



**EVALUATION OF THE EU-COMMUNITY
STABILISATION PROGRAMME IN KOSOVO**

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LIST OF ABBREVIATIONS

CSO	Civil Society Organisations
CSP	Community Stabilisation Programme
DRC	Danish Refugee Council
EU	European Union
FYROM	Former Yugoslav Republic of Macedonia
IASC Framework	UN Inter-Agency Standing Committee <i>Framework on Durable Solutions for Internally Displaced Persons</i>
IDP(s)	Internally Displaced Person(s)
IOM	International Organization for Migration
IPA	Instrument for Pre-Accession
KAS	Kosovo Agency of Statistics
KFOR	NATO Kosovo Force
MCR	Ministry for Communities and Return
MOCR	Municipal Office for Communities and Return
OSCE	Organization for Security and Co-Operation in Europe
REC	Regional Employment Centre
RRK	EU-Return and Reintegration in Kosovo
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Populations Fund
UNHCR	United Nations High Commissioner for Refugees
UNMIK	United Nations Mission in Kosovo

EXECUTIVE SUMMARY

EVALUATION PURPOSE

The main objectives of this evaluation are to provide the relevant services of the European Union and the relevant stakeholders with an independent review of the performance of the Community Stabilisation Programme, as well as identify key lessons and recommendations in order to improve current (if relevant) and future Actions in the field of minority communities in Kosovo.

The purpose of this evaluation was to understand (1) the extent to which the programme has contributed towards minority communities' stabilisation and welfare in Kosovo and (2) the performance of the programme, as to inform the planning of the future EU interventions and Actions in minority communities sector in Kosovo., as well as (3) to provide recommendations for the actions dealing particularly with facilitating voluntary return of minority communities as to how to improve their reintegration prospects.

EVALUATION METHODOLOGY

Besides documentation review and analysis, the evaluation has conducted face to face interviews with key institutional and stakeholders (EU Office in Kosovo, Ministry of Communities and Returns) at the central and local level. The interviews were guided by the use of a set of Evaluation Questions agreed with the EU Office.

The evaluation has produced a significant sample (**over 26% of all CSP I, II & III beneficiaries with 183 projects** of which 123 were individual and 60 were community projects in 24 municipalities) that is large enough to confer a solid basis and strong confidence in the formulation of findings emerging from the field.

KEY FINDINGS

Relevance

The relevance of the Community Stabilisation Programme (CSP) is confirmed by this evaluation **throughout the three phases**. All interviewees, including beneficiaries, praised the CSP programme in that it responds to a **top priority**.

The CSP programme has **made improvements over the three phases**, while maintaining the same implementation modalities. This is reflecting the fact that **minority community priorities have also persisted in nature and in size**, in territories characterized by elevated unemployment rates, poor infrastructure and the absence of investment in the past decades.

The initial programme design and implementation was relevant to the needs of the target population. CSP is implemented in every municipality that has a significant minority population and is **valued by authorities at local level**.

CSP is relevant to both non-displaced minorities and returnees as it addresses two essential drivers of stabilisation: access to essential services and livelihood. **CSP provides a strong contribution to viable and qualitative return, especially in support of the EU-Return and Reintegration Kosovo programme.**

Given that there are few other projects operating in the municipalities where minorities form a significant presence, the relevance of CSP is even greater. All MOCRs interviewed pointed out **that cooperation with IOM is exceptional and that CSP implementation is a model of intervention.**

CSP Community projects have allowed municipalities to improve and **create new amenities for all community members** (often **multi-ethnic** in nature) and have supported a wide range of social, educational, cultural and environmentally relevant interventions.

CSP individual grants have contributed to the **preservation of traditional cultural activities and business practices** which existence is otherwise at risk of disappearing.

The targeting is relevant and inclusive: The beneficiary assessment and selection process is closely involving local institutions from the very beginning. This process is thorough and qualitative and ensures both inclusivity of vulnerable candidates while retaining only those with adequate capacity and verified willingness to succeed. **The result is a 0% selection failure rate for CSP in eight years!**

The **Criteria** are important and relevant, however, the right targeting requires experience and case-by-case evaluation. **The value of assistance** is relevant though flexibility is required. The distribution of CSP I, II, III resources has been **fairly balanced** among ethnic groups and geographic locations.

Effectiveness

The CSP programme has demonstrated a remarkable level of effectiveness: **100% of beneficiaries visited** are effectively running stable business and **100% of community projects are regularly used by the communities.**

CSP has produced verifiable, durable and substantially positive changes in the lives of vulnerable minority communities. Start-up businesses are generating a livelihood for the individual families despite challenging business/trade environment.

The **inclusive cooperation** applied by IOM with key central and local-level partners in the implementation of both CSP and RRK creates greater effectiveness. **CSP has learned from and improved the implementation over time**, developing innovative support such as community businesses. The future of CSP improvement is to be inspired from IOM project team's wealth of field experience and knowledge.

CSP coordination & cooperation have been very effective at the **Strategic** level between EU, MCR and IOM. This has facilitated the **Operational level collaboration that has been equally performing.**

Efficiency

CSP efficiency is strong as CSP I & II have exceeded objectives both quantitatively and qualitatively. CSP III is also on the way to reaching objectives.

Efficiency is, on the first place, owed to human performance: The same CSP staffs are there from day one: individual and team dedication, professional attitudes are the ingredients without which no such results could be achieved.

There appear to be no better cost-effective alternative to the current CSP implementation as its success is the result of the quality of beneficiary selection, assessment, monitoring and support. This qualitative approach is labour-intensive and has a price. But this is the price of success.

The effective coordination of CSP activities at central and local level has certainly contributed to the efficiency of implementation. The permanent field presence of CSP team is a strong element of efficiency as it did provide essential **monitoring of and support to** beneficiaries.

Having one implementing partner for all CSP phases proven a far more efficient choice than various implementing agencies as the same individuals who have built **experience, knowledge, trust and close cooperation** have stayed on from CSP I.

CSP field-intensive approach is efficient and ensures quality of beneficiary assessment, and selection. Calls for Individual Project proposals are ensuring an effective outreach to minority communities in need. CSP is raising expectations as minority community needs far exceeds available resources.

Impact

Impact is strong quantitatively (with CSP objectives exceeded) but also **qualitatively** with CSP often been referred to as the “best project”.

Indirect impact is also impressive, as CSP has provided a vital link between beneficiaries to facilitate their business prospects where beneficiaries can produce and sell their produce to appropriate markets, including international markets. **The formal registration of businesses** has played a key role in establishing beneficiaries as credible private sector actors.

CSP and partners have provided real solutions for families and helped to **create an environment more conducive to return. Impact is maximised** when combined with RRK IG or DRC assistance for returnees and when combined with Municipal funds for Community Projects.

Sustainability

Sustainability is very strong and has been witnessed by the evaluators. All small business are still existing and performing while all community projects are used by the communities.

Different levels of sustainability are observed across small businesses:

- **“Essential” businesses:** Stable and generate, sufficient income to cover essential needs plus some savings.
- **“Solid” business:** Business generating steady income, covering all essential needs plus profit.
- **“High potential” businesses:** Business” with high expansion potential.

Promotion of human rights and Gender equality

CSP has created strong opportunities for minority communities to enjoy the following rights, in an **effective, visible and measurable** manner:

- Rights to employment
- Rights to education and preserving own culture.
- Interethnic life and tolerance

All female-run businesses are running strongly and performing outstandingly: They are performing strongly and have placed women on equal ground with men.

CSP contribution to return and reintegration

IOM has actually been addressing the integration or re-integration challenge through its RRK programme and the stabilisation challenge through CSP. CSP Returnee business has proven **equally successful to non-displaced beneficiaries. With 100% of successful returnee and**

IDP beneficiaries, CSP has proven its capacity to adjust to a more vulnerable target group while helping return and reintegration programme in achieving sustainable objectives.

Environment

CSP programme design has clearly taken into account the **impact on the environment** that projects may have. Small business owners have developed **practices** respective of environment and healthy (**with the production of organic food**).

Visibility

Visibility is strong. “Invisible visibility” has proven very efficient at the field level through to the “word-of-mouth” with beneficiaries acting as ambassadors of CSP in their community.

EU Added Value

The EU has a very clear and strong strategy for the protection of minority rights and their stabilisation. It is also coherent with the national relevant strategies and directly supports MCR priorities in that sector. With this in mind, EU fulfils a strong leadership in guiding and driving of EU member States ‘strategic and funding orientation. By playing fully this role, the EU in Kosovo ensures that all other EU member States funding efforts are coordinated and exclusively supportive of existing Kosovo strategies. As a result, member States are allocating funds that directly support both EU and Kosovo Government strategies. At the local level, municipal authorities are also inviting providers of external assistance to support both EU and Kosovo sectorial strategies. The strong EU visibility at the local level also provides a clear direction for development assistance to be invested. In other words, the EU is offering turnkey solution for EU members States in consolidating unified sectorial priorities. IPA provides the most relevant tool in that context in that it outlines very clearly the Kosovo Government and EU-support Kosovo priorities.

CSP Coherence with EU Strategies and policies in the minority community sector

There is a **strong coherence** of CSP with all relevant existing strategies both from the EU and the MCR side. CSP has been designed to fully support all Kosovo Government strategies (MCR strategy 2014-2018) and EU policies (Indicative Strategy Paper 2014-2020), especially with regards to minority rights and stabilisation.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION 1: Direct Award

The strength and scale of CSP results and impact is closely connected to the fact that it has been a one programme and one agency continued effort from the very beginning. Changing the implementing agency and its staff could seriously jeopardize the trust and cooperation built so far and the future results of CSP.

RECOMMENDATION 1 (TO THE EU): Direct Award

The evaluation strongly recommends direct award of Phase IV of CSP following the current CSP III Phase to the same implementing agency

The recent CSP III cost extension agreement between the EU Delegation and IOM is a positive development as it ensures minority community stabilisation needs will continue to be addressed while funds will ensure CSP team staff maintained full-time throughout this extension.

CONCLUSION 2: Cost-effectiveness of job creation

The evaluation found the CSP job creation to be a very cost-effective operation. This is even more the case when considering that, in the isolated context of minority communities, a CSP individual business means much more than a job created.

RECOMMENDATION 2 (TO THE EU): Cost-effectiveness of job creation

CSP is cost-effective in term of job creation, especially in territories mostly affected by population emigration due to the lack of focus and investment. This evaluation recommends in increase the funds for the next CSP phase.

CONCLUSION 3: Knowledge management

Even though it is not formalised yet as such, CSP has developed a model, shaped over a long continuous learning and improvement process. However, prior to establishing CSP as a model, the immense field practice knowledge needs to be captured. Otherwise, there is a risk of this knowledge being lost when individual leave the organisation.

RECOMMENDATION 3 (TO IOM): Knowledge management

IOM should organise workshop, managed as an external workshop, so best and innovative practices and factors of success can be identified with the objective of establishing CSP as a successful model, which can be promoted as an inclusive employment model an advocacy tool to mobilise further necessary funds.

CONCLUSION 4: CSP modelling

The strong impact of CSP, verified over eight years is a strong basis for this intervention to be qualified as a model. As explained in the previous recommendation, there is a lot to gain from modelling CSP as a model relevant to inclusive employment for isolated communities in the context of Kosovo, and potentially in elsewhere in Western Balkans countries.

RECOMMENDATION 4 (TO IOM): CSP modelling

It is recommended that CSP is established as a model to avoid donor fatigue to solve the unemployment situation in Kosovo, which is likely to remain a priority in the future. Once this mode is established, it is recommended it is used to require an increased and continued financial commitment from the EU and other donors.

CONCLUSION 5: CSP female small business

CSP-support business run by women have performed very strongly and they have provided concrete opportunities to promote the role and perception of women as capable businesspersons. In a country featuring the highest employment gender gap in Europe, and where employment generated through small businesses are a rare opportunity, CSP needs to provide more options to women by including them in a larger proportion of CSP beneficiaries.

RECOMMENDATION 5 (TO IOM): Increase of CSP female small businesses

The evaluation suggests for IOM to consider increased proportion of women as CSP beneficiaries.

CONCLUSION 6: Supporting businesses with strong creation potential with a second grant

CSP decision to award a second grant (not within the same CSP phase) to business with a strong potential has proven relevant and positive.

RECOMMENDATION 6 (TO IOM): Supporting businesses with strong creation potential with a second grant

The evaluation supports this idea on a limited and case-by-case basis. One criterion for selection should be the number of additional jobs to be created.

CONCLUSION 7: Updating job creation indicators for improved reporting

Job creation categories: The nature of the jobs created by CSP is a crucial indicator, to describe the impact of CSP.

RECOMMENDATION 7 (TO IOM): Updating job creation indicators for improved reporting

The evaluation proposes to update the categories of job created through CSP to reflect the degree of stability of employment (long-term vs short-term, full-time vs part-time).

CONCLUSION 8 : Use of online surveys

CSP has helped create hundreds of business and jobs that are knowingly stable. A better understanding of the profile of those small businesses could contribute to improve or innovate the CSO support is providing.

RECOMMENDATION 8 (TO IOM): Use of online surveys

Since most beneficiaries from all CSP phases are connected to IOM via social media, there is a great, easy, rapid and very low-cost opportunity to develop knowledge by tapping into a huge sample of small business practice: Online survey. The evaluation believes this is a great tool to improve the understanding of small business assets and challenges.

CONCLUSION 9: Increase impact of visibility

The evaluation has visited some exceptional minority business and believes those are great stories to promote and increase the visibility of CSP.

RECOMMENDATION 9 (TO IOM): Increase impact of visibility

The evaluation wishes to encourage IOM and the EU to promote CSP business success stories in order to change the perception of vulnerable minority members as credible and performing private sector actors. The expected outcome of this is to increase investment interest.

CONCLUSION 10: Promote environment

CSP business have impressed for they have set environmentally friendly practices that have contributed to strengthen the value chain. In some cases, they have even set informally new environmental standards and raised awareness with their organic food production.

RECOMMENDATION 10 (TO IOM): Promote environment

IOM could use those environmental success CSP business stories to highlight the promotion of respect for the environment.

CONCLUSION 11: CSP contribution to sustainable return

The success of CSP has a regional dimension in that it contributes to solving the regional issue of displacement, return and reintegration. Thus, the promotion of the CSP model, if supported with funds adequate to the needs, can be a positive driver of regional stabilisation of communities.

RECOMMENDATION 11 (TO MCR): CSP contribution to sustainable return

The CSP model should be presented at regional venues, in order to promote effective and sustainable return to neighbouring countries.

CONCLUSION 12: Call for individual call for individual grants application

CSP public call for business grant application have raised a very strong interest and produced a high number of applications. In turn, this has created a lot of work for IOM to manage both the volume of applications and the sometimes-arising frustration among individuals but also municipalities, all competing to having a maximum number of grant recipients.

RECOMMENDATION 12 (TO MCR): Call for individual call for individual grants application

IOM currently has a stock of applications large enough that it does not need to launch another call of business grant proposal any time soon. However, in order to reduce frustration among candidates, IOM may consider establish quota for specific groups (for instance, setting a target number for women as grant recipient and making it public.

1. INTRODUCTION

This document is the Final Report of the evaluation of the Community Stabilisation Programme (CSP) supported by the EU in Kosovo and implemented by the International Organisation for Migration (IOM) in three phases.

Title	CRIS no.	Timespan	EU Contribution	MCR contribution
EU-Community Stabilisation Programme (IPA 2009)	2010/239-129	27 May 2010 - 27 May 2012 (24 months)	EUR 2.0 M	EUR 100,000
EU-Community Stabilisation Programme phase II (IPA 2011)	2012/297-056	01 July 2012 - 31 May 2015 (35 months)	EUR 3.0 M	EUR 400,000
EU-Community Stabilisation Programme phase III (IPA 2014)	2015/370-437	03 Dec 2015 - 02 Mar 2019 (39 months)	EUR 2.3 M	EUR 255,000

Description of the Evaluation Assignment as per the ToR

Type of evaluation	Mix of (i) ex-post evaluation of EU-CSP phases I and II and (ii) mid-term evaluation (towards the end of implementation period) of EU-CSP phase III
Coverage	All three phases of the programme
Geographic scope	Kosovo
Period to be evaluated	EU-CSP and EU-CSP phase II (the entire period of implementation 2010-2015) and an on-going EU-CSP phase III.

2. EVALUATION CONTEXT

Kosovo 18 years on from the conflict of 1999 is a much changed place. Security and freedom of movement are less of an issue and now the primary focus is on employment opportunities. The financial climate remains challenging for majority and non-majority communities alike and access to credit remains beyond the possibilities of many in non-majority communities.

As the Terms of Reference for this evaluation points out:

“Kosovo’s economy is small and highly open. By regional standards Kosovo is relatively poor with a per capita GDP close to €3,000 per annum. Imports account for around 60% of GDP and, until now, the main characteristic, which best described the economy of Kosovo was a very high level of inflows from sources other than exports, the main ones being remittances from the Diaspora and donor assistance. Economic growth, which has been hovering around a moderate 3% over the last two years, is mostly driven by the privatisation and liquidation process of socially owned enterprises and by small-scale retail businesses. Foreign investment is still relatively low, partially hindered by regular power cuts. Unemployment - at more than 40% of the population - is a severe problem that encourages outward migration. Kosovo's tie to the Euro has helped keep inflation low, although recently it picked up due to higher world market prices for food and oil.”

It should be noted that there are far fewer donors and implementing agencies operating in Kosovo than before and this also influences the context in which CSP provides stabilisation and prevents further outflow from minority communities.

It is in this context that CSP operates and the evaluation will consider the extent to which the CSP programme is relevant to the needs of the target population in terms of programme design and delivery in the context of today’s Kosovo.

3. EVALUATION PURPOSE

The intervention logic for CSP is clear. It responds to the needs identified in minority communities throughout Kosovo. The fact that the EU has supported the CSP programme through two completed phases (CSP 1 and 2) and the on-going phase (CSP 3) is one indicator of the need for the assistance it can provide; furthermore the CSP programme clearly responds to the objectives of the EU IPA II for Kosovo regarding minority communities and returns.

“The main objective of IPA II interventions will be to enable sustainable livelihoods and the durable integration into Kosovo society for returnees, IDPs and refugees who want to settle in Kosovo. Kosovo will not only need to provide land and housing solutions, but also improve access to education and employment opportunities for returnees, as well as other socially marginalised groups. IPA II will also continue to support the stabilisation of different communities in Kosovo through socio-economic and livelihood measures.”

CSP also directly supports the mandate and strategy of the Ministry of Communities and Returns in Kosovo. In its strategy paper it places as strategic objectives:

1. Sustainable return of internally displaced persons, displaced persons in the region: Serbia, Montenegro and FYROM;
2. Empowerment and stabilisation of communities in Kosovo;
3. Drafting and amendment of legal framework for communities, return and integration;
4. Advancement of the internal management system of MCR”.

Furthermore the activities under CSP are directly relevant to the Roma, Ashkali and Egyptian Strategy and Action Plan. Further to the MCR expressing an interest in supporting CSP III extended, the evaluation has learnt that, on 14 Dec 2017, an addendum to the Delegation Agreement between the EU and IOM was completed allowing for cost (additional EUR 300,000) and time extension (13 months) of the current CSP phase III. The evaluation considers this as a positive development as it ensures minority community stabilisation needs will continue to be addressed while funds will ensure CSP team staff maintained full-time throughout this extension.

Thus the purpose of the evaluation is to confirm the intervention logic is still valid and to consider the CSP Programme in terms of its Relevance, Effectiveness, Efficiency, Impact and Sustainability. In addition the purpose of the evaluation is to consider the EU-added value as well as coherence with EU Strategy in the Minority Community Sector in Kosovo and with other EU Policies and EU member state actions. The evaluation will also consider the visibility of the intervention in line with the EU's Visibility Guidelines.

The extent to which CSP has incorporated cross-cutting issues such as gender, youth, environment and promotion of human rights will also form part of the evaluation purpose. Finally, the extent to which CSP is directly and indirectly supporting returns will be evaluated.

Finally, the evaluation will consider to what CSP supports Social Inclusion in terms of the three main indicators of inclusion, namely (1) the extent to which it has enhanced socio-economic opportunities; (2) the extent to which it has increased access to resources and (3) how has the programme enhanced human rights and dignity.

4. EVALUATION METHODOLOGY

The evaluation used a variety of methodologies to obtain the required information for analysis leading to the Final Report. The consultants conducted face to face interviews with key stakeholders with some repeat visits to key institutional stakeholders such as the EU Office in Kosovo and the Ministry of Communities and Returns (MCR). The interviews were guided by the use of an Evaluation Questionnaire containing evaluation questions that were agreed with the EU Office during the Inception Phase and attached as annexes to the Inception Note. Although these evaluation questions provided the basic foundation for eliciting required information and opinion these were supplemented by notes taken during meetings in response to information and opinion not necessarily covered by the questions. The evaluation questions allowed the consultants to standardise their approach to conducting interviews particularly as they visited different areas of Kosovo in order to make best use of the time available. Interviews were held with institutional stakeholders, relevant international organisations, local municipal authorities and NGOs and programme beneficiaries.

The institutional stakeholders interviewed were:

- The EU Office in Kosovo
- The MCR in Pristina and at municipal level including Municipal Offices for Community and Return (MOCRs) /Regional Employment Centres

The relevant international organisations were:

- UNHCR at field level
- UNMIK at field level
- OSCE at field level

- DRC

Regarding local municipal authorities relevant representatives were interviewed in the municipalities where field visits were carried out.

In municipalities where local NGOs are active in the communities interviews were held based on where the field visits took place and to what extent the NGO activities are relevant to the CSP activities.

Programme beneficiaries from CSP 1, 2 and 3 were interviewed during the field visits to allow a comparison between projects that were established before the present phase of CSP and with those projects that have recently been supported or are on-going.

In addition, a simple internet survey of a sample of programme beneficiaries was prepared to provide an extra source of information should it be felt this was required. In the end this survey was not used given the challenge to reach them virtually¹ and given the number and variety of field visits conducted and interviews held.

However the survey has been created and translated into Serbian and Albanian and is available for use in the future should the EU Office, the MCR and IOM consider it would be useful as an addition to their regular monitoring.

Finally, the Findings and Conclusions Section in this report analyses in detail the information obtained during the field trips. Suffice to say here that the consultants visited 183 projects of which 123 were individual and 60 were community projects.

Visits took place in 24 municipalities. 26% of all CSP projects were visited considerably more than was proposed (minimum 10% in the Inception Note). Some 22% of all individual projects were visited while the figure for community projects is 32%.

As an example, in the municipality of Gjakove/Djakovica field visits were conducted to 20 out of a total of 36 projects (56%) implemented by the three phases of CSP. Of individual projects 42% were urban and 58% rural. 15% of the sample beneficiaries were female while 85% were male.

Returnees represented 18% of the sample while 2% were IDPs and 80% non-displaced. By sector the sample visited consisted of Service: 40%, Production 46% and Agro-processing 14%. By ethnicity the sample comprised 46% Serb, 24% Roma, Ashkali, Egyptian, 10% Albanian, 8% Gorani, Turkish 7% and Bosnian 5%.

¹ An internet-based survey form has initially been set up. However, CSP beneficiary rarely used email addresses. A social network-based survey form was then established, though identifying each individual beneficiary through this social media has also been a technical challenge as there are multiple identities for each name and surname.

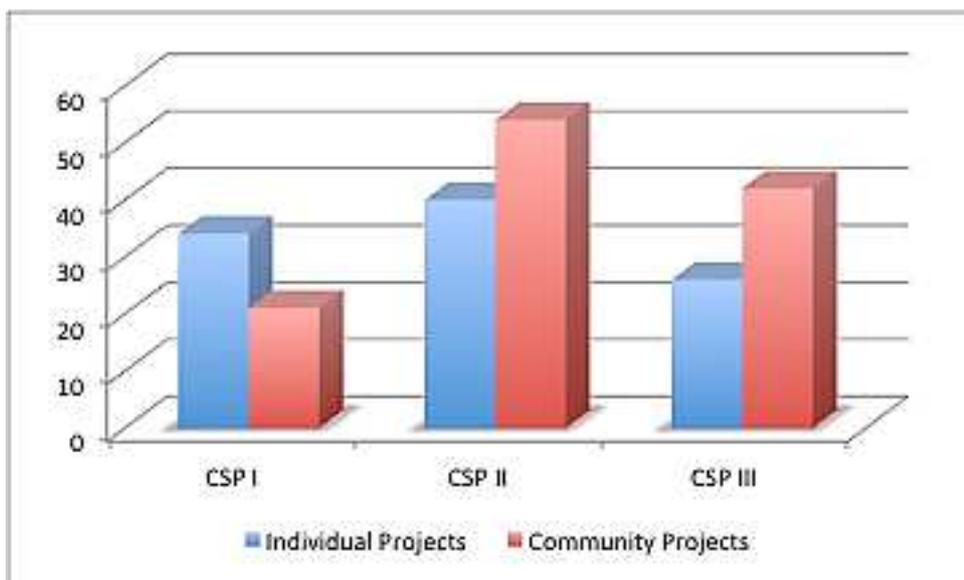


Figure 1 Evaluation sample distribution per phase & assistance component (expressed in %)

5. FINDINGS AND CONCLUSIONS

5.1. RELEVANCE

This section is answering the following Evaluation Questions:

- 1.1. *To what extent has EU-CSP programme (its purpose and its objectives) been consistent with, and supportive of Kosovo Government policies in the sector?*
 - 1.2. *To what extent has the programme responded to the needs and priorities of the target groups?*
 - 1.3. *To what extent have the programme objectives been updated in order to adapt to changes in the sector?*
 - 1.4. *To what extent was the CSP funded projects designed in a manner relevant to the needs and problems identified (i.e. clarity of objectives, use of indicators)? Did the project adequately respond to the identified needs of the beneficiaries?*
 - 1.5. *Were any synergies with other projects or programmes funded by donors identified?*
 - 1.6. *To what extent have all relevant stakeholders been involved?*
 - 1.7. *To what extent has the implementation of the project taken into account the existing conditions, needs and issues?*
 - 1.8. *Did CSP activities contribute to the realisation of goals set by the MCR's Strategy for Communities and Return 2014-2018*
-

The relevance of the Community Stabilisation Programme (CSP) is confirmed by this evaluation throughout the three phases. All key stakeholders interviewed, including beneficiaries, confirmed their support to the programme and expressed it responds to a top priority.

There have been few changes in terms of approach between the three phases of CSP. Minority community priorities are unchanged since CSP I and are characterized by elevated unemployment rates, poor community infrastructure and the absence of investment in the past decades. With strong results already demonstrated relevant and verified through two previous independent evaluations and one review managed by the MCR, the relevance of the CSP had already been confirmed on the occasion of each of the three phases.

The initial programme design and implementation was relevant to the needs of the target population, namely minority communities in Kosovo. CSP is implemented in every municipality that has a significant minority population and is valued by authorities at local level.

CSP is relevant to both non-displaced minorities and returnees as it addresses two essential drivers of stabilisation: access to essential services and livelihood. CSP is often the sole providers of opportunities in minority community landscapes deprived of much prospects and easily accessible services. Indeed, CSP provides a strong contribution to make return viable and qualitative, especially in support to the RRK programme (EU-Return and Reintegration Kosovo).

Given that there are few other projects operating in the municipalities where minorities form a significant presence then the relevance of CSP is even greater. All MOCRs interviewed pointed out that cooperation with IOM is exceptional and that CSP implementation is a model that all other agencies should adopt.

The fact that the MCR is planning to invest another 300,000 Euro in co-funding with the EU to extend CSP 3 (should final approval be obtained) is another indicator of CSP's relevance. The MCR has clearly expressed it considers CSP as one of, if not the most important programme supporting the realisation of their mandate and the Ministry strongly encourages CSP to continue.

As a matter of fact, the evaluation understands the current CSP phase III is extended for another 13 months, with a completion deadline postponed to March 2019. Additionally, a further CSP IV is already under consideration as IOM has developed a proposal for the future phase.

CSP is unique intervention in that it has succeeded to establish a verified model; a formula to ensure the systematic creation of sustainable businesses. This evaluation underlines the reference to a model since it has proven successful over time (eight years) and in 100% of the cases (all CSP I, II, III businesses are still operational and profitable).

Community Projects supported by CSP have allowed municipalities to improve and create new amenities for the use of all community members (and in many cases are multi-ethnic in nature) and have supported a wide range of social, educational, cultural and environmentally relevant interventions. The CSP Community Project could actually be named Community Infrastructure Projects.

In 100% of the over 50 such projects visited by the evaluation team, those infrastructures are extremely relevant as they have been identified as serving five community grassroots functions:

1. Be it a rural road, a school heating system, or irrigation channel, those community interventions do not meet a priority, but an essential need. For instance, is there any alternative for children to attend class in a school without heating?
2. Community interventions must be seen as an investment as they are used daily by an important number of the local population.
3. Community-level infrastructures are one of the essential two pillars– the other one being employment – which enable minority communities to stay and live where there are.
4. Such initiatives have trickled additional investment of municipal funds in a context where there are almost no other infrastructure investment in areas were the population

is small in size and isolated geographically from urban centres where essential services usually concentrate.

5. These projects create an opportunity for municipalities to interact and consult minority communities about their problems and priorities. In turn, this helps the Municipality and CSP to stay tuned to the concrete, evolving and specific problems at a true grassroots level.

CSP: often a rare investment in isolated community infrastructure

A school director pointing at the sports playground constructed by CSP and jointly financed by CSP and the local Municipality explains: “This is the first infrastructure investment made in the area in the past 20 years. This was highly needed as it is not only used by the school children but it also the only recreational activity for youth miles around.”

The Roma, Ashkali, Egyptian communities have received assistance, which they would not otherwise be able to obtain. Traditional cultural activities (singing, dancing, local costume) and business practices (iron working and production of high quality ceramic pottery) have been supported and are maintaining traditions that otherwise would be lost.

The Roma, Ashkali, Egyptian community is the most vulnerable community, including among ethnic minority population in Kosovo in terms of finance, education, health and access to services. CSP has demonstrated its ability – using a thorough individual assessment of professional capacities – to reveal the business management potential of vulnerable individuals. And CSP has been about the only opportunity around for such vulnerable minorities.

Vulnerable but capable

Two Roma brothers are doing strongly with the tailor-made vehicle equipped with a built-in wood saw machine that allows them to drive around to customers and cut their woods. As is the case of many CSP beneficiaries, they have more clients than they can serve. The grant recipient admits: “We had this business idea in mind, but there was no way the local bank would have given us a loan. First, we did not meet their selection criteria. Second, their loan repayment rate was really high. CSP was really our only chance.”.

The targeting of priority beneficiary groups of CSP is relevant. The evaluation has a strong confidence in CSP applying the appropriate approach to identify the “best eligible candidates”. This judgement is based on the impressive level of care the project team dedicates to this process, as well as, the inclusiveness of CSP partners in conducting the assessment and selection process.

There is an elaborate and clearly defined assessment procedure involving MOCR and relevant stakeholders (Regional Employment Centre, Municipality...) at the local level, followed by a selection process involving the EU, MCR and IOM at the central level. CSP uses a combination of eligibility, selection criteria, together with an individual assessment (this assessment not only gauges eligibility but capacity and willingness) that is so strong it virtually leaves no possibility for failure.

The systematic efficiency of this process is a key ingredient of the construction of CSP as a model. As result, CSP has been consistently able to say: I have an eligible, capable and genuinely motivated businessperson. In doing so, CSP is identifying, revealing and supporting the human capital sitting silent in each of the beneficiaries.

The value of individual grant assistance is relevant in that it is high enough to provide the conditions for a business to generate enough profit to cover at least essential needs of the beneficiary household. This is a meaningful improvement from previous micro grants programmes which generally failed to generate sufficient income covering essential household needs.

It is also limited enough that it preserves the grant recipient from engaging into the complex management of sizeable grants where both previous skills and experience are a must. Thus, the value range is also coherent to forging a CSP business support model that is accessible to inexperienced business owners.

It is easy to tell CSP has been built on experience (of previous IOM and CSP team grant project experience) in that it sets very realistic ambitions in terms of job creation, and applies a rigorous risk analysis and risk reduction approach.

The value of Community Project grants is equally relevant as it very realistically sets targets based on available funds and not just on infrastructure needs. Thus, CSP avoids engaging into large infrastructure projects but first seeks to identify municipality readiness and capacity to contribute financially to very localised smaller projects. This is another indication of modelling the approach: maximising the impact of limited funding available.

The distribution of CSP I-II-III resources has been fairly balanced and is coherently reflecting needs in terms of priorities, type of assistance components, minority population size, geography. Indeed, the fact that both community and individual grants are limited in value gives CSP the flexibility to scatter the assistance accurately to the many isolated locations where minority communities live in small numbers.

Female-run businesses have been relevantly included in the CSP programme. However, when looking how outstandingly well those small ventures have been performing, the following question has come to the evaluation: Would it be relevant potential to support an even greater proportion of businesswomen (currently at 15% of CSP individual recipients being women)? This topic is further addressed in the recommendation section of the present report.

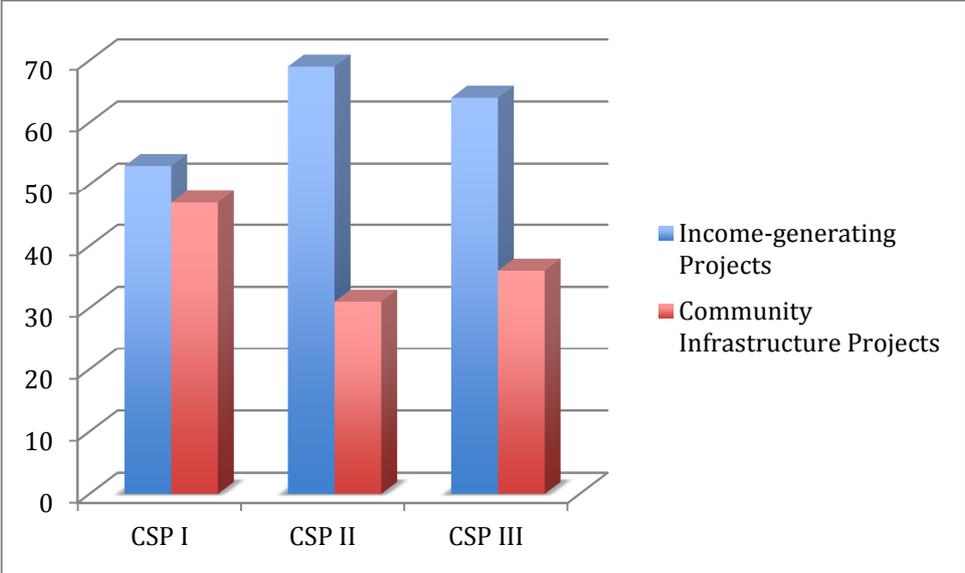


Figure 2 Distribution of CSP assistance per component & per phase (expressed in % of value of direct assistance)

The above figure indicates that CSP has constantly (CSP III distribution is not final) been allocating more funds to individual, income-generating projects. This is relevant as the creation of sustainable business means the creation of sustainable jobs and this is a clear priority for CSP.

The Community Projects (set aside Community Business Projects), though it answers priority needs, represents a consolidating component of community stabilisation, which is primarily achieved by job and business creation. This is why this table is making the distinction between resources dedicated to generated income from those aimed at consolidating minority communities living.

5.2. EFFECTIVENESS

This section is answering the following Evaluation Questions:

- 2.1. *To what extent has the programme achieved its planned results?*
 - 2.2. *To what extent have the service delivery mechanisms and management practices been appropriate for achieving the expected objectives?*
 - 2.3. *To what extent have all ethnic minority communities in Kosovo been able to access programme results/services?*
 - 2.4. *To what extent has the programme adapted to changing external conditions in order to ensure benefits for the target groups and the achievement of planned results?*
 - 2.5. *To what extent have the target groups been satisfied with the services provided?*
 - 2.6. *To what extent have programme activities been implemented? To what extent outputs have been produced as expected?*
 - 2.7. *Did the outputs lead to the expected outcomes? I.E. To what extent dynamics related to inclusion and recognition of minorities have been developed/intensified.*
 - 2.8. *Which factors (processes, organisational and implementation mechanisms, actions, actors.*
 - 2.9. *Did CSP activities contribute to the realisation of goals set by the MCR's Strategy for Communities and Return 2014-2018.*
-

The CSP programme has demonstrated a remarkable level of effectiveness. It has created real change in the lives of vulnerable minority communities. Start-up businesses are generating a livelihood for the individual families despite challenging business/trade environment.

The evaluation has been able to see clear visible changes resulting from the business income and outcome: CSP beneficiaries are leading an active life and they feel very positive about it. Most of those interviews explained how anxiety due to the lack of future perspectives has been replaced by concrete professional and private life improvement plans. Quite often, these plans have already become a reality.

From music concert to the studio

The leader of a young Roma music band has made steady profit from performing live in various cultural events and weddings for different ethnic communities. The band has re-invest some of the profit made over the past years into more powerful sound speakers so they can perform in events with wider audience. Now that this is done, they have made a second investment into building a music studio. Once it is achieved, they will record music from their own competition but are also planning to have other young musician train and rehearse at the studio as they are no other affordable venues for the youth.

The great diversity of Community Projects implemented is an indication of CSP's flexibility to carefully – jointly with Municipal authorities – address priorities expressed by minority

communities themselves. Indeed, the CSP team, together with MOCR employees have heard directly from the local population about their difficulties in accessing crucial services for their family members.

The fact that school support project (central heating, fences or playground) is the number one type of project is no surprise as school and sport are central to children's education but also recreation in areas where there are few alternative to learn and socialize. Involving MOCR, Municipalities and the local civil society as well as community representatives has ensured a great degree of confidence in the prioritisation of community infrastructure needs.

Effectiveness in figures

- 100% of beneficiaries visited are effectively running stable businesses -
- 100% of community projects are used frequently, if not daily, by the communities -
- Effectiveness has been verified by the evaluation -
- At least 22% of minority businesses & 32% of community projects visited -

The fact that all CSP businesses, including those established eight years ago, under the first phase, are viable continue to provide the main source of income to beneficiaries gives a strong indication of the effectiveness of the CSP approach.

The **close cooperation** between IOM and the MCR central and local in the implementation of both CSP and RRK creates greater effectiveness. The success of CSP has been depending on the cemented cooperation between – at the central level EU-MCR-IOM (supportive, interested, involved) and at the local level IOM-Municipalities-MOCR.

Coordination & cooperation have been very close at the **Strategic** level: The EU, MCR and IOM have been deeply involved, supporting and monitoring CSP: field visits, personal commitment, involvement through PAC, and additional financial commitment. This has allowed to support an efficient implementation (thorough review of beneficiary applicants) and **Operational level: IOM CSP Team, MOCR, Municipalities, local communities and CSOs** closely involved in the selection of community and individual projects.

CSP has applied another “model” approach with its partners: Involve to Raise Interest and Develop Ownership and Obtain Support. The financial commitment of the MCR and Municipalities is clear indication how their involvement has translated into financial commitment.

The trust has been built over time among key stakeholders, but most importantly among individuals. And the fact that most stakeholders focal person for CSP has remained the same since CSP I is a primary reason for effectiveness.

Adequately, the fact that CSP has been implemented by the same agency from CSP I means that effectiveness was preserved. The evaluation believes that changing the executing agency would probably have implied having to rebuild the trust and rebuilding a well-lubricated implementation mechanism.

Given the complexity of the CSP model, the depth of its beneficiary assessment and selection process, it would have probably taken a long time to establish an effective collaboration each time a CSP phase was initiated.

CSP has effectively learned from experience to improve the implementation over time, developing innovative business forms such as community businesses. The evaluation has found that any project improvement, including minor changes has systematically been the

result of field consultation thanks to the daily presence of CSP team members in the remote areas where minority communities live.

The interaction of CSP staff with the reality and challenges of minority populations has generated and that most of this invaluable field knowledge has not been formally recorded while it certainly represents a tremendous resource to tap in in order to continue improving CSP. There is such a wealth of field experience and understanding from CSP team to be captured formally and utilised for future improvement of CSP.

5.3. EFFICIENCY

This section is answering the following Evaluation Questions:

- 3.1. *To what extent have the programme means been optimally utilised?*
 - 3.2. *To what extent have the programme activities been delivered on time?*
 - 3.3. *Has the programme been implemented in the most efficient way compared to other alternative means of implementation?*
 - 3.4. *Are the programme costs proportionate to the achieved results?*
 - 3.5. *How efficient are programme resources been converted into results?*
 - 3.6. *To what extent have the programme management and coordination mechanisms allowed efficient programme implementation?*
 - 3.7. *To what extent have available resources been used? Are there resources that were not utilised? Have additional resources been necessary to implement actions? (assumption: Thanks to years of implementation experience, the size of grants are realistic for establishing sustainable micro-enterprises in the context of today's Kosovo.*
 - 3.8. *Were local partners effectively involved in the planning of the action beyond formal endorsement?*
 - 3.9. *Was the reporting adequate and timely? And resource disbursement?*
 - 3.10. *Has the programme included additional actions in addition to those foreseen? And has the programme been able to leverage further resources?*
 - 3.11. *Are there good practices regarding the mobilisation and use of resources that can be identified in the programme?*
-

CSP efficiency is strong as all three CSP I & II have exceeded original objectives both quantitatively and qualitatively. CSP III is also well under way to, at least, reaching its objectives.

While most of the attention is generally paid to ensuring a project attains its numerical objectives, the stories behind the numbers too often come second. In the case of CSP, it is remarkable to observe that not only the business created are sustainable, their owner overwhelmingly proudly deliver quality products or services.

Small CSP business production is praised by clients who come from various ethnic communities and whose demand often exceeds CSP beneficiary production.

Efficiency is, on the first place, owed to human performance: The same CSP team members have been engaged in CSP from day one and all interviewees; individual and team dedication, professional attitudes are the ingredients without which no such results could be achieved. Each of the CSP staff members has also brought along a rich experience involving return assistance or livelihood support projects.

All stakeholders have unanimously praised their dedication; beneficiaries on the first place. Their social networking with beneficiaries has ensured efficiency of project implementation, as an illustration of their dedication, at the time of evaluation.

The evaluation certainly values that having the same individuals continuously involved through the eight past years of CSP has brought incredible added-value. The CSP team has earned the respect and trust of local actors involved in the project. This has also helped developed a high sense of accountability since earlier CSP I beneficiaries are still in contact with the CSP team who are still visiting beneficiaries from all project phases.

CSP is a field-intensive by nature and by approach, and this means it can only be efficient as long as the contact with the field realities is uninterrupted. Indeed, this field presence has not just ensured a thorough assessment of new CSP grant candidates, it has also permitted to conduct visits that are filling both monitoring and counselling objectives.

This way, beneficiaries do not perceive IOM CSP staff visits are purely control checks but opportunities to discuss the challenges business grant recipients face in the management of their activities.

The CSP has gained some much knowledge from this approach while in return, through advising, they have contributed to build linkages for beneficiaries. This has been the case, for instance, when, CSP staff has put minority business owners in touch with possible suppliers or potential markets.

Municipalities have systematically been involved from the very beginning of CSP in all activities. IOM has developed strong relations based on trust. By implying municipalities and MOCR in the identification of priorities at the community level, CSP has raised a sense of ownership from their counterparts. In turn, this has triggered municipal decisions to support CSP identified priorities by securing complementary funding to realise community infrastructure interventions.

The number and variety of projects supported under all three phases of CSP is one indicator of the efficiency of programme design and project implementation.

The fact that all projects established under CSP are still in existence is an indicator of the efficiency of the project selection process.

How do we try to make the best beneficiary selection decision?

“Making sure we select the right beneficiary is probably the most important moment of CSP. If a minority business fails, it would be probably mean a judgement mistake has been made during the assessment. Among many aspects we are looking at, it is the CSP candidate’s own clarity about what business she or he is intending to set up. The mental determination and psychological readiness is also what we need to gauge through discussions. We have to assess the intangible, and, the only way to do it is to pay several field visits to the candidate’s home.”

IOM CSP staff

CSP implementation mechanisms have proven to be efficient. It has ensured maintaining quality of beneficiaries (through assessment) and outputs (viable businesses) while exceeding quantitative objectives throughout eight years implementation.

Calls for Individual Project proposals have ensured an effective outreach to minority communities in need. The public announcement of CSP grant opportunities has raised a very strong interest throughout Kosovo, and sometimes candidate frustration, as CSP funds have

not been sufficient to include everyone. As a result, beneficiary selection and assessment has always a time-consuming effort but the evaluation has identified no alternative to ensuring quality.

5.4. IMPACT

This section is answering the following Evaluation Questions:

- 4.1. *What are the direct impact prospects of the programme?*
 - 4.2. *To what extent does the programme have indirect positive and /or negative impacts?*
 - 4.3. *What are the broader effects and impacts of the programme?*
 - 4.4. *Have the programme made a real difference towards beneficiaries' welfare?*
 - 4.5. *Which mechanisms and processes of change have the projects generated in the individual life of beneficiaries, focusing on: economic activity and employment; access to goods and services; access to information; capacity to manage emerging challenges and to identify solutions to problems; learning and knowledge processes; personal identity and psycho-social well-being both for individual and community projects?*
 - 4.6. *Which changes regarding the project stakeholders and other relevant actors have emerged in relation to supported actions? What factors have been identified that are driving or hindering progress?*
 - 4.7. *Which changes/dynamics can be observed in relation to CSP activities in the broader context of the MCR's Strategy for Communities and Return 2014-2018?*
 - 4.8. *Which changes/dynamics can be observed in relation to the activities fostered by donors at national and local level?*
-

Impact is strong quantitatively with CSP objectives exceeded but also qualitatively with CSP often been referred to as the “best project” and all the linkages it has indirectly created.

The impact of CSP Phases 1, 2 and 3 is visible. All interviewees have appreciated the impact CSP has had on the lives of the beneficiaries as well as the relationship between the beneficiary communities and the local municipalities.

CSP has succeeded in developing a viable process of market linkages through which beneficiaries can produce and sell their produce to appropriate markets. Remarkably, the majority of business owners do not need to search for or attract new customers; rather, customers are approaching them. The quality of their service or products is their marketing and it is the clients themselves who promote CSP businesses upon recommendations within their communities. Indeed, the social life populations in remote area are usually dense and concentrated, and the word spreads very fast within those social circles.

CSP has created the space for Business Associations and cooperatives mostly in agricultural production and processing so that the impact is multiplied. These innovative approaches are not a “copy and paste” of other programmes, they have mostly been inspired from concrete situations of CSP beneficiaries. There initiatives have created very strong cases such as the Agricultural Cooperative in Plementin/a in Obilić municipality, which has 13 members and hopes to expand its membership.

A web of linkages as an indirect impact: IOM staff has been the primary provider of linkages to beneficiaries. This has happened especially during the initial period of assistance, through the provision of business training, or when encouraging beneficiaries to gather information to develop their own business plan. The CSP team has also been using their knowledge of local addresses to connect CSP beneficiaries to opportunities. Later on in the

process, beneficiaries themselves have continued to intensify and expand their network. As a result, most CSP small businesses are actually very well connected to their environment.

Some exceptionally performing businesses, such as the raspberry producers from the Zupa Valley, have been able to reach to further horizons. **Exports to the EU:** Several of the businesses supported by the CSP programme are now exporting to the EU. The fact that all CSP businesses are **registered facilitates** their daily business be it local or export.

CSP has identified areas in which individual start-up businesses can be successful. The wide range of activities in different ethnic communities and in different locations both urban and rural is an indicator of the impact

CSP is helping local traditions to survive and is considered by local municipalities to be a trusted partner in **cultural and traditional skills preservation**. This is meaningful in a context where skills are lacking to remain competitive and where qualified labour is missing.

CSP strengthens local economies by providing locally accessible services. It also helps stabilizing the monetary activities by producing, servicing and consuming locally.

All MOCR staff and other representatives of municipalities noted that CSP provided real solutions for families and helped to **create an environment more conducive to return**.

Indeed, **CSP has seen its impact maximised** when combining its support to the EU IOM RRK or DRC programme assistance provided for returnees and when combined with Municipal funds for Community Projects. This impact is further explained in a following section (**3.7 CSP Contribution to return and reintegration support**).

5.5. SUSTAINABILITY

This section is answering the following Evaluation Questions:

- 5.1. *Have the programme beneficiaries been able to continue their services beyond the programme phases?*
 - 5.2. *Have the programme beneficiaries involved in individual businesses been able to perform economies of scale and growth beyond the programme phases.*
 - 5.3. *Were local authorities able to support community development projects beyond the programme implementation?*
 - 5.4. *To what extent have the programme mechanisms ensured that the intended outcomes are sustainable beyond the programme implementation?*
 - 5.5. *What best practices emerged from the programme implementation?*
 - 5.6. *To what extent are CSP activities generating processes that will continue after programme closure?*
 - 5.7. *Are there mechanisms that were created through the projects for assuring the continuity of the actions or the continuity of the processes/situations that were generated?*
 - 5.8. *Are there practicable and realistic “exit strategies”?*
 - 5.9. *Are there mechanisms for the involvement of stakeholders in longer-term actions (including the involvement of LA, Government, other donors and Civil Society/Non-state actors).*
 - 5.10. *Sustainability of businesses (see impact section)*
-

Defining sustainability in the context of Kosovo

As a preamble to judging the sustainability of CSP assistance, it is relevant to explain that sustainability is not an absolute condition, as it covers a complex reality, often hard to

measure. Sustainability does not have to mean “forever” and has to be situated to the context of Kosovo, where employment and geographical stabilisation for minority communities is weaker than in most EU member states as people’s lives are highly exposed to scarce economic perspectives.

In the case of CSP, sustainability is very strong as this evaluation was a unique opportunity to physically witness small businesses in activity up to eight years after they had been assisted. The fact that every business established under CSP (all three phases) is still operating in the difficult circumstances of the economic situation in Kosovo is one strong indicator of the sustainability of the projects supported by CSP. They all, at least cover all households essential needs, while some create profit and new jobs.

It is clear the selection of beneficiaries has found a balance between providing support to the most vulnerable and supporting viable business proposals.

The evaluation has found that, while all small businesses are generating regular incomes, they differ in various ways, and can be distinguished through three separate categories. Each category presents different level of sustainability and stability based on the following indicators:

- **“Essential” businesses:** Characteristics: Generate stable income, sufficient to cover essential needs but with limited growth potential due to vulnerable aspects (geographical isolation, marginalisation, low level of economic, social, cultural, educational capacity), well connected but only very locally: **“Socially-driven business”**.
- **“Solid” business:** Characteristics: Business generating steady income, covering all essential needs plus profit. Capacity to employ at least one worker. Part of the profit is re-invested. Preserving and training traditional skills. Strong locally, with access to market beyond local markets.
- **“High potential” businesses:** Characteristics: Have all of the assets of “Solid business”. In addition, it has developed high-level technical skills. Have or able to access to and be competitive in international markets. Re-invest an important share of profit into business development. Capacity to employ and train (to vocational training standards) workers. Have a strategic development vision. Have a potential to become medium enterprise and an attractive investment pole.

The importance of getting together to break isolation and reach new markets

“I decided to go for raspberry production after I found out that the Zupa Valley offered a favourable environment for raspberry production. I was a pioneer in that business when CSP I help me get started. When people from the community saw this was a profitable business, other decided to follow my example. However, as independent business owners, our individual production was too small to attract wholesale buyers. Now that all producers are organised in a cooperative, it actually is easier to sell 20 tons of raspberries today than 1 ton was I was alone. Most of our customers are international buyers.”

A CSP individual grant beneficiary, raspberry producer and the President of the Association of Raspberry producer from the Zupa Valley

Achieving the sustainability of Community Projects is greater challenge than for individual projects, as these interventions are mostly supporting the construction of improvement of local infrastructures.

These infrastructures are in need of regular maintenance, which involves funds to be sourced, by the municipality in most cases. The evaluation has verified municipal authorities have indeed continued taking over maintenance-related expenditures. For instance, the Mayor of Peja/Peć explained he has set up a small infrastructure maintenance team that has included CSP supported projects under their care. In the case the employment positions secured through community projects, this also implies the municipality will have to afford covering those costs over the longer-term.

CSP is the perfect advocate of the fact that quality has a price. When compared to the previous generation of micro-grant programme implemented in Bosnia, Serbia or Kosovo, the value of grants is significantly higher and the cost of support services ensuring a great level of care is also multiplied.

However, when putting these costs against the quality of results, it appears that CSP offers a stronger quality/price ratio. Thus, CSP is promoting a culture of quality by giving priority to longer-term impact and sustainability over quantity of beneficiaries.

Quality has a price but this price should be judged against the outcome over time. CSP has taken the learning curve of previous livelihood support interventions. Quite often, this type of project would generate fragile business generating a level of income insufficient to cover all family needs. CSP is a contrasting example.

A strong case of sustainability

A CSP I beneficiary established an individual accounting service business. Over the years, the accounting firm has delivered satisfying services and has earned a strong reputation, bringing,, through the word of mouth, more clients. Eight years later, the one-person business has turn into a four-person activity and the two full-time position is paid 400 € monthly salary, a more than decent salary by Kosovo standards.

5.6. PROMOTION OF HUMAN RIGHTS

Among the most basic of human rights is the right to work. Under Article 23 of the UN Charter on Human Rights it is stated that:

“Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment.”

CSP has greatly contributed to enabling minority communities to enjoying their rights to employment, like few other interventions have succeeded in Kosovo.

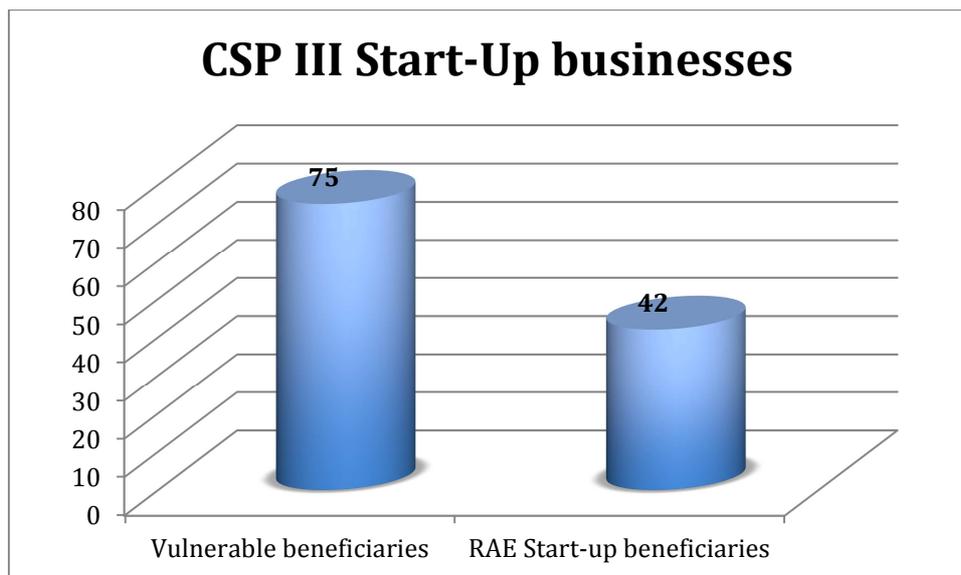


Figure 3 Profile of CSP III Start-up businesses

The above figure provides an indication of how CSP includes the most vulnerable and excluded communities. It actually provides them with a unique start-up opportunity to enjoy their right to employment; and in a rewarding way, by enabling vulnerable minority individuals to become their own employers.

Rights to education and cultural preservation: School infrastructure improvement and sport ground are the number one community project type. CSP, coupled with municipal funds is making a significant contribution to keeping school functional, safe and recreational. Thus, CSP makes a significant contribution for minority communities to enjoy its rights to education. Individual projects also play an active role in training young employees to practice traditional skills as professional skills. This way, CSP is not only preserving the cultural heritage of ancestral trades but also providing the vocational qualification that is in demand from the private sector but scarce on the job market.

Anti-discrimination rights and promotion of interethnic dialogue: CSP activities do not offer interethnic dialogue, it does make interethnic exchange happen, in such a normal way that it becomes at routine practice. Several of the CSP-supported small business owners find the bulk of their customers from other community and often from the majority communities. As such, a Serb Ajvar² producer has most of its customers, Albanian traveling to his home, sometimes from distance to buy this popular food. Conversely, an Albania housemaker has become much sought after among Serbs who appreciate the quality of its work. Interethnic socialisation, more than just dialogue is one of many other linkages CSP has successfully established.

5.7. CSP CONTRIBUTION TO RETURN & REINTEGRATION SUPPORT

In the context of Kosovo, community stabilization encompasses different situations:

1. Providing the conditions for minority communities to enjoy a normal life remaining in the places where they are established

² Ajvar is a traditional food, very popular in different communities and countries of the Western Balkan region,

2. Assisting the displaced minority communities and their families to remain to the places where they have chosen to relocated
3. Assisting the return and reintegration of individual and families who have decided to return Kosovo, to municipalities where their community forms a minority.

The degree to which a minority community's member is integrated local is a key factor to community stabilisation and a key challenge for those who have been living in displacement for several years.

In this context, IOM has actually been addressing the integration or re-integration challenge through its RRK programme and the stabilisation challenge through CSP. However, the UN agency has made CSP available – provided they qualify – to RRK beneficiaries, as the displaced minorities need not only to integrate but also stabilize locally.

The integration challenge experienced by displaced minorities often makes this population more vulnerable than those who have remained to their current residence throughout the 1999 conflict in Kosovo.

CSP Returnee business has proven equally successful to non-displaced beneficiaries. This is an indication that the CSP beneficiary selection and business capacity assessment has proven relevant in balancing vulnerability and capacity so that CSP is both inclusive but selective when it comes to identify the right candidates.

With 100% of successful returnee and IDP beneficiaries, CSP has proven its capacity to adjust to a more vulnerable target group (and so has also been the case with vulnerable Roma, Ashkali, Egyptian candidates) while helping return and reintegration programme in achieving sustainable objectives. The evaluation has visited IOM RRK beneficiaries but also DRC beneficiaries who have been CSP grant recipients.

The idea of returning to a place that is “strictly the place of origin”, as initially promoted by the international community overall has become more flexibility overtime, recognising that the sustainability and quality of return ultimately depended on the availability of meaningful livelihood opportunities. CSP is a relevant answer to this new challenge in that it is inclusive to returnees but also to minority communities in their choice to stay or move wherever they feel is best for them.

When it comes to the displaced minorities, an IDP profiling of report, commissioned by the MCR is to be released soon. CSP should refer to this report to increase the accuracy of the targeting of its assistance based on the vulnerability/employment situation/education and the profile of the communities specifically analysed.

5.8. GENDER EQUALITY

CSP has produced a positive impact on gender equality through individual projects and to the extent of the number of female-run businesses:

- Under CSP 1, 50 out of 240 projects were female owned (21%)
- Under CSP 2. 65 projects out of 252 were female owned (26%)
- To date under CSP 3, 29 projects out of 122 are female owned (24%)

Female-run businesses are highly qualitative: Their economic activities are performing strongly and the business reputation they have earned placed women on equal ground with men in. Almost all female grant recipients have developed their professional activities and

have taken growing responsibilities and confidence; for instance when negotiating contracts with clients or suppliers.

The Success of female-run small business provides indication that, when targeting the right profile, these cases highlight the role of women can be showcased and advanced.

CSP is a strong case to be used to promote success stories of female-run business as part of CSP visibility.

5.9. ENVIRONMENT

Investments to address environmental challenges in Kosovo are lacking. However, beneficiaries have become aware of the importance of the relation between preserving the environment and economic potential (e.g.: berries producers who are selling internationally and are ahead of Kosovo certification as they have obtained world and EU organic food certification which allows them to sell to international markets; several greenhouse producers have decided not using chemicals as they are consuming their own productions and as clients purposely buy from them, restaurant owner not using chemical in the food they produces).

This has a great impact on the environment, as berries producers have understood that producing chemical-free raspberries is not only healthier but increases the sale value on international markets. As a result, producers have agreed on establishing environmental norms for themselves, not waiting for government approval or support). The virtuous connection “minority business-environmentally safe- economically sound-health & environment awareness rising” created through CSP, should support in making this more visible and leverage through MCR to obtain more government commitment.

CSP programme design has clearly taken into account the **impact on the environment** that projects may have. It has encouraged and supported throughout implementation projects that are not just environmentally friendly but that **support production of organic goods (most greenhouses businesses do not use chemicals)** that are of high quality. This includes agricultural produce and agro-processing but also in urban areas CSP has had an impact such as sewage canals and recycling of sawdust from wooden items production into fuel briquettes.

5.10. VISIBILITY

This section provides answers to the following Evaluation Questions:

8.1. To what extent the programme and projects have been visible for the general public?

8.2. To what extent the programme and projects have been visible to stakeholders?

8.3. To what extent the programme and projects have been visible to national and local government?

8.4 To what extent the programme and projects have been visible to donors and international agencies at international national and local level?

8.5 To what extent the EU and EU policies have been visible to the different categories of actors involved in community stabilisation in Kosovo?

The visibility is CSP strong and strongest at the field level. CSP has produced an “invisible visibility” in all the municipalities and communities where it has been implemented. More than everything, it is the results of CSP that have built a very strong reputation until the most remote locations. The “word-of-mouth” spread among neighbours, small business clients has been the key vector to make CSP known to many, making beneficiaries, ambassadors of CSP and their own success in their community.

What is also remarkable is that, without exception all 174 projects visited by the consultants had the EU CSP logos in clear display even those supported under CSP 1. This provides an indication how valued the CSP grant is by those who have received it.

The visibility has also been enhanced on the occasion of project events such as the CSP business fair, which has attracted an important number of visitors, including companies coming from abroad.

5.11. THE EU-ADDED VALUE

This section provides answers to the following Evaluation Questions:

6.1. What is the added value resulting from the IPA intervention in the minority communities sector, compared to what could have been achieved by Kosovo authorities without such intervention?

6.2. To what extent has the EU assistance contributed towards improved coordination and awareness among central and local authorities in minority communities sector?

6.3. What added value was generated by the programme and by the projects for further EU policies and programmes? What evidence is there of why, whether or how these results are linked to the EU intervention specifically regarding - Policy identification, Knowledge, Lessons learnt, Good practices identification and dissemination, Concrete synergies, Mobilisation of resources...

6.4. What added value was generated by the programme that would not have been created by the actions of member States?

7.1. Has the CSP Programme been planned and implemented in line with EU strategy in the minority communities sector in Kosovo and with other EU policies and Member State Actions?

7.2. Is CSP complementary to other programmes supported by the EU or EU Member States?

7.3. Have cross-cutting issues been addressed in programme/project planning?

It should be noted that no other programme of this nature which supports community stabilisation and facilitates return exists. Other donors have programmes which are in operation but in the opinion of the MCR and their local representatives the EU/IOM CSP is the only one that is producing sustainable results.

The EU has a very clear and strong strategy for the protection of minority rights and their stabilisation. It is also coherent with the national relevant strategies and directly supports MCR priorities in that sector. With this in mind, EU fulfils a strong leadership in guiding and driving of EU member States 'strategic and funding orientation. By playing fully this role, the EU in Kosovo ensures that all other EU member States funding efforts are coordinated and exclusively supportive of existing Kosovo strategies. As a result, member States are allocating funds that directly support both EU and Kosovo Government strategies. At the local level, municipal authorities are also inviting providers of external assistance to support both EU and Kosovo sectorial strategies. The strong EU visibility at the local level also provides a clear direction for development assistance to be invested. In other words, the EU is offering turnkey solution for EU members States in consolidating unified sectorial priorities. IPA provides the most relevant tool in that context in that it outlines very clearly the Kosovo Government and EU-support Kosovo priorities.

The most important value added by the EU, besides the fact that it is the donor to all three phases of CSP so far, is that this European Institution is committed to support and accompany Kosovo on the path to EU integration. This implies that the EU is working very closely with Kosovo institutions in developing strategic, programmatic and funding priorities.

As such, CSP has been a clear response to the converging priorities of both the European Union Office in Kosovo and the Ministry for Community and Returns.

The EU also acts a strong catalyst of EU individual members States in their effort to support Kosovo EU integration process. The EU role is thus providing strategic guidance to a concerted European strategic and financial effort in supporting sectoral priorities, including the fulfilment of minority communities' human rights.

The cross-cutting issues of human rights, gender equality and environment are addressed in specific sections of this report.

5.12. COHERENCE OF CSP WITH EU STRATEGY IN THE MINORITY COMMUNITIES SECTOR IN KOSOVO AND WITH OTHER EU POLICIES AND MEMBER STATE ACTIONS

As the ToR for this evaluation noted:

"The Indicative Strategy Paper for Kosovo 2014-2020 (Part III) points out that "human rights and inclusion of minority communities and vulnerable groups remains one of the key priority sectors. The social exclusion of marginalized groups such as ethnic minorities, youth, women and people with disabilities is aggravated by a lack of economic opportunities and perspective. The EU assistance will support effective implementation of the legal framework for the protection of human rights and minorities, including the creation of sustainable livelihoods and durable integration for returnees, Internally Displaced Persons (IDPs) and refugees wishing to settle in Kosovo".

- CSP is clearly in line with the needs expressed in the Indicative Strategy Paper

The MCR Strategy for 2014-2018 has as an objective number 2:

“Empowerment and Stabilization of Communities in Kosovo

As a continuation of the return process, strengthening and stabilization of all communities in Kosovo is one of the priorities of MCR. The aim is to support the stabilization, reintegration and sustainable economic development of communities. To achieve this objective there will be a continuation of the activities including construction material distribution to families in need, support of projects aimed at creating income generation and employment opportunities, community reintegration and stabilization, through the support of the civil society.

This complex process requires the involvement of other institutions besides MCR. This target is broken down into sub - objectives which require close coordination and cooperation with relevant institutions to facilitate community access to education, health and other public services in the respective municipalities.

The MCR will give particular importance to the groups considered as disadvantaged (women, youth, persons with disabilities and Roma, Ashkali and Egyptian communities)”.

- The EU supported IOM implemented CSP programme is a major contributor to achieving the results of this objective,
- Finally each EU member state and others have their own priorities in providing assistance but as determined by the consultants and confirmed by the MOCRs visited during the filed visits there is no consistent, long-standing programme providing assistance to minority communities with the assistance of the MCR other than CSP

As a conclusion, it is clear that **CSP has been designed to fully support** the key Kosovo Government strategies and EU policies in relation to minority rights and stabilisation. Clear references are made and links established with Strategies and Policies in the various CSP project proposals.

There is a strong coherence from activities to objectives level, with activities supporting CSP Objectives

The evaluation has found that CSP has effectively translated the existing policies and strategies into programmatic objectives. This has clearly enhanced the support of the EU and the MCR to CSP implementation and this assessment has observed a genuine commitment from both institutions, whether financially (EU recent addendum agreement with IOM to extend the current CSP III phase for another 13 months with an additional 300,000 EUR) or operationally (participation of Project Approval Committees). **This is another key aspect of the CSP model: connect the strategic level to the programmatic level.**

6. CONCLUSIONS AND RECOMMENDATIONS

This section is answering the following Evaluation Questions:

- 5.5 What best practices emerged from the programme implementation?*
 - 5.6. To what extent are CSP activities generating processes that will continue after programme closure?*
 - 5.7. Are there mechanisms that were created through the projects for assuring the continuity of the actions or the continuity of the processes/situations that were generated?*
 - 5.8. Are there practicable and realistic “exit strategies”?*
 - 5.9. Are there mechanisms for the involvement of stakeholders in longer-term actions (including the involvement of LA, Government, other donors and Civil Society/Non-state actors).*
 - 5.10. Sustainability of businesses (see impact section at activity level)*
-

Conclusions and recommendations are presented within the same section in order to connect directly one to another and underline the logical relation between the two.

Even though the evaluation has assessed beneficiaries from both closed CSP I & II as well as on-going CSP III phase, the conclusions and recommendations are valid for all phases. Both evaluation outputs are gathered for all phases since the approach has remained overall the same since CSP I and also because, though, it has been implemented through three distinct project cycles, CSP can be viewed as one single coherent intervention.

6.1. CONCLUSIONS AND RECOMMENDATIONS TO THE EU

CONCLUSION 1: Direct Award

2.1. The strength and scale of CSP results and impact is closely connected to the fact that it has been a single programme continued effort since the beginning and a single platform upon which the programme has built results. CSP has also been a one programme – one agency effort and this has ensured that the trust and experience and accountability was not lost as it has been managed by one single implementing agency who has invested into the very same CSP team from the beginning.

2.2. While CSP is one single coherent intervention at the programmatic level, technically it is the sum of three distinct projects administrative according to EU project cycle management

procedures. While the three cycles have been connected closely, a number of factors that are beyond the funding and implementing agencies' control have constrained the project to keep the CSP on a part-time basis for short inter project cycle periods.

CSP's efficiency depends on the continued interaction with stakeholders and requires the continued full-time commitment of the CSP team, especially through its intensive field presence. International assistance programmes in the Western Balkans have often suffered from a high turnover of both international experts and national institution employees. The fact that most of the individuals representing the partners involved in CSP – be it at the central or local level – have not changed, has certainly played in favour of getting strong results.

RECOMMENDATION 1: Direct Award

2.1. On the basis of the conclusion 2.1, the evaluation strongly recommends to directly award the next CSP IV phase to the same current implementing agency.

2.2. The evaluation considers the recent EU extension support of CSP III with an additional 300,000 EUR as a positive development as it will ensure the CSP team will remain full-time employed throughout the extended period. It is recommended that in case a CSP IV phase is awarded further financial support that the budget ensures coverage of the CSP team full-time employment systematically in any CSP phase extension period, in case an extension is necessary.

CONCLUSION 2: Cost-effectiveness of job creation

Comparing a CSP job creation cost with the cost of individual job creation in Western Europe is also very delicate since some many parameters have to be taken into account; from labour law, to individual government employment support programmes.

It is difficult to provide an accurate estimation of the cost of creating a job within the CSP programme as it has generated various forms of employment, from part-time to full-time positions. However, when dividing the overall CSP budget by the number of created employment, the average cost of creating a CSP job ranges from 6000 to 8000 Euros. Many references can be found on the Internet, providing the cost of creation of a sustainable employment, and they usually range between 30,000 to well over 50,000 Euros.

Without entering into a rigorous cost-effectiveness comparison with other countries, the evaluation found the CSP job creation to be very cost-effective operation. This is even more the case when considering that, in the isolated context of minority communities, a CSP individual business means much more than a job created. A CSP business is a service locally available to the community; it is a livelihood for the household and quite often a support for more family members than just the household. It also is a bridge between communities and a perspective for families to remain where they are.

RECOMMENATION 2: Cost-effectiveness of job creation

The evaluation has found CSP to be also cost-effective in term of job creation, especially in territories mostly affected by population emigration due to the lack of focus and investment. It is therefore recommended to increase the funds allocations dedicated to creating jobs for isolated minority communities but also to consider promoting and support the successful model of CSP for job creation for other isolated territories deprived of any economic development opportunities.

6.2 CONCLUSIONS AND RECOMMENDATIONS TO IOM

CONCLUSION 3: Knowledge management

The evaluation has identified the CSP programme as having developed a model as the result of a long continuous learning and improvement process. However, this has not been formally formulated as such by IOM. There is an awareness within IOM and the CSP team that there is an immense wealth of knowledge developed among the CSP team members. While the CSP has organised regular workshops to innovate and improve CSP, these efforts have mostly been internal.

RECOMMENDATION 3: Knowledge management

The evaluation recommends for IOM to take stock of the knowledge accumulated over the past eight years in order to identify successful best practices, improve further CSP implementation and formalise the CSP model. Indeed, in order to promote, share and possibly apply the CSP model to other programmes and sectors, it is necessary to formally develop a model, explaining the reasons for success so it can be disseminated.

CONCLUSION 4: CSP modelling

CSP has produced a strong impact locally everywhere where it has been implemented. In 100% of the 24 municipalities visited by the evaluation, there is a strong expectation of CSP to continue as local stakeholders and communities are able to witness the positive change of beneficiary lives and impact on the communities. If this impact is so strong and systematic, the evaluation has found it is because IOM has used the past eight years to develop a very coherent approach that can be qualified as a model.

Though it has not formally been promoted as such, the analysis of the CSP intervention has led to conclude CSP has established a successful model of intervention. This model is relevant to inclusive employment for isolated communities in the context of Kosovo, and to some extent in other Western Balkans countries facing similar stabilisation and employment challenges.

The evaluation is purposely referring to CSP as model in that:

- (1) It has been applied to a sizeable number of cases in various context (rural, urban) and situations (gender, various sectors),
- (2) It has produced systematically positive and convincing results
- (3) It has been implemented over a long period of time and its results have proven sustainable and did create a strong direct (profitable), indirect (cultural preservation, vocational training development) and multiple (diverse, including cross-ethnic communities, linkages) and cross-sector impact (consolidation of return and reintegration sustainability)
- (4) The results obtained are the fruit of well-established, clearly identified and experimented procedures which, together form a coherent and well-articulated implementation mechanism,
- (5) It is potentially relevant – provided a pre-assessment verifies its adaptability to other sectors and elsewhere– replicated to other target populations; other isolated communities in this case, as well as other potential vulnerable groups.

Here are the main positive outcomes describing the model as identified by the evaluation:

1. Stabilises minority communities,

2. Strengthens sustainable return and integration of displaced communities,
3. Promotes not only a dialogue of an active interethnic live enjoying a shared economy
4. A relevant small-scale economic development using appropriate approaches (individual grants, community businesses grants...) to diverse contexts (rural, urban...)
5. A gender-equality promotion model,
6. An environmental protection and awareness-raising model,
7. A youth professional skills development model,
8. An active culture preservation and economically supportive model,
9. An model inclusive of local authorities mobilizing additional funds from the municipality

RECOMMENDATION 4: CSP modelling

- 1.1 CSP has proven successful and given the minority communities needs continue to largely exceed available funds, the evaluation strongly support the continuation of CSP through the next CSP phase IV. Given the already high number of potential candidates, the evaluation recommends increasing the CSP IV budget allocation and considering pursuing CSP in the future, as other similar interventions are currently almost inexistent.
- 1.2 The evaluation recommends the CSP model, enriched with a recommended IOM lessons learned workshop, to be shared with other relevant strategic sectors, such as social inclusion, employment and verify it such a model can effectively and efficiently contribute to achieving sector objectives.

Why is the evaluation recommending to establishing a model? There are two main reasons. First, this will help ensure CSP experience and best practices are not lost the moment the programme no longer exists. Second, CSP has been funded for the past eight years and, as with any programme, it is exposed to donor fatigue, especially, if does not improve and justify its relevance over time. As the evaluation has verified how relevant and impactful CSP is, and identified enough systematic practices explaining this success, it is believed that shaping the CSP model will strong help advocating to raising more funds to respond to a need that remains a priority today and in the years to come.

CONCLUSION 5: CSP female small business

CSP-support business run by women have performed at least equally well than the overall If employment through small business are a rare opportunity for minority communities, this sort of opportunity is even rarer for the female members of these communities.

When CSP helps a woman start her own business, it does not just result in generating a regular income for the households, but it gives a chance for a woman to earn credit and respect from her customers.

This result is even more meaningful in country-wide context of Kosovo which features the highest employment gender gap in Europe³, characterizing minority community females as the group with an even lower access to employment, compared to men.

³ Nearly one in five (18.1%) women of working age are active in the labour market, compared to about three-fifths (56.7%) of the male working age population. (2015 Kosovo Labour Survey, Kosovo Agency of Statistics)

RECOMMENDATION 5: Increase of CSP female small businesses

The evaluation understands there can be additional challenges to supporting female-run business, however, given the performance of CSP with this specific group, it is suggested that the proportion of CSP businesswomen be increased. The evaluation is not in a position to indicate a quantitative objective, but any effort in that direction will be relevant.

CONCLUSION 6: Supporting businesses with strong creation potential with a second grant

CSP decision to award a second grant (not within the same CSP phase) to business with a strong potential has proven relevant and positive.

RECOMMENDATION 6: Supporting businesses with strong creation potential with a second grant

The evaluation supports this idea on a limited and case-by-case basis. One criterion for selection should be the number of additional jobs to be created.

CONCLUSION 7: Updating job creation indicators for improved reporting

Job creation categories: The nature of the jobs created by CSP is a crucial impact indicator, as the capacity of CSP to stabilise minority communities will ultimately depend on the number of stable jobs created. The evaluation found the current CSP categorisation of job stabilisation – new full-time job, new part time job, secured job is relevant but it could be further improved in order to reflect accurately on the stability of CSP-supported jobs.

RECOMMENDATION 7: Updating job creation indicators for improved reporting

The evaluation proposes to capture accurately the stabilisation of CSP-supported employment by adding additional categories in order to reflect the diversity of job status. The following indicators could be used by the project in order to feature sub-categories.

(Individual and Community) Business grant jobs

- New full-time job: 1. New full-time shorter term, 2. New full-time permanent (permanent refers to a position with no time-limit employment)
- New part-time job: 1. New part-time short-term, New part-time longer term
- New seasonal job (full-time employment over just a seasonal period)

Community Project employment (employment secured through Municipal or public sector funding):

- Newly created secured job: 1. Temporary Secured job (financed over a limited period of time; for instance under one year): funding is guaranteed long-term, 2. Permanently secured job (financed by the Municipality or an institutions are part of their permanent budget)

CONCLUSION 8: Use of online surveys

The CSP experience is telling us that stabilisation depends much on economic performance. Thus, there is a need for CSP to develop an understanding of how and why small business performs through a business analysis.

Over 700 small minority businesses is now a population important enough to establish profiling featuring characteristics of CSP grant recipients. This would help identify a wealth

of features that could help CSP further improve the targeting of its assistance and also contribute to consolidating a CSP model. The evaluation has learned that IOM is using a famous global social network to communicate about its activities. Since the number of CSP beneficiaries is too important and their physical location too widely scattered over Kosovo, internet-based polling is the only and most practical way to collect information. CSP also needs to be able to establish one or several profile of their business, so IOM can identify challenges and assets specific to situations (Roma, Ashkali, Egyptian businesses, rural businesses, sector businesses...) and adjust its implementation.

RECOMMENDATION 8: Use of online surveys

Since most beneficiaries from all CSP phases are connected to IOM via social media, there is a great, easy, rapid and very low-cost opportunity to develop knowledge by tapping into a huge sample of small business practice: Online survey. CSP team have built a deep understanding of minority individual businesses strengths and weaknesses and have used this knowledge to test and develop new approaches. Online surveys could be used to confirming quantitatively assumptions identified in the field.

CONCLUSION 9: Increase impact of visibility

Visibility can also contribute to establishing CSP as a model. As a matter of fact, the impact of visibility can be increased if it is treated as a strategic component. The evaluation has visited a number of impressively performing small ventures that offer such strong examples to be disseminated. Since CSP has been existing for so long, the programme is also able to show the change it has made to people lives.

RECOMMENDATION 9: Increase impact of visibility

Provided there is fund available, the evaluation would like to encourage IOM and the EU to promote CSP business success stories and their impact, the potential and capacity to expand (to international market). The focus should really be on the impressive changes CSP has made to the direct beneficiaries but also on the diverse impact on the communities, thus, promoting a visual model of CSP. CSP small businesses managed by women should be featured in promoted cases.

Promoting the capacities and success of minority businesses can contribute to have them considered as capable economic actors (employers, keepers of traditions, tourism potential...) and attractive to investors or business partners. The expected outcome of this is to raise awareness of banks and other investors. It should contribute to changing the negative perception of vulnerable, unproductive social cases to potential economic actors that can fulfil the role of local economic development pillar.

CONCLUSION 10: Promote environment

Environmentally friendly businesses have set an example by demonstrating a natural, organic food production is profitable and creates jobs. They have contributed to **raise awareness** by providing concrete examples and when promoting their products. In some instances, they have even set higher, **international food health, environmental standards (raspberry producers from the Zupa Valley have received EU and international certifications)** than those currently existing in Kosovo. They are both exporting and help reduce fresh food imports to Kosovo. Finally, they are contributing to **improving heath practices when it comes to nutrition.**

RECOMMENDATION 10: Promote environment

The evaluation recommends for IOM to also use successful CSP small business stories to highlight the promotion of respect for the environment by beneficiaries and its economic added-value.

6.3. CONCLUSIONS AND RECOMMENDATIONS TO THE MCR

CONCLUSION 11: CSP contribution to sustainable return

The success of CSP has a regional dimension in that it contributes to solving the regional issue of displacement, return and reintegration. Thus, the promotion of the CSP model, if supported with funds adequate to the needs, can be a positive driver of regional stabilisation of communities.

The quality of beneficiary screening is now strong enough to prevent the risk of fragile return. The sustainability of solutions can also be relevant elsewhere in the region. CSP is contribution to solving the regional issues of integration of IDP still residing in the neighbouring countries. The CSP (and RRK experience) should be brought to the regional roundtable on the return of IDPs.

RECOMMENDATION 11: CSP contribution to sustainable return

The CSP model should be presented at regional venues, in order to promote effective and sustainable return to neighbouring countries. Regional events such as the regional roundtables on return, initiated by the OSCE through the Skopje Process and held regularly in the various concerned countries, could be a relevant case.

Since CSP is also a successful example of Roma, Ashkali, Egyptian integration, its implementation model could also be share with Kosovo and regional social inclusion initiatives.

CONCLUSION 12: Call for individual call for individual grants application

CSP public call for business grant application have raised a very strong interest and produced a high number of applications. In turn, this has created a lot of work for IOM to manage both the volume of applications and the sometimes arising frustration among individuals but also municipalities, all competing to having a maximum number of grant recipients.

RECOMMENDATION 12: Call for individual call for individual grants application

IOM currently has a stock of applications large enough that it does not need to launch another call of business grant proposal any time soon. However, in order to reduce frustration among candidates, IOM may consider establish quota for specific groups (for instance, setting a target number for women as grant recipient and making it public.

ANNEXES

ANNEX 1 – LIST OF INTERVIEWEES

STAKEHOLDER			
ORGANISATION	NAME	POSITION	LOCATION
PRISTINA-BASED INTERVIEWS			
GOVERNMENT INSTITUTIONS			
Ministry for Communities and Return - MCR	Nenad STOJCETOVIĆ	General Secretary	Pristina
	Vedat MAXHUNI	Head of Division for European Integration and Policy Coordination	
	Milos STANKOVIĆ		
INTERNATIONAL ORGANISATIONS			
EU OFFICE in Kosovo	Samir Selimi	Programme Manager, Cooperation Section	Pristina
IOM	Tajma KURT Feyzullah ABDULLAHU Nebojsa TASEVSKI Albiana ÇAVOLLI Igballe Ymeri Neron Halkollari	Chief of Mission CSP Team Leader CSP Field team	Pristina
	Agron AJAZI Eljeta	EU RRK Programme Manager & Former UNDP RRK Programme Manager	
DRC	Kristen STEC	Kosovo Representative	Pristina
FIELD-BASED INTERVIEWS			
LOCAL AUTHORITIES			
MOCR	Agron Kelmendi	MOCR employee	Zveqan/Zvecan
	Dejan BLAGOJEVIC Dzenis Curceli Jovan BOJIC	MOCR employee MOCR employee MOCR employee	Kamenica Prizren Rahovec/Orahovac
	Marko MARKOVIC Pranvera KERSHI	MOCR employee MOCR employee	Novo Brdo/e Gjakove/Djakovica
	Gradimir Zarkovic Radmila SIMJONIC Rasim mahmutović Slavica Stolic	MOCR employee MOCR employee MOCR employee MOCR employee	Lipljan Lipljan Klinë/Klina Klinë/Klina Prishtinë/a
	Slavisa Adjancic	MOCR employee	Obiliq/ć Dragash/s
	Vesna Maliković Vezaip Kajku	MOCR employee MOCR employee	
	Municipality representative	Gazmend MUHAJERI Vladica ARITONOVIC Veseli Qerkin	Mayor Deputy Mayor
Regional Employment	Asim FETAHU	Director	Prizren

LOCAL CIVIL SOCIETY ORGANISATIONS & OTHER STAKEHOLDERS				
Roma “Durmish Aslano”	NGO	Nedzip MENEKSHE	Director	Prizren
Caritas	Socio-Educational Center		Director	Ferizaj/Urosevac
Ashkalia	NGO, Socio-Cultural Center	Reshe Malaj	Director	Klinë/Klina
National Association of Raspberry Producers		Ismet OSMANI	President	Reçan/Reçane, Prizren
INTERNATIONAL ORGANISATION				
OSCE		Bahrije Muca	Head of Field Office	Pejë/Peć
UNMIK		Lilia GALIEVA	Head of Field Office	Pejë/Peć
		Ajshe Çelaji	Pejë/Peć and Prizren Assistant	

ANNEX 2 - LIST OF REVIEWED DOCUMENTATION

AUTHOR	YEAR	INSTITUTION	TITLE	PROJECT RELATED (P)/THEMATIC RELATED (T)
DOCUMENTATION PROVIDED BY THE EU				
EU-CSP CONTRACTS DOCUMENTS				
EU	2010	EU	EU-CSP I DoA Annex I	P
EU	2012	EU	EU-CSP II DoA Annex I	P
EU	2015	EU	EU-CSP III DoA Annex I	
EU-CSP ANNUAL REPORTS				
IOM	2012	IOM	EU CSP I Annual Report	P
IOM	2015	IOM	EU CSP I Annual Report	P
IOM	2016	IOM	EU CSP III Annual Report	P
EVALUATION AND MONITORING REPORTS,...				
IOM	2010/7	IOM	CSP I, II & III Beneficiary database	P
UBO Consulting	2012	UBO Consulting	EU-CSP I Final Evaluation Report	P
UBO Consulting	2015	UBO Consulting	EU-CSP II Final Evaluation Report	P
Renata Duspara	2011	EU	EU-CSP I Monitoring (ROM) Report	P
Ismaili Kasapi	2013	EU	EU-CSP II Monitoring (ROM) Report	P
Ismaili Kasapi	2014	EU	EU-CSP III Monitoring (ROM) Report	P
MCR	2017	MCR	EU-CSP III Monitoring Report	P
ADDITIONAL PUBLICATIONS, REPORTS,...				
EU POLICY DOCUMENTS				
EU	2014	EU	EU KOSOVO PROGRESS REPORT	T
EU	2014		Indicative Strategy Paper for Kosovo (2014-2020)	T
EU PROGRAMMING DOCUMENTS				
EU	2009	EU	IPA 2009 Project Fiche 3 Kosovo – Support to Communities	T
EU	2011	EU	IPA 2011 Annual Programme: Social Welfare & Community Stabilisation	T
EU	2014	EU	IPA II Kosovo Community Stabilisation and Refugee Integration Programme	T
EU	2014	EU	Indicative Strategy Paper for Kosovo (2014-2020)	T
KOSOVO GOVERNMENT				
MCR	2013		Strategy for Communities and Return (2014-2018)	T
Kosovo Government Office of the Prime Minister	2009		National Strategy for the Integration of Roma, Ashkali and Egyptian Communities in Kosovo 2009-2015	T
	2017		Strategy for the integration of Roma, and Ashkali Communities in the	

			Kosovo society 2017-2021	
OTHER SOURCES				
OSCE	2009	OSCE	Protection and Promotion of the Rights of Communities in Kosovo: Local level Participation Mechanisms	T
OSCE	2010	OSCE	Kosovo Communities Profiles	T
OSCE	2012	OSCE	OSCE assessment report on voluntary returns	T
OSCE	2014	OSCE	OSCE assessment report on voluntary returns	T

ANNEX 3 – ONLINE SURVEY

Community Stabilisation Programme: ONLINE SURVEY

QUESTIONS RESPONSES

Community Stabilisation Programme: ONLINE SURVEY

Dear Madam/Sir,

You are receiving this email survey since you have been a beneficiary of the EU-funded and IOM implemented CSP Programme.

A team of external independent experts is currently evaluating the CSP Programme in order to understanding the impact of its small business assistance to your professional activity and your life in general.

We would be grateful if you could take less than 10 minutes to answer the following questions.

Please answer the survey by 28 November latest.

Please note that your answers will remain confidential and will only be used for statistical purpose. You are free to decline to answer any or all of the following questions.

Thank you very much in advance for your participation!

Community Stabilisation Programme: ONLINE SURVEY

1. Which year did you receive IOM business grant assistance? (One answer only):

1. 2010

2. 2011

3. 2012

4. 2013

5. 2014

6. 2015

7. 2016

8. 2017

2. How important was business training provide by to the success of your business?

Not important at all

Relatively important

Important

Very important



3. How important were the business support provided by the project/IOM to the success of your business?

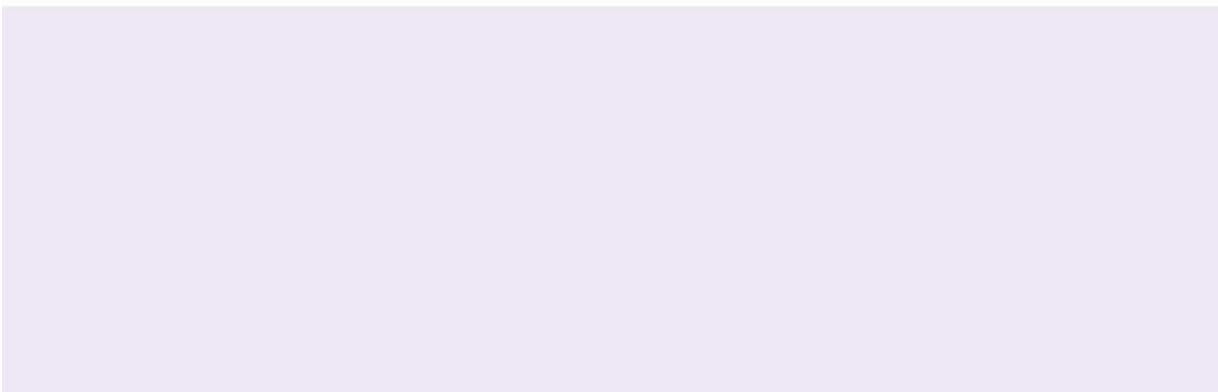
- Not important at all
- Relatively important
- Important
- Very important

4. Is your business still active?

- Yes
- No

5. Is your business currently generating profit?

- Yes
- No

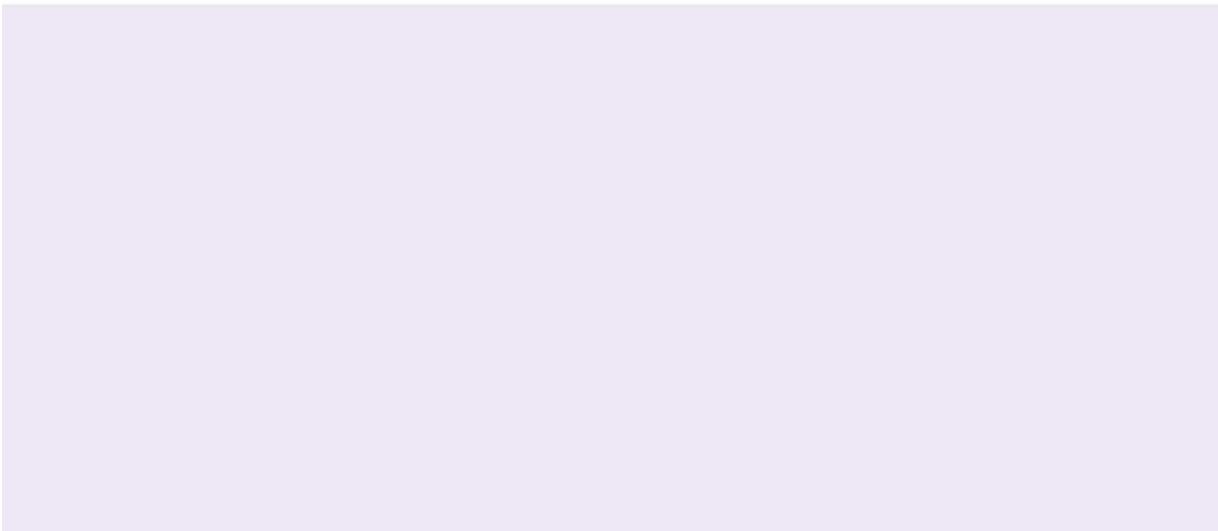


6. Is the profit generated from your business sufficient to cover your household needs?

- Yes, all of needs
- Yes, most of needs
- Some of needs
- No or insignificant part of needs.

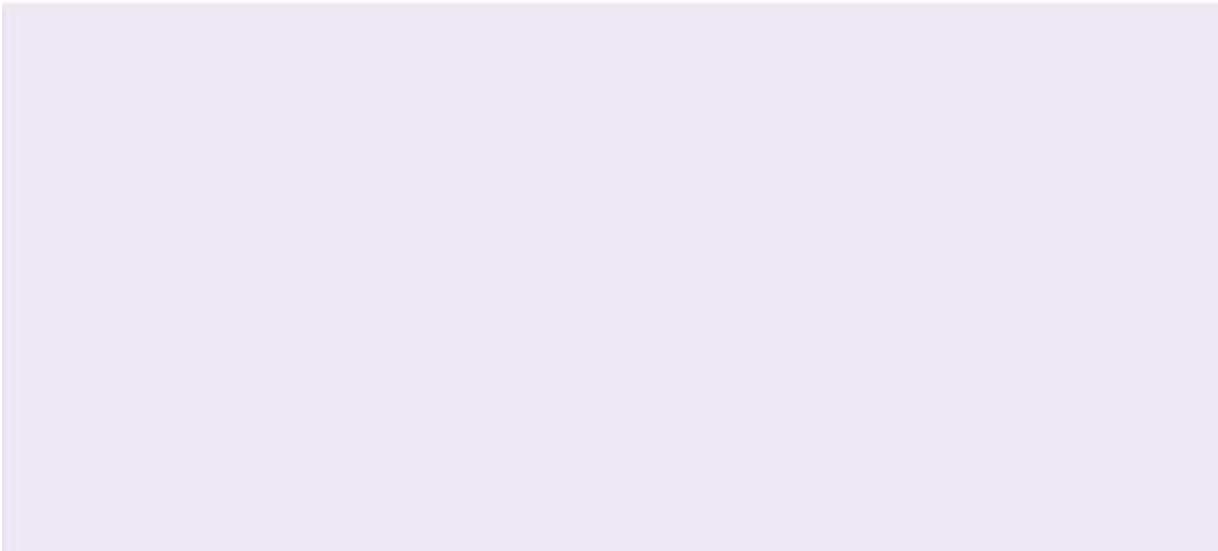
7. How confident are you that you business is now stable and not at risk of going bankrupt?

- Not confident at all
- Relatively confident
- Confident
- Very confident.



8. Currently, what would you say is/are you the main difficulty/-ies your business is facing? Answers (select maximum 3 options)

- My business has no difficulties.
- I have a limited or no access to local markets where to sell my products or services to clients,
- I do not have enough clients to generate sufficient profit,
- I need to do more marketing of my products but cannot afford the cost.
- I am facing a competition that is too strong,
- Profit is too low to ensure survival of business,
- I need to take an additional financial loan but I do not believe any financial institution will grant me any.
- I need to take an additional financial loan but all of my applications have been rejected
- My business management skills are too limited
- My technical skills are too limited



9. Would you say your business has stimulated the local economy, for instance, encouraging the creation of other small business in your community?

- Not at all.
- Yes, a little, only locally
- Yes, locally
- Yes, and beyond my community area.

10. Has your business provided the opportunity to establish relations with other communities?

- Not at all.
- Yes, but only in rare occasions
- Yes, frequently
- Yes, systematically.



11. How has your business or professional activity changed your interaction with the communities in your area or wider area? (several possible answers)

- I am now talking to people from other communities.
- I have clients or suppliers from other communities
- I have engaged with local authorities in majority community area
- I am a female entrepreneur and have gained respect through my business
- I have established business relations with professional associations,
- I have established business relations with other regions in Kosovo.

12. To which extent have you taken steps to limit the impact of your activity to the environment?

- Nothing at all
- Something minimal
- Some concrete steps
- Systematic steps

