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Pilot Activities for Education and Culture in Macedonia

2013

EVALUATION

Ex post evaluation of the programme “Pilot Activities for Education and Culture"

Programme title	Pilot Activities for Education and Culture
Country	Republic of Macedonia
Implementing agency	International Management Group (IMG)
Programme implementation period	01/11/2006-31/12/2010
Type of evaluation	Ex-post
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Abbreviations and acronyms

AFCP	Ambassadors Fund for Cultural Preservation
CHPO	Cultural Heritage Protection Office
DGCS	General Directorate for Cooperation for Development
ER	Expected Result
GO	General Objective
ICOMOS	International Council of Monuments and Sites
IMB	Institute and Museum of Bitola
IMG	International Management Group
LF	Logical Framework
MAE	Ministry of Foreign Affairs
MAMU	Museum of Macedonia
MCS	Museum of the city of Skopje
MIMEC	Italian-Macedonian Multimedia Centre
MLSG	Ministry of Local Authorities
MoC	Ministry of Culture
MOCA	Museum of Contemporary Art
MoEc	Ministry of Economy
MoES	Ministry of Education and Science
NCC	National Conservation Centre
NI	National Institute
RECEDIG	Regional Centre on Digitization of Cultural Heritage
SO	Specific Objective
UKIM	University of SS. Cyril and Methodius
UNESCO BRESCE	UNESCO – Regional Bureau for Science and Culture in Europe
UNITE	University of Tetovo
UTC	Central Technical Unit
UTL	Local Technical Unit

EX POST EVALUATION OF THE PROGRAMME: “PILOT ACTIVITIES FOR EDUCATION AND CULTURE”

EXECUTIVE SUMMARY

With the objective of supporting Macedonia in its effort to put an end to the emergency caused by the armed conflict of February-August 2001, the European Commission and the World Bank organised a conference of Donor Countries in March 2002 in Brussels, acknowledging the requests of the signatories of the Agreements of Ohrid. During this conference, the Italian Government undertook to support the development of decentralisation of education and of local administrations with a contribution of three million euros.

Based on these premises, the International Management Group (IMG) submitted a draft project titled “*Pilot Activities for Education and Culture*” to the Central Technical Unit (UTC) of the General directorate of Cooperation for Development (DGCS) in October 2004. In a subsequent phase, some considerations linked to the unifying role of Culture and reasons of opportunity on the Macedonian side with regard to the timings of the Project implementation, led to a specification of the area in which the Italian contribution, and, consequently, the IMG intervention, would take place. The revised financing proposal was approved by the Directional Committee with resolution n. 69 dated 16/05/2005.

The final evaluation which follows attempted to establish the extent of the achievement of results, objectives, impact and sustainability of the initiative; and has pointed out recommendations and lessons learned with the objective of guiding future funding to the educational and cultural sector.

The analysis of project documents, of national, regional and international strategies and of sectorial development plans was carried out in parallel to qualitative interviews with the main stakeholders involved in the programme implementation.

The methodology used integrated different data collection techniques and of measurement of data on the basis of the creation of an Evaluation Matrix, which identified the main evaluation criteria and facilitated the definition of specific evaluation questions (structured in qualitative Interviews and Focus Groups), to which specific indicators were linked. Moreover, to evaluate training courses, the Kirkpatrick model was referred to. The different techniques of collection of data have facilitated triangulation of the same, avoiding risks of devious analysis. The information consequently collected led to the identification of strengths and weaknesses of the initiative, evaluated on the basis of qualitative criteria of project design, efficiency, effectiveness, impact and sustainability.

The analysis of the project design highlighted lacks in the definition of logical links between its parts, in the specification of activities and results, in the updating/modification of its contents according to the changes in the external conditions, and in the identification of appropriate indicators. All these elements have made the project document unsuitable to guide and direct the foreseen actions, both during the implementation and evaluation phases; in fact, the inadequacy of tools such as the logical framework, the chronogram and the budget, and the sometimes reduced coherence of the same with the project document have limited the possibilities of analysis, in particular in regard to efficiency and effectiveness.

The programme proved to be pertinent compared to the national context; the analysis of needs was carried out adequately and responding to strategic and Programmatic lines, also with regard to

integrating the valorisation of cultural heritage with themes related to the development of tourism. The choice of the intervention areas guaranteed a broad spectrum approach to the sector: reconstruction of historical and archaeological sites important for the re-launching of Macedonian cultural heritage, vocational and managerial training at different levels, incentives for administrative decentralization, digitization of cultural heritage, and support to the educational development of the Albanian minority.

The evaluation of the efficiency was partially affected by the lack of clear information on costs and direct and indirect beneficiaries. At a general level, the Programme appears to have been poorly efficient in terms of how the implemented activities led to results. The works of construction and rehabilitation, three years after their conclusion, showed problems as to lead to doubts on the limits of the feasibility studies. The costs of the trainings organized were evaluated as excessive compared to the results obtained; moreover, the trainings resulted to be poorly efficient in relation to the modalities selected for the trainings (seminars, short-term/very short-term workshops). The repeated no-cost extensions, basically requested to allow UNESCO to finalise the implementation of its activities, had a negative impact on the Programme efficiency, determining an increase of 60% of management costs compared to the initial proposal. In a nutshell, the Programme did not create *Value for Money,* since it did not allow the reduction of costs, an improved management of risks, a rapid implementation and an increase in quality. However, efficiency was observed with regard to procurement activities, which appeared to be transparent and well standardized with appropriate operational tools.

The creation of the Multimedia Centre (MIMEC) at the University of Ss. Cyril and Methodius, the interventions at the archaeological sites of Stobi and Heraclea, the “Rediscovery of the Route of Culture” event carried out in the Skopje Municipality and the creation of a centre for digitization of cultural heritage (RECEDIG) were more effective interventions having contributed to reaching the Specific Objectives they were linked to. On the other hand, micro-initiatives, such as some grants given to the Municipalities, seemed spot initiatives and not part of a univocal strategy, and therefore resulted to be more or less virtuous examples depending on the cases, but in any case not bringing to a substantial change in the medium and long term.

The technical assistance and training activities, in most cases very short-term symposiums and seminars, proved to be excessively sporadic and not structured within a defined training course capable of leading to an improvement of participants’ capacities. The training courses on conservation and restoration of museum heritage and on digitization of cultural heritage are positive examples in terms of effectiveness, since in these courses participants demonstrated to be using the methodologies and techniques learned daily, even if only in a partial way. The most efficient interventions were the ones which also guaranteed a substantial impact with regard to local communities.

Concerning the interventions carried out in Stobi, Heraclea, at the MIMEC and RECEDIG, a synergic effect was noticed thanks to the co-participation of different donors (World Bank, U.S. Ambassadors Fund for Cultural Preservation-AFCP, European Union). In these cases, the impact on local communities resulted to be even higher than the sum of the single interventions, favouring national development in terms of valorisation of cultural heritage and administrative decentralisation. In the case of the RECEDIG the incidence on elaboration of National Strategies was also achieved.

Programme participation of the main Macedonian public authorities only took place partially, (participation in symposiums and workshops), and this did not influence the creation of their managerial and administrative competences in a significant way, thus determining the risk of a precarious institutional sustainability. Moreover, financial incapacity of the different public administrations to develop technological resources - such as the software for digitization of cultural heritage - and to maintain infrastructures they were provided with, led to a weak economic and technological sustainability.

Based on the results of the evaluation, some recommendations were drafted with the objective of ensuring better quality of future interventions in the sector of cultural heritage and other sectors.

The Project Structure and Design should be analysed thoroughly during the approval stage, and constantly updated with respect to the changes in the external conditions, to ensure the logic and coherence of the narrative document and of the main components throughout the Programme duration. Intermediate and final reports should be foreseen using appropriate formats that facilitate the process avoiding dispersion/loss of useful information. Lastly, internal monitoring and evaluation systems, adequately designed, should already be foreseen at the proposal presentation phase.

Direct and indirect beneficiaries should already be clearly identified and identifiable during the proposal presentation phase. In addition, more attention should be given to the analysis of costs per beneficiary per each activity.

Ensuring that Programme activities are the result of a univocal strategy which aims at reaching the general objective is desirable.

The training and capacity building courses should be designed guaranteeing the participation of beneficiary institutions starting from the identification phase. Moreover, modalities of medium-long term support are suggested instead of short-term seminars and workshops.

Risks should be conveniently analysed and corresponding mitigation plans should be defined in the proposal presentation phase, and constantly updated during the implementation phase.

Lastly, possibilities of public and private partnerships should be investigated, to develop and promote the use/fruition of cultural heritage and also to develop the economic revitalization of the Country from a touristic point of view.

On the basis of the evaluation of the “Pilot Activities for Education and Culture” Programme, the evaluators have elaborated some lessons learned as mentioned hereunder:

If the operational, relational and managerial complexity of the programme is not translated into tools that facilitate its management, simplify and structure information, monitoring the progress of activities and possibly correcting punctual aspects of the initiative on time will be impossible, as having a clear picture of the whole programme *in itinere*.

Even if the proposals are relevant with regard to the national context and the local and international strategies, they are not always part of a single operational strategic framework, composed of all stakeholders active in the same sector of intervention; taking into consideration all existing or foreseen interventions for a specific operational sector on time helps to create a univocal strategy in the medium and long term, in which each initiative has unique peculiarities, (operational and methodological also), and contributes to a broader development.

In cooperation for development programmes - non-emergency programmes - and which foresee partnership collaborations with public institutions (ministries, municipalities, institutions), capacity building activities should be favoured and investigated, structured in specifically defined training plans. Programmes will be efficient and will have a sustainable impact only if they facilitate the development of competences and ownership of direct beneficiaries, and if they are also based on a participative process of stakeholders and decision makers.

Visibility of Italian aid, also considered as social and institutional recognition, is gained through effectiveness and impact of Programmes in beneficiary Countries; the implementation of a programme, which takes into account the above-mentioned recommendations, would also bring benefits to the visibility and recognition of the Italian Government.

1. Programme Context

1.1 Situation of the Country

Macedonia became an independent State in September 1991 without actually being involved in the conflicts which flared after the dissolution of Yugoslavia. However, due to the persistent instability in the Balkans and of the increasing inter-ethnical resentments, Macedonia was often threatened. In 1999, a consistent influx of refugees put the internal stability of the Country at risk, determining the increase of many social problems which already existed. The most serious threat to the existence of the Macedonian state were the armed clashes of the first half of 2001, the conclusion of which was ratified with the Ohrid Agreements of August 13th, 2001, signed by Macedonian and Albanian representatives.

According to the 2011 Human Development Index[1], Macedonia rates 78 out of 187 countries and lands; between 2005 and 2011 the HDI of Macedonia increased from 0.704 to 0.728, with an annual increase of 0.6%.

With regard to becoming part of the EU, Macedonia made a formal request to access the EU in March 2004. The Agreement of Stabilization and Association between the FYROM and the EU was signed in April 2001 and became effective in April 2004.

In 2005 the European Council gave the Country candidate status to the EU. In October 2009, the Commission recommended the Council to open negotiations with Macedonia for passing to the subsequent phase of implementation of the Stabilisation agreement. In 2008 the Accession Partnership defined eight priority areas for Macedonia within the framework of the EU agenda of reforms which included: the full implementation of the obligations deriving from the Agreement of Stabilization and Association, the reform of public administration, of the police, of the judiciary system, fight against corruption, reduction of unemployment rates, and the creation of a favourable environment for companies.

The consequent different reports since then brought to the conclusion that Macedonia had basically reached the objectives fixed in the priority areas and therefore recommended the start of negotiations for access to the EU; however, the European Council has not yet fixed a date for the start of the negotiations.

1.1.1 Decentralisation

The Ohrid Agreements, pointing out the need to preserve the multi-ethnic character of the Macedonian society, aspired to the decentralization of some functions and prerogatives of the Government; in particular, article 3.1 explicitly referred to the approval of a Law on Local Autonomies that aimed at strengthening the power of local officials and increasing their competences in respect of the Constitution and the European Chart on Local Autonomies, in particular with regard to public services,

[1] Human Development Report 2011, Sustainability and Equity: A better Future for All, UNDP 2011

urban and rural planning, environmental protection, local economic development, culture, education, the local financial system and the health system[2].

The decentralization process therefore started with the approval of the law on Local Autonomies, published on the Official Gazette in January 2002, followed by the law on the new organization of land in August 2004, and the law on financing of decentralized Municipalities in September of the same year. The law on Local Autonomies finally became operational at the beginning of 2005, and the first three sectors that passed under the direct responsibility of the municipalities were: Education, Culture and Municipal Services.

Macedonia is nowadays divided in 84 municipalities (besides the city of Skopje which is divided into 10 municipalities) and eight regions which only have an administrative role. Therefore, the municipalities have major responsibilities in matters such as budget, economic development, environmental protection, urban development, cultural and sports activities, social protection of minors, and education; but they still currently face several problems most of all in terms of scarce economic resources to be allocated to these sectors.

1.1.2 Culture

When this proposal was presented, The Ministry of Culture was supported by six institutes for protection of cultural heritage and legacy of Macedonia.

In 2004, the Macedonian Parliament approved the National Programme for Culture for 2004-2008. This programme defined the strategies for achieving the objectives considered of primary interest for the Country, in particular: decentralization of culture, the use of culture as a resource for development, protection and (re-)construction of cultural heritage, incentivizing creativity in particular with regard to new artistic talents and cultural needs of the youth, and the strengthening of management of culture. Since 1998 a number of important laws in the cultural sector were passed:

Table 1. List of principal laws in the sector of culture

LAW[3]	YEAR OF ADOPTION
Law on Culture	1998, amended
Law for Protection of Cultural Heritage	2004
Law on Museums	2004
Law on Libraries	2004
Law on Monuments and Commemorative Sites	2004
Media Law	2005
Law on the Film Fund	2006
Law on Sponsorship and Donations	2007
Law on Audio-visual Goods	2008
Law on the Skopje Old Bazaar	2008
Law on Copyright and Related Rights	2010
Law on Governing of the World Natural and Cultural Heritage	2010
Law on the National Artist of the Republic of Macedonia	2011

[2] Opened to signature in October 1985 by the Congress of Local and regional Powers, it recognised the importance of the role of local autonomies in democracy. The Parties signing the Charter are obliged to apply fundamental rules to guarantee political, administrative and financial independence to local administrations; the Charter foresees the recognition of the principle of local autonomy in national law and that this is protected by the Constitution; thus allowing local administrations to be elected by universal suffrage.

[3] http://www.culturalpolicies.net/web/macedonia.php?aid=52.

The Law on Culture, originally approved in 1998, underwent a number of amendments between 2003 and 2005 which allowed the inclusion of norms for reallocating competences of the cultural sector (from the parliament to the government and from the government to the Ministry of Culture); the clarification of the position of local authorities in financing cultural activities of local interest; and the simplification of the decentralization mechanism.

In June 2012, the Ministry of Culture started drafting a new National Strategy for the development of culture for the years 2012-2017; according to the intentions of the ministry, this is not a document of declarations but a real strategic and operational document which points out the weak points of the current cultural policy and defines feasible solutions for its development and sustainability. The document is still in phase of discussion and its publication is foreseen in the first semester of 2013.

1.1.3 Education

The Ministry of Education and Science is responsible for the development of education, science, sport and also of international cooperation transversal to these sectors.

In 2005 the Ministry of Education and Science adopted the Programme for the development of Public Education with the objective of developing a national strategy for implementing of the development of the educational sector until 2015. This strategic document was drafted thanks to the collaboration of all the main stakeholders of the sector and to the financial support of the Open Society Institute of Macedonia.

The national Programme for the development of Public Education aims at achieving its objectives by using a long-term orientation and implementing efficient interventions in the following areas:

- Quality Education for all
- Promotion of the culture of life
- Increase of social participation
- Development of Macedonian competences in the educational, cultural and economic sectors
- Strengthening of International Cooperation
- Development of managerial competences.

The strategy adopted by the Ministry of Education is based on the concept of permanent learning, which aims at creating, through the promotion of education, favourable conditions for acquiring and transferring knowledge; strengthening the capacities of youths and adults, in order to facilitate their social inclusion and their participation; and supporting to civic initiatives, with the final objective of creating a balance between the formal and informal sectors; all this through the promotion of education.

Social, cultural, physical and intellectual well-being of Macedonian citizens is the general value on which the national programme for the development of education is based on. The development of a creative citizen, oriented to civic and ethical sense, is seen as a key factor which influences the Country’s social, economic and political development. The National Programme was therefore established, and is based upon, the values of modern civilization, such as knowledge, democracy, equity, tolerance and humanity.

The process of decentralization of the educational system is a maximum priority for the Macedonian Ministry of Education and Science.

Decentralization must guarantee a transfer of responsibilities of the main educational issues (improvement of quality of education, vocational improvement of the teaching staff, financing) at all the three levels of the educational system - central, local and of schools. Responsibilities must be increased at the local level and of schools, in detriment of concentration of responsibilities at the central level. These modifications must include:

- Administrative and managerial reorganization of education through new laws in in the field of autonomy at the local level and financing of this process;
- Improvement of management and governance of education at the central level;
- Development of a more efficient system for financial planning, allocation and management;
- Improvement of management at the local and school level;
- Precise redefinition of roles and responsibilities of administrative institutions at all three levels;
- Training on managerial aspects.

1.2 Origins of the initiative

In March 2002, with the objective of sustaining Macedonia in its efforts to end the emergency deriving from the armed conflict of February-August 2001, the European Commission and the World Bank organized a Conference of Donor Countries acknowledging the request received in this sense from the signatories of the Ohrid Agreements[4].

The resources that the International Community committed to make available to help the Country solve the most urgent problems were allocated for the following objectives:

- Balance of payments
- Reconstruction and rehabilitation of areas hit by the conflict
- Measures to adopt to comply with the Ohrid Agreement[5].

During the conference, thirty-eight donor countries and nineteen international organizations committed 307 million Euros[6] for the above-mentioned measures, exceeding the cautious estimations of 256 million Euros for 2002, which constituted the minimum necessary amount indicate before the Conference.

The decentralisation of the Administration of the Macedonian State and the consequent delegation to Local Entities and Municipalities of a series of ministerial prerogatives constituted one of the fundamental axes of the Ohrid Agreement. To recognise these priorities, the International Community, including Italy, committed to assisting Macedonia by making available the resources needed to put the agreement into practice.

The decision taken by the Italian Government during the Brussels Conference was to contribute to the collective effort in favour of the Former Yugoslavian Republic of Macedonia with an amount of 3 million Euros, to be spent in the context of administrative decentralization and Education[7]. Considerations on the unifying role that Culture can play and reasons of opportunity on Macedonian behalf, with regard to the relatively more rapid timings of decentralization in the cultural and educational sectors, later led to the specification of the scope in which the Italian contribution took place.

[4] Point 8.3 of the Ohrid Agreement explicitly mentions the request to call for an International Conference: "The parties invite the international community to convene at the earliest possible time a meeting of international donors that would address in particular macro-financial assistance; support for the financing of measures to be undertaken for the purpose of implementing this Framework Agreement, including measures to strengthen local self-government; and rehabilitation and reconstruction in areas affected by the fighting".

[5] Mr. Reinhard Priebe in the opening speech of the conference of donors in Brussels: "Our aim today is to continue to support the Country achieve renewed macroeconomic stability, repair the damages engendered by the conflict and fully implement the Framework Agreement", 12th March 2002.

[6] FYR of Macedonia secure pledges, World Bank March 13th, 2002.

[7] Resolution of the Directional Committee nr. 69 of 16/05/2005.

In virtue of these premises, in October 2004 the International Management Group (IMG) presented a draft project to the Central Technical Unit of the (UTC) of the DGCS.

The initiative presented by IMG, based on inputs of the Italian Embassy in Skopje, was inspired by the Conference of Ministers of Culture of Eastern and Southern Europe which took place in Mostar in July 2004, and by the Conference of Venice of November 2004. In these conferences, particular emphasis was placed on the role of culture in strengthening intercultural dialogue and its contribution to the stabilization of the Region; being stabilisation an essential prerequisite for integration of the Country in the European Union.

After the presentation of the proposal, MAE organized two missions of experts in loco (in November 2004 and February 2005) with the aim of deepening the contents of the draft programme. This led to the reformulation of the original proposal with regard to the assistance to the Tetovo Engineering School, the valorisation of cultural Heritage and the creation, on behalf of UNESCO-ROSTE[8], of a centre for digitization of cultural Heritage.

The revised financing proposal was therefore presented and approved by the Directional Committee with resolution n. 69 dated 16/05/2005.

1.2.1 Programme information

Title	Pilot Activities for Education and Culture
Code	AID8420.01.3
Programme location	Republic of Macedonia
Implementing organisation	International Management Group (IMG)
Beneficiaries	Government of the Republic of Macedonia
	Ministry of Culture, Ministry of Education and Science,
	Ministry of Local Autonomies
Budget	3.000.000,00 €
	First instalment 1.170.000,00 € paid on 24/10/2006
	Second instalment 1.830.000,00 € paid on 18/06/2007
Date of approval	16/05/2005
Start date of initiative	1/11/2006
Foreseen duration	18 months
Real duration	50 months
Foreseen conclusion	30/4/2008
Real conclusion	31/12/2010

[8] L'UNESCO-ROSTE (Regional Office for Science & Technology for Europe) with headquarters in Venice since 1988, was transformed into UNESCO-BRESCE (Regional Bureau for Science and Culture in Europe) in March 2006.

2. Objective

2.1 Type of evaluation

The final evaluation presented hereunