general urban planning in relation to the old city and its unique character. Some rather ugly modern buildings are being constructed not far from the older parts, and this has created tension locally. It has also been noted internationally, and I understood that UNESCO as guardian of the heritage list had voiced its concern in this respect.

Apart from this office building, CHwB has also been instrumental in the renovation of some trade and bazaar building close to the bridge. These projects are an important part of reestablishing Mostar as a tourist venue. The recovery of tourism is vital for the economic resurgence of Mostar.

Visit to the Monastery in Zavala

The Monastery in Zavala is situated in Herzegovina, some 115 kilometres south of Mostar and just 30 kilometres from Dubrovnik in Croatia. The small monastery church was first mentioned in 1514 and it has some paintings in a byzantine style dating from 1617. It is one of the most important Orthodox Monuments in Bosnia and Herzegovina, and CHwB was approached by the Institute for Protection of Monuments in Republika Srpska to undertake the conservation work in collaboration with them. The Federation Institute was also involved, which gave CHwB an opportunity of establishing cross-entity cooperation.

The church itself was not severely damaged during the war, but all the monastery buildings and the entire village of Zavala were destroyed. There were however other problems with the church. Movements in the foundation were causing cracks in walls and paintings. The restoration work was immensely complex, with all the frescoes being taken down while the foundation and apse were secured. A part of the work was carried out without electricity, since there were initial problems in bringing a generator to the site because of the damaged bridges and the bad roads.

Apparently the restoration work not only saved the church. It was also a signal that resulted in some families returning to the village. This led the municipality to provide services and restore electricity.

A maintenance programme will ensure that the authenticity of the site is preserved. The person responsible for this programme is the priest in charge, Father Vassilij, who now ensures the maintenance as well as further rehabilitation of the site. A new guesthouse has now been completed and other buildings are being reconstructed. Another monk has joined the monastery and there are obviously regular visits of pilgrims.

Visit to Kotor, Montenegro

The old Mediterranean port of Kotor was under the rule of the Republic of Venice between 1420 and 1797 and an impressive wall, which is very well preserved and protected by UNESCO, surrounds the old city.

CHwB has made a minor intervention in Kotor, restoring one of the main gates of the city wall. Contacts were thus established with a part of the Former Republic of Yugoslavia, which subsequently became independent.

Through its activities in the country strong links have been forged with an organisation called EXPEDITIO. This is “a non-government and non-profit association with the mission of encouraging sustainable space development as well as enhancing urban and rural areas in Montenegro and the region, through activity in the fields of architecture, urban planning, town planning, environmental protection, and public advocacy.” EXPEDITIO seems to be a very dynamic actor in Montenegro with regard to urban planning, sustainable development and democracy awareness.

In May 2007, Kotor and EXPEDITIO hosted a seminar/workshop on Maintenance Programs and Tools for Historic Building maintenance. CHwB was one of the sponsors of this seminar along with organisations like the National Trust of England, Wales and Northern Ireland, and Europa Nostra.

An impact assessment study of restorations in Bosnia-Herzegovina

At the end of 2006, as part of the downscaling of activities in Bosnia-Herzegovina, an independent Sarajevo-based evaluation company carried out an impact assessment study regarding the restoration process in eight cities, towns and villages in Bosnia-Herzegovina. The survey was conducted using various populations and target groups. The results led to the conclusion that the right objects had been chosen for reconstruction. Inhabitants in selected towns and villages, as well as users of reconstructed buildings, largely remembered all the restored objects. When asked “How satisfied are you with the choice of objects”, a high percentage of those interviewed answered that they were very satisfied with the choice to a certain degree and about half of them were “very satisfied”.

The most frequently visited objects in the villages were the religious sites (visited by 80 percent of the respondents). In cities, the percentage of those who visited the reconstructed objects was somewhat lower, but still over 50 percent.

Based on the data analysed the CHwB report claims, with some limitations, that the respondents perceived the projects relating to cultural heritage reconstruction to be

effective in terms of poverty reduction, reconciliation and the return of refugees. A large number of people interviewed agreed with the statement: “Reconstruction of cultural heritage gives people a chance to learn about other ethnic groups and religion”.

Approximately half of those interviewed in villages took part in the restoration of religious objects. They contributed most frequently in the reconstruction with donations and through voluntary work (cleaning or physical labour). One third of those interviewed in villages contribute financially towards the maintenance of the objects, while the rest contribute through voluntary work.

According to the survey, those interviewed were very satisfied with the role and attitude of CHwB and the role of the institutions that it represents. They were less satisfied with co-operators, contractors and representatives of religious communities.

Some of the recommendations for future activities at the end of the report are the following:

- In addition to professionals, also involve the general public (local population) in the process of selecting restoration projects.
- Inform the general public better on the importance and need for the reconstruction of cultural heritage and its role in the overall development of society.
- Exchange expert opinions between foreign and local experts before making concrete plans for the reconstruction of specific object in order to avoid differences of expert opinion in the execution.
- Continue to use the CHwB model of professional education used in Bosnia-Herzegovina as a pattern for education in the future, since partners have shown a high degree of satisfaction and benefit from communication with foreign experts.

Regional networks

The museum network

The focus of CHwB was initially set on specific restoration projects in combination with a transfer of knowledge and capacity building with regard to restoration, reconstruction and urban planning. In recent years, another important programme area has been established. This is the creation of regional networks directed at another part of the cultural heritage sector: the museums and cultural institutions in the wider region.

These activities are important in several respects. One factor is the establishment, through CHwB, of a platform where heritage workers have been able to resume the natural contacts that they had within the boundaries of former Yugoslavia. These links were unfortunately severed during the war period and its aftermath. When the professionals now meet again they do not start from scratch. Many of them have had their training together in universities, which are now located in different countries. They can now re-establish the traditional links between institutions in Belgrade, Sarajevo, Skopje and Banja Luka.

Another important factor is that the initiative has also provided a base for increased contacts with other countries in the region were never part of the old Yugoslav Federation. One important aim in this context is to ensure that the West Balkans institutions become active members of existing European and international networks.

Museum cooperation had already been initiated in connection with the restoration of the National Museum in Sarajevo. The more formal networks were however established a little later.

The museum network was formed in April 2006 at a meeting in Uppsala, Sweden. The participants were directors and key staff from eleven museums in the Western Balkans region (from Albania, Bosnia and Herzegovina, Kosovo, FYR of Macedonia, Montenegro and Serbia). At the workshop, it was also determined that a special network for female museum directors was required in order to address the specific needs of this group.

As a result of discussions after the meeting three areas were prioritised by the museum participants:

- leadership/management
- joint exhibitions/travelling exhibitions
- workshops/study tours

The purpose of the programme is improved capacity and creativity for participating museums in management and reaching out to the public. This will be done through enhanced inter-ethnic understanding and in accordance with international museum standards. Eleven museums have committed to taking responsibility for different parts and to participating in the programme with staff, time and as far as possible with some funds.

Twelve workshops were then planned within the museum network during 2006 and 2007. Specialists from the Balkans and Sweden jointly organised the seminars and study visits (leadership workshops including the female network, communication network, exhibition techniques workshop, joint/travelling exhibitions workshop, workshops on inventory and documentation, museum ethics, children enjoying museums, etc). Approximately 140 museum employees were expected to participate in the training and joint activities, which aimed to lay the foundation for future co-operation, and to open up the museums for the broader public. The networks are also part of the work to create democratic platforms for peace and reconciliation.

Institutional cooperation between museums in the Western Balkans and Sweden is another aim of the programme.

The work will not be described in detail here. Suffice it to mention that one of the recent meetings took place in Sweden between 2nd and 5th of October 2007. 18 museum directors from Albania, Bosnia-Herzegovina, Kosovo, Macedonia, Montenegro and Serbia participated.

This was the third workshop on creative leadership for this group. Nine female museum directors who constitute a female network held special meeting, internally and with Swedish female museum directors and two representatives of the management of the Centre for Gender Research at Uppsala University.

One of the decisions of the female network was to start mentoring programmes to support and facilitate the career development of younger women in the museums in the Western Balkans; another was to write articles on female leadership.

The whole group of female and male directors spent two days in a workshop lead by Professor Peter Tirrell from Oklahoma University, USA. Emphasis was put on areas such as strategic planning and democratic leadership.

At the end of the meeting, the directors evaluated the series of workshops. Some of the results from the evaluation are quoted below:

Results of the 12 activities/workshops carried out so far

- *Improved capacity as museum directors*
 - Found great experiences from other directors; exchange of ideas, methods and approaches; got a certain degree of confidence and confirmation and support from colleagues
 - Have become more creative in our work
 - Inspired to increase training of our staff
 - Offered systematic approach to some common but basic problems and possible ways of solving these
 - Understanding our strengths and weaknesses; understanding obstacles
- *Female Directors strengthened*
 - Important and very useful to have this group of female directors with similar experiences; supportive group

- Increased self confidence; do no more feel like “a weak woman in a male position”
- Become clearer in our roles
- *Enabled the staff to produce creative exhibitions and meet and stimulate the public*
 - Got more suggestions for future work; shared experiences and good practice; got inspiration
 - Organised new exhibitions; increased the quality of exhibitions
- *Exchanged ideas and common learning between the participating museums and within the respective museum*
 - Now frequent communication with colleagues in the region
 - Increased contacts with other museums in the country
 - Understanding diversity and common ground, recognising partners and fields of partnerships
 - Exchange of staff and exhibitions between the participating museums
- *Increased involvement of external actors in the museums*
 - Involved some institutions like universities, schools, artists and also to some extent minority organisations and research institutions

The most important results for the professional groups involved in the networks were described in these terms:

for the directors

- New ideas and experiences; having this supportive network
- Improved skills as director and increased management skills
- Further learning and self evaluation

for the museum staff

- Sharing experiences and profit from important ideas and ways of working; opened up and broadened views
- More intense and creative discussions
- Recognised needs for further training

for the museum

- Information about activities of other museums in the region
- Increased cross-border activities (e.g. exhibitions)
- The regional museum cooperation and the new concept of museum training
- Ambitious approach to positive change and planning for the future
- Increased the interest of media

After the October meeting in Sweden a special workshop was held in Novi Sad, Serbia on *Accessibility for disabled persons* in November 2007. This seminar was funded by the Stavros Niarchos Foundation. More workshops under this project will follow during 2008 and 2009 in order to improve the capacity and creativity for participating museums in the Western Balkans network to make it easier for disabled children and adults to access their museums. A survey of the situation of the participating museums is ongoing and the production of a disability tool kit, as well as

special disability events at museums are other activities that are planned for the project period.

**Institutional Capacity Development:
South East European Heritage Network (SEE).**

In line with the activities aimed at institutional capacity development in the region CHwB was instrumental in creating – in September 2006 – a network for the cultural heritage sector in the Western Balkans. The network will also safeguard and preserve the interests of social organisations in the region in their efforts to maintain and protect their common heritage.

The founding partners of the network came from Albania, Bosnia and Herzegovina, Kosovo, FYR of Macedonia, Montenegro and Serbia. They adopted the name *South East European Heritage Network* (SEE). A second meeting was held in Gjirokastra, Albania in December 2006 and a third meeting was convened in Skopje and Ohrid, Macedonia, in July 2007. The goal of this conference was to discuss how these organisations, through the further development of the network, could jointly contribute to the preservation and promotion of the region's rich cultural heritage as a tool for sustainable and responsible development.

A part of this third meeting was a public debate on “Heritage and its misuse in political and ideological causes”. It was opened by three distinguished guest speakers from Serbia, Croatia and Macedonia. The introductions were followed by a very lively debate on problems such as the under-representation of the cultural heritage of minorities, the protection of endangered heritage from uncontrolled urbanisation, and the irresponsible mushrooming of new cultural structures for political purposes.

Two outcomes emerged from this meeting as the most significant: the decision to include Croatia, Bulgaria and Romania in the network, and the joint production and ceremonial signing of the Membership Declaration, a document professing the network's values, commitment and vision.

Summary of impressions

General impressions of CHwB as an organisation

CHwB was founded in 1995 with the support of a large number of well-established organisations and government authorities in Sweden. From the start it has also been connected with major international organisations like the International Council on Monuments and Sites (ICOMOS) and the International Council of Museums (ICOM). These bodies nominate two members each for the board of CHwB. Other organisations represented on the board are the National Heritage Board and the Swedish national Association of Architects. The stakeholders involved in CHwB have been a guarantee for the professionalism of the operations and the compliance with international standards in restoration work and museological practice.

CHwB started with a very limited budget and a lot of the initiatives over the first few years were based on voluntary work and strong dedication from the founding members and the inner circle. It is striking that a lot of the activities of CHwB are still done on a voluntary basis. This seems to be true especially for the museum network. It is also striking that a lot of Swedish museums and their staff have been willing to devote time and money to discuss matters of mutual interest with colleagues from the Balkan countries.

Expensive consultants have to a large extent been avoided in the running of the operations. In addition, the entire management of the organisation seems to be very cost-efficient.

The transparency of the organisation and its operations is exemplary. A lot of information about projects and programmes is available on the CHwB website in four different languages: Albanian, Bosnian, English and Swedish. A number of publications give additional insight into the activities.

There have obviously been some staff problems over the last few years, specifically affecting the Sarajevo office. This led to a very thorough SWOT analysis in order to identify the strengths and weaknesses in the organisation.

These problems may have hampered some of the activities in Bosnia-Herzegovina, but they have apparently been solved now. However, they do not seem to have affected the specific reconstruction work undertaken during this period.

The staff operating the local office in Kosovo as well as the regional office in Sarajevo seem to be highly motivated. Some of them are quite young, but the general level of competence in both places is high by any standards.

An important factor for the acceptance and credibility of CHwB in the region seems to be the strong reliance on people from the area having responsibility for current activities. The gradual shift from Swedish project managers to locally employed staff in Kosovo is a positive feature. Working with people who are familiar with the structure of the region and the local languages is a distinct advantage that many of those that I met underlined. This does not mean that the previous leadership of a

Swedish expert like Dick Sandberg was disregarded. On the contrary, his role as an inspirer and dialogue partner was stressed on many occasions. Still, the possibility of dealing directly with local expertise has apparently added to the good-will of the organisation.

In Bosnia-Herzegovina, Tina Wik has obviously played an important role first as a project manager and later as an expert in the national heritage sector.

Many of those whom I interviewed in both Kosovo and Bosnia-Herzegovina also underlined the flexibility and directness of decision-making within the organisation. This was often mentioned in contrast with other international agencies where a lot of paperwork or several hierarchical levels were involved in the cooperation. The specific characteristics of cooperating with CHwB were underlined by Gjejlane Hoxha, former Head of Heritage division in Kosovo Ministry of Culture in one of the interviews recorded by Dick Sandberg in 2007:

Since 2001 we have dealt only with two professional organisations, one is Cultural Heritage without Borders, focused on cultural heritage. The other is a humanitarian organisation, Intersos from Italy. They have given a lot of contribution and they developed a programme dealing with the conservation of monuments and sites. But their programme was different from your approach. Basically, they did a very good job, but they did not include components, as it is included through your office, as you developed the programmes. They tried to do some training programmes, but not as effectively as I think CHwB developed the programmes, systematic programmes. Then, it's a difference between the Intersos contribution and that of CHwB. The Italians really developed a professional restoration, a professional work, but not so much involving and supporting developing institutions, developing legislation, supporting us, or developing inventory, inviting, sending people to the different trainings, or study visits.

The emphasis on training programs and assistance with developing legislation regarding the preservation of cultural heritage in Kosovo as well as in Bosnia-Herzegovina seems to be important contribution to the region. As shown in the quotation above this emphasis has been met with appreciation in Kosovo. The same is true for Bosnia-Herzegovina.

Seen in terms of development cooperation, the different forms of capacity building are a very important contribution towards the sustainable management of the cultural heritage in the region. It seems to me that this transfer has been made in Bosnia and Herzegovina in a number of ways. It is also obvious that the Kosovo office has been very successful in this respect in several aspects. One of them has been the training of young architects, both those employed by the office itself and those who have followed courses or seminars arranged over the last few years. Another way has been the involvement of CHwB in projects that have engaged whole communities, like the urban plan in Prizren or the Junik preservation and development plan. In these cases the experiences and methods from other countries have been implemented in a Kosovo setting.

Time will tell whether this implementation has been successful. The preservation of that capacity that has been built and its transfer into regular national authorities and organisations in the future is a question that must certainly be high on the agenda for CHwB.

General observations on the framework for the preservation of cultural heritage in Bosnia-Herzegovina and Kosovo

At the time of writing, political turmoil is again expected in the area of the Former Republic of Yugoslavia. The independence of Kosovo has been proclaimed but the independence is not universally recognised even within the European Union. Several months before this declaration tensions were emerging in Bosnia-Herzegovina with a conflict between the High Representative Mr. Lajcak and the leaders of the Republika Srpska. The resurgence of armed violence, at least by irresponsible paramilitary groups, cannot be ruled out.

Even with independence and without any armed conflicts, the fabric of civil society in Kosovo is fragile. In his report from March 2007, the UN special envoy on the future status of Kosovo, Martti Ahtissari, stated:

While UNMIK has facilitated local institutions of self-government, it has not been able to develop a viable economy. Kosovo's uncertain political status has left it unable to access international financial institutions, fully integrate into the regional economy or attract the foreign capital it needs to invest in basic infrastructure and redress widespread poverty and unemployment. Unlike many of its western Balkans neighbours, Kosovo is also unable to participate effectively in any meaningful process towards the European Union — an otherwise powerful motor for reform and economic development in the region and the most effective way to continue the vital standards implementation process. Kosovo's weak economy is, in short, a source of social and political instability, and its recovery cannot be achieved under the status quo of international administration. Economic development in Kosovo requires the clarity and stability that only independence can provide.

Mr. Ahtisaari went on to say even with independence Kosovo's capacity to tackle the challenges of minority protection, democratic development, economic recovery and social reconciliation on its own is still limited. Its political and legal institutions must be further developed, with international assistance and under international supervision. This is especially important for improving the protection of Kosovo's most vulnerable populations and their participation in public life.

In the Annex outlining the main provisions of the Comprehensive Proposal for the Kosovo Status Settlement, article 6 deals with the protection and promotion of religious and cultural heritage. The article reads:

The Settlement places great emphasis upon ensuring the unfettered and undisturbed existence and operation of the Serbian Orthodox Church in Kosovo. The Church and its internal organization shall be recognized explicitly by the Kosovo authorities, its property shall be inviolable, and it shall enjoy tax and

customs duty privileges. Protective zones shall be created around more than 40 key religious and cultural sites. Without prejudice to ownership of the property in protective zones, specific restrictions shall apply to activities within those zones to guarantee the peaceful existence and functioning of major religious and cultural sites. NATO shall also provide additional physical security for selected sites, until such time as the military presence decides the conditions have been met for a transfer of their protection responsibilities to the Kosovo Police Force.

The General Framework Agreement for Peace in Bosnia and Herzegovina 1995 also regulated the place of cultural heritage in the newly created federative state. A special state commission for the protection of cultural monuments was set up and has functioned ever since, now reporting directly to the national government. According to the mandate of the peace agreement, the Commission “shall receive and decide on petitions for the designation of property having cultural, historic, religious or ethnic importance as National Monuments”. (Annex 8, Article IV).

The federal nature of Bosnia-Herzegovina certainly seems to entail some difficulties in decision-making that are also well known in other areas. The current political situation and developments in the immediate future may add to these difficulties. However, the administrative fabric of the state has been in place for more than a decade and the staff of various authorities and organisations have had some time now for the development of routines and structures.

Still, there are also obvious problems to be solved in this country. Some of them relate to the administrative and political situation and a lack of competition, since the Institutes for the Protection of Monuments in the two entities (the Federation and Republika Srpska) have a virtual monopoly on carrying out restoration projects. Obviously, the same party carrying out the actual work can not undertake the truly independent supervision of a project. If, in the future, European or EU tendering systems begin to be introduced, the demands on open competition and transparency will be considerably higher.

Even with these structural problems, it seems that the state of Bosnia and Herzegovina has a number of mechanisms in place in order to carry on with the renovation and reconstruction of the cultural heritage damaged by war.

In comparison, everything in Kosovo seems to be more fragile. With the Milosevic policies in the province between 1989 and 1999, members of the ethnic Albanian community were more or less excluded from public office. After the war, the complicated arrangements with a government under the supervision of the United Nations have hampered the ability to take initiatives and find solutions on a central level.

Added to that are problems with the joining of forces between various stakeholders in Kosovo. There seems to be a lack of co-operation and common vision between the University and the various local Institutes for the protection of monuments (IPMs). Offers from the School of Architecture to have students involved in the work of the Institutes have in some cases been turned down, although active involvement of students could also mean better recruitment for work within the cultural heritage

sector.

The feeling that a visitor gets after a few days in the province is that everyone is blaming the lack of economic and social progress on the lack of independence over the last few years. This may be partially true, but it could also be a way of avoiding action or tough decisions. It also mirrors the present lack of funds and general poverty in the province. The challenges ahead are formidable, not only for Kosovo but also for the international community in general and the European Union in particular. Under the newly proclaimed independence the attention of the government will unavoidably be directed towards establishing legal and economic frameworks. The preservation or reconstruction of cultural heritage will certainly not be the first priority. That is why continued international support in this area is imperative.

Some general conclusions on Sweden's role in the capacity-building of the cultural heritage sector in the Balkans

Sweden has a long history of assistance and reconstruction over the last century. Some of this may have fallen into oblivion, but in countries around the world it is still possible to find memorial stones or plaques commemorating Swedish contributions to survival and recovery in times of crisis. Personally I have memories of encountering signs of remembrance on remote Greek islands where assistance from the Swedish Red Cross in the aftermath of the Second World War was crucial for the continued existence of local communities.

The non-alignment of Sweden in international politics has sometimes been a comparative advantage in these circumstances. This is perhaps not such an important factor anymore with regard to the increased Swedish involvement in European cooperation and in peacekeeping missions, not only under the UN but also under a Western military umbrella.

Still, the credibility of Sweden seems to be high in many parts of the world, not least in the Balkans. The humanitarian tradition of the country is well known and the openness and transparency of Swedish actors in the region are appreciated. In my meetings with local decision-makers and stakeholders in the region several of them have commented on their experiences of working with an organisation like CHwB in comparison with organisations from other countries. Even if these comments are taken with some reservations due to the interview situation, they nevertheless mirror an important opinion.

As far as I have managed to find out few other countries have organisations like CHwB. There is a parallel French organisation with the name *Patrimoine sans frontière* (PSF). I have read its *Rapport d'activité 2006* which shows that this is an organisation which operates in a number of countries, some of them with past colonial ties with France. It has a central Paris office but the operational budget is rather limited, some 630,000 euros in 2006, only a smaller proportion of this coming from the French Government.

With regard to the Western Balkans, *Patrimoine sans frontière* has a couple of ongoing projects in Albania. In Kosovo it has been involved in the reopening of the

National Museum in Pristina back in 1999-2002. It has been in the process of embarking on new projects in the area but according to the annual report this has been done under the auspices of UNESCO with a joint French-German funding. It is obvious that this has implied some bureaucratic problems because of a lack of a framework accord between UNESCO and the UN administration in Kosovo (Unmik). Projects intended to start in 2006 have been delayed.

In comparison with the French sister organisation, CHwB has concentrated its resources and expertise in one rather coherent geographical area whereas the operations of PSF consists of rather small projects in a number of countries. This has implied a concentration of staff in its Paris office. CHwB has chosen the other model with a rather small central office in Stockholm and a marked presence in the areas of operations through substantial regional offices, of which the one in Pristina, Kosovo is now the largest.

An Italian organisation called Intersos has also been active in Kosovo, to some extent with programmes similar to those of CHwB. Intersos is an independent non-profit humanitarian organisation committed to assisting the victims of natural disasters and armed conflicts. It was founded in 1992 with the active support of Italian trade unions. Most of its activities are directed towards giving immediate response to humanitarian crises by bringing relief to victims of armed conflicts and their long-term consequences (poverty, disability, mines and explosive devices, etc.), and of any other natural or man-made disaster. Along with the relief intervention (which has been extensive also in Kosovo), Intersos is also laying the groundwork for a return to stability, reconstruction and development. It is in this context that the organisation also takes an interest in the restoration of the cultural heritage of areas where it is operating.

Some of the activities run by Intersos in Kosovo are focused on the protection of cultural and artistic heritage as a tool to promote development and dialogue among people in Kosovo. 700,000 euro has been set aside for a project called “Confidence building among communities through the cultural heritage rehabilitation”. The organisation has also been the main agent in the renovation of a number of mosques, churches and monasteries in the province.

Comparing these three organisations, it is obvious that they are different in size and scope. Intersos has the broadest range of activities and cannot really be compared to the other two. The French organisation is, as already mentioned, also broader in the sense that they operate in more countries on several continents. Taking these differences into account, it still seems that CHwB compares well with regard to the number of projects and the efficient way of administration. In this comparison it must be kept in mind that the two other organisations come from two of the largest countries in the European Union.

Additionally, compared to other international organisations CHwB seems to have a well-developed long-term strategy for sustainability and capacity-building. The involvement in projects of urban planning and the transfer of knowledge to a younger generation of architects from the region are aspects that I have not been able to find to the same extent in other comparable organisations.

Observations regarding some evaluation criteria

Effectiveness

In Sida's evaluation manual effectiveness is defined as *“the extent to which a development intervention has achieved its objectives, taking their relative importance into account.”*

The objectives of the first intervention in Bosnia and Herzegovina were aimed at establishing a solid base of restoration architects, mainly at the institutes. A further objective was to make students and young architects familiar with the international charters relating to cultural heritage and historic buildings and make them able to convert these charters into their practical work. By-products of this process are the restored buildings themselves as examples of good practice.

It is relatively easy to assess the results of CHwB in relation to the objectives and programmes of its operations. When it comes to the renovation of buildings and monuments the results are very tangible and they are all there to be seen on the ground. I have only had the opportunity to look at a limited number of the objects more closely but I have studied the documentation of most of them.

All the renovations have apparently been made under very close supervision by Swedish experts. Great care has been taken to work according to best practice.

The objective of establishing a good base of restoration practitioners and reaching out to students and young architects also seems to have been met. Over the years, courses and seminars have been arranged in Bosnia and Herzegovina on issues in conservation and reconstruction. Some of the participants are employed by the institutes and they have also been engaged in restoration projects. With the limited staff resources at the office in Sarajevo after the exit strategy, it may be difficult to maintain links with the regular training of architects but the regional restoration camps arranged by CHwB has seen young participants from many parts of the region.

In Kosovo on the other hand, an impressive group of young architects are associated with CHwB, some of them as employed in the office, others as participants in seminars and courses. As has been demonstrated in some of the quotations above, the activities in this province have also helped to establish a base of architects and professionals who are now engaged in projects also related to urban planning. This is of course an important part of the development of a civil society in this war-torn part of the Balkans. The combination of specific projects and the more general activities aimed at a new infrastructure must also be regarded to be in line with the general objectives.

Impact

The impact is defined in the evaluation manual as *“the totality of the effects of a development intervention, positive and negative, intended and unintended”*.

The impact assessment study carried out by CHwB in Bosnia and Herzegovina has been mentioned earlier, and it has indicated that the restoration processes in eight cities, towns and villages have been well received. As expected, the greatest impact seems to have been made in the villages, partly because the activities there have involved also the local population. An interesting, though perhaps not surprising, result is that religious buildings are the most visited sites.

No further impact study has been carried out, and it is difficult to assess the material or immaterial effects of interventions like those in which CHwB has been the chief agent. One part is of course the current projects on the ground like houses, churches or mosques. Another part is the side effects in the form of capacity building among architects, builders, craftsmen etc. A third part is the spreading of “ideologies” and good practices whether they are related to renovation and reconstruction or to museology.

My impression is that there are some positive effects of the activities, which may not have been anticipated at the planning stage of various interventions. These are related to the ways in which projects and cooperation are actually handled. Some of those whom I have interviewed have expressed their satisfaction or surprise with the smooth ways in which decisions have been taken on the Swedish side. As mentioned earlier, the administrative routines of Sida or CHwB have often been compared positively with those of organisations from other countries.

It is obvious that this will influence young professionals working in an organisation run according to the principles of Swedish management. This may be of particular importance in Kosovo where the majority of people were more or less excluded from public office not so long ago and where the administrative tradition is rather weak.

The insistence in project planning on factors like ethnic diversity and gender aspects are also important messages in a society where these things are not taken for granted.

The participation from the Swedish side in the official “Dayton Commission” in Bosnia and Herzegovina is another contribution to the development of the heritage sector in the area which has not been part of previous planning.

The positive impacts are thus quite easy to list. I have tried to reflect on any negative impacts of the activities, but they are more difficult to find. Some staff problems at the Sarajevo office a few years ago may have had a negative impact on personal relationships between the office and some officials on various levels in Bosnia and Herzegovina. But these problems have not really affected the execution of specific projects and my impression is that the people involved have managed to make a distinction in this respect.

Relevance

Relevance is defined in the Sida manual as “*the extent to which a development intervention conforms to the needs and priorities of target groups and the policies of recipient countries and donors.*”

Whether the preservation of cultural heritage is a political priority in Bosnia-Herzegovina and Kosovo can be discussed. There are so many areas for intervention and development in a post-war situation that it might be difficult to discern the actual order of priorities. There is, however, no doubt that the renovation and reconstruction of cultural heritage is very high on the priority list of the international community. That is why these matters have taken such a prominent place on the agenda of the Dayton Accords in 1995 and in the Ahtisaari Plan for the independence of Kosovo.

That the reconstruction of symbolic buildings is important for the re-establishing of a civil society and sign of returning to a “*status quo ante bellum*” is obvious. If relevance in this case is assessed against the policies of the recipient countries it seems obvious that all the interventions have been made in close co-ordination with the authorities in Bosnia-Herzegovina and Kosovo, respectively. During my meetings with officials in the ministries or authorities in these countries, I heard nothing but praise for the way in which the various projects of CHwB had been discussed on the political level.

Kosovo is of course a special case in this context. Since 1999 the province has been run by Unmik under the UN mandate. When the CHwB operations started in Kosovo there were obvious problems in the discussions with the representatives of the Serbian minority, including the Serbian Orthodox Church, who are very apprehensive with regard to every type of intervention that might be construed as an infringement on the Serbian sovereignty. The suspicion from the Serbian side may, however, be gradually overcome. Over the last few years the involvement of Serbia in the regional networks has been very positive and only recently the chairman of CHwB met with representatives of the Mnemosyne Center in Serbia for discussions of areas of mutual interest in the Balkan region.

All in all, provided that the protection and renovation of cultural heritage is seen as an important step in the process of rebuilding a war-torn society (a case for which there are strong arguments also in terms of social and economic progress), the work which CHwB has done must be seen as highly relevant. Added to that the reestablishment of cultural symbols can be seen as a strong agent for reconciliation and the creation of a tolerant society.

Sustainability

Sustainability is defined in terms of “*the continuation or longevity of benefits from a development intervention after the cessation of development assistance*”.

Again, this criterion can be seen from several perspectives. One is the current renovation of buildings that hopefully are lasting evidence of the interventions by CHwB. In this sense, the stone walls and repaired roofs are there for the foreseeable future. However, the sustainability of buildings and artefacts are dependent on continued maintenance. This in turn requires understanding and consciousness of the principles behind the restorations.

Under the previous heading “Some general observations” above, I have discussed the situation with regard to the future work in the cultural heritage sector in the countries/provinces concerned. Obviously CHwB has made a substantial contribution

to the competence in this field in Bosnia and Herzegovina where the restoration activities have finished. The previous intervention is thus sustainable by virtue of its integration into the official mechanisms of the heritage sector of the country.

In Kosovo, the same type of knowledge transfer and capacity building has been made and is still being made. Young architects have been employed in CHwB's Kosovo office. Regular seminars and a good co-operation with the School of Architecture at the University of Pristina as well as with authorities and organisations are important factors in this context.

Added to that the regional activities, whether in the form of restoration camps or museum networks, are also important way of knowledge transfer in order to attain sustainability of the work.

Efficiency

The evaluation manual defines efficiency as *“the extent to which the costs of a development intervention can be justified by its results, taking alternatives into account”*.

I have already indicated that I have found CHwB to be a very efficient organisation, including in terms of cost efficiency. Initially, a lot of work was done on a voluntary basis. There is still a lot of voluntary input to the management with board members taking an active part in the projects. The role of Margareta Biörnstad and Bengt O.H. Johansson as the first and very committed chairpersons of the organisation must be mentioned. When a real central office was set up it has also been run under two skilled Secretary Generals: Madeleine Sjöstedt and Per Arne Ströberg. The presence of a development assistance expert like Margareta Husén has added to the general level of competence.

There are no excesses in office space and equipment either in Stockholm or in the regional offices in Sarajevo and Pristina. My task has not been to make an accountancy audit of the organisation but what I can see is that available resources are well and carefully used.

Also when the resources (mainly consisting of the funding from Sida) are compared with the actual results on the ground, the level of efficiency must be regarded as very good. A lot of buildings in some 20 different locations have been restored. Some of the projects have been of a technically rather complicated nature. Other projects, in which CHwB has been the main executive agency, have been funded mainly by other organisations or only co-funded by CHwB.

Balancing the books after all the years of activity by CHwB the following results can be noted:

The funding of some SEK 50 million from Sida over a decade has contributed to:

- A large number of restored buildings and cultural sites all over the region, many of the objects being of a technically very complicated nature. Had these

interventions been made in Sweden or in other countries in Western Europe it is obvious that the costs would have been much higher.

- A substantial contribution to capacity building in the cultural heritage sector, in particular among architects, craftsmen, museum curators and administrators in Kosovo and Bosnia-Herzegovina.
- A regional network which contributes to the cooperation among institutions in several countries. These network have also been instrumental in re-establishing links were severed during the war years in the region.

Some general thoughts on the future of CHwB

A new situation in the Balkans

A new situation is emerging in the area which was once the Socialist Federal Republic of Yugoslavia. Slovenia has taken over the presidency of the European Union during the first half of 2008. The prospects for joining the Union are open also for the other states in the region. Discussion is going on between the member countries of the EU about the future involvement of the Union in Kosovo after the declaration of independence.

Whatever the outcomes of these discussions, it is obvious that the further integration of the region into the European structures is a top priority for most politicians on the continent. This integration will have to be worked out on many levels, not least on the cultural arena. The emergence of a civil society based on common European values of democracy and a socially responsible market economy must be underpinned by a feeling of cultural pride, tolerance and social cohesion.

It is obvious that the preservation of cultural heritage coupled with a responsible urban and municipal planning are important factors in a vitalised economy. Increased construction of buildings, roads and industrial areas are welcome, but a balance between old and new structures has to be struck. There are already examples (Mostar being the most obvious case) where the beauty of an old city centre is threatened by insensitive construction in the vicinity.

This balance presupposes sensitivity among architects, builders and municipal planners alike. There still seems to be much scope in the entire area for building capacity in this respect. Also, the creation of a sense among the general public for the best parts of the national heritage is important for the future development of a new type of society. In this respect the outreaching activities of institutions like museums and libraries are of great importance.

Swedish contributions to European integration in the Balkans

If Sweden wants to contribute to the integration of Western Balkans into the European structures CHwB seems to be a very useful tool. Through the activities of this organisation Sweden has apparently a comparative advantage over many other EU member states when it comes to capacity building and knowledge transfer in the field of restoration and general spatial planning as well as regional cooperation between cultural institutions.

A key issue in the period to come will be the relationship between Serbia and an independent Kosovo. A new nation has been born, but it is not recognised by the entire international community and it will not be able to become a member of some international organisations. CHwB already has a good relationship with the authorities in Pristina. It has also established good contacts with Serbia, partly through direct contacts with the heritage organisation *Mnemosyne*, partly through the regional networks.

The political developments during the spring of 2008 may result in new tensions in the Western Balkans. Whatever the outcome, it must be the task of international organisations to try to bring peace and stability to the region. Serbia must be drawn ever closer into the European family and the preservation of the Serbian cultural heritage in Kosovo must be a priority under new arrangements for sovereignty – as strongly underlined in the Ahtisaari plan. This will be a major challenge for the international community in general and the European Union in particular. Sweden and Swedish organisations may perhaps be regarded as honest brokers in the field of culture and capacity building for a civil society.

In the Statement of Government Policy in the Parliamentary Debate on Foreign Affairs in February 2008, the Swedish Minister of Foreign Affairs, Mr. Carl Bildt, underlined the importance of progress in the region: “Sweden continues to have a strong economic, political and human commitment to development in the Western Balkans. We want to support the European integration of the whole area.”

In my opinion it would be a mistake not to make continued use of the experience and expertise of CHwB over the next few years when the region will be faced with crucial decisions about its political future. This in turn requires continued funding from several sources. It would be in Sweden’s interest to continue with financial support but it would certainly also be a natural development to seek additional funding from European or international sources.

That CHwB can be successful and competitive in this respect is demonstrated by the fact that the organisation recently signed a contract with UNESCO regarding wall painting restoration and conservation in the Hadum Mosque in Gjakova/Djakovica, Kosovo. This is the first UNESCO-funded project in Kosovo, following the Donors’ Conference in Paris 2005, and it marks the beginning of the implementation of other projects in the heritage field in Kosovo. It is also the first project that CHwB implements on behalf of UNESCO with a total financial contribution in the range of US \$126,000.

Closer cooperation between CHwB and European colleagues

It might also be beneficial for CHwB to look at closer cooperation with European colleagues working in the same field, as external funding often requires joint applications from partners in two or more member countries. A few other European organisations with activities in Bosnia-Herzegovina and Kosovo have been mentioned in this report but there might be other potential partners as well.

A point for further discussion is also the balance between individual restoration projects and the more general capacity building in the heritage sector. Experience shows that it is the hands-on involvement in a single project with all its stages that gives the experience across the board – from architects to craftsmen. Even with an exit strategy when it comes to specific reconstruction objects it may be wise to reflect on this balance problem.

A broader and renewed domestic base

With regard to the internal organisation of CHwB a reflection on the domestic base in Sweden might be useful. A lot of stakeholders were engaged when the organisation was formed more than a decade ago. Is it possible to revitalise the support from some of those bodies that have not been so active over the last few years? Also, even if the present board has been very active and successful there might be reasons to discuss opportunities for rejuvenation over the next few years. How can a new generation of committed people from the cultural heritage sector in Sweden be drawn into the work?

Continued concentration or expansion?

Up till now, CHwB has concentrated its resources on the work in former Yugoslavia. This has probably been a wise decision. However, the organisation is not by its charter limited to working in Europe. With regard to the challenges ahead in the Balkans it is probably still wise to concentrate the efforts to this region for the foreseeable future. Should requests come for interventions in other regions or on other continents the organisation should of course be open for further engagement, provided that it does not saps the power from the potential for further achievements in the present areas of operation.

Annex 1

List of publications by CHwB

(Infogas av kansliet)

Annex 2

Main points of the Terms of reference

Purposes and Scope of the Evaluation

The overall purpose of the evaluation is to assess to what extent the CHwB is contributing to the development of domestic capacity and long-term sustainability in the field of cultural heritage. The evaluation should assess the significance and relevance of the CHwB supported activities/programmes/projects.

The evaluation study is proposed to be carried out during the latter part of 2007 according to a separate enclosure agreed on with the appointed evaluators. The evaluation will constitute an input for future discussions between Sida and CHwB and therefore the study shall present concrete recommendations and be forward-looking and practical.

The study should be conducted in close cooperation with the CHwB headquarters, local offices and Sida, Division of Culture and Media.

The Assignment (issues to be covered in the evaluation)

The report shall include but not necessarily be limited to

Relevance, objectives and activities

- A short description of the sector and problem area in the Western Balkans.
- A description and analysis of the development of the respective Ministries of Culture and relevant departments within the ministries (including UNIMIK) and organisations collaborating with CHwB.
- A description of the Swedish/CHwB contribution in relation to other donors.
- A discussions regarding the relevance of the CHwB support in relation to the overall objectives and strategy of CHwB cooperation with Western Balkans outlined in the yearly Plans of Operations.
- An analysis of project concepts and designs in terms of whether they have addressed national and regional issues and the approach used has helped solve the problems identified.
- An assessment on how gender aspects have been included in the projects and comments on how gender can be further enhanced.
- An identification and analysis of positive and negative aspects of the implementation of projects as well as the role of the respective Ministry, Institute and other local actors in the process.

Lessons learned and recommendations for possible continued activities and work

- An analysis of the operational and the strategic lessons learned from past support.
- Recommendations on what areas and possible organisations to be supported in the future.
- Recommendations on how future support should be planned most effectively – from the perspective of development cooperation policy.

Methodology, Evaluation Team and Time Schedule

Methodology

CHwB propose that the methodology used for the evaluation shall include all major stakeholders. The evaluation shall invite different stakeholders and participating partners to articulate their views and to present their needs, interest and expectations in relation to the projects/programmes supported by CHwB.

The evaluation shall be carried out

- Through studies of relevant documents and reports such as project proposals, agreements and financial and narrative reports.
- Interviews with CHwB officials who are responsible for the administration of the support both at the CHwB headquarters in Stockholm and at the local offices in the Western Balkans.
- Interviews with former as well as present officers of the Ministries of Culture, relevant Institutes and Swedish official representations in the respective countries where CHwB has been active.
- Interviews with collaborating organisations in Western Balkans and in Sweden.

Evaluation Team

The consultancy team shall consist of one (or possibly two) persons with relevant knowledge of the Western Balkans, culture, institutional capacity building, administration and competence in English.

Time Schedule

The evaluation shall take place in Western Balkans and Sweden during September-December 2007. The length of the assignment is estimated at 5-6 weeks full-time work.

Reporting

A draft report with preliminary findings and recommendations shall be presented to CHwB for comments. Thereafter a final report will be presented, possibly in connection with a seminar or workshop in Stockholm and/or in Bosnia-Herzegovina and/or in Kosovo.

The evaluation report shall be written in English and should not exceed 50 pages, excluding annexes.

Annex 3

Programmes for the evaluation visits

Visit to Kosovo 12-18 September 2007

Wednesday 12 September

Arrival. Dinner with CHwB Kosovo staff

Thursday 13 September

Visit to Pristina Hammam

Meeting with Baki Svirca, Director of Institute for Protection of Monuments of Kosovo, and Visar Bajraktari (one of participants in Maintenance Course, currently working on a restoration project)

Friday 14 September

Meeting with Angjelina Krasniqi, Deputy Minister of Culture of Kosovo

Meeting with Burbuqe Bakija Deva, Head of Heritage Division, Ministry of Culture

Meeting with Mustafe Halili, Head of Directorate for Culture and Youth, Municipality of Pristina

Meeting with Milot Berisha, Archaeology Institute of Kosovo

Saturday 15 September

Departure for Deçan. Meeting with Safete Gacaferri, “Jeta” NGO in Deçan and Rexhep Maksutaj, “Isniq” NGO

Visiting the restored Kulla building

Sunday 16 September

Departure for Velika Hoca. Visit to Saraj House and meeting with local representatives

Monday 17 September

Departure for Prizren

Meeting with Abib Ahmeti, Director of Institute for Protection of Monuments in Prizren

Meeting with Urim Ukimeri, Director of Directorate for Culture and Youth, Municipality of Prizren

Visit to the Historical Zone on Prizren

Departure for Djakova and the opening of the European Heritage days

Meeting with Xhavit Velijaj, Director of Urban Planning Department, Junik Municipality

Dinner with Dick Sandberg, Consultant

Tuesday 18 September

Meeting with Karen McDonald, Sida Officer at the Swedish Liaison Office in Pristina.

Visit to Bosnia and Herzegovina 12-18 November 2007Monday 12th of November

Arrival in Sarajevo in late afternoon

Visit to the regional CHwB office with an introduction to the activities of CHwB in BiH during the last ten years, and the newly developed regional activities

Tuesday 13th of November

Meeting with Mr. Joakim Molander, Sida officer at the Swedish Embassy

Meeting with Ms Amra Hadzimuhamedovic and colleagues at the State Commission to Preserve National Monuments

Wednesday 14th of November

Meeting with the Museum Director of the National Museum, Mrs. Aiša Softić

Meeting with the staff from the Federal Institute for Protection of Monuments

Thursday 15th of November

Trip to Jajce

Meeting with the Mayor of Jajce municipality and members of his staff

Walk through Jajce in order to see the restored buildings

Friday 16th of November

Trip to Mostar and Zavala, (and Kotor)

Meeting with the representatives of the Mostar Old City Agency

Walk through Mostar in order to see the restored buildings

Visiting the Orthodox Monastery in Zavala, meeting with father Vasilije

Continuing to Kotor

Saturday 17th of November

Walk through Kotor

Meeting with the representatives of NGO EXPEDITIO

Sunday 18th of November

Leaving Kotor towards Cilipi airport, Dubrovnik.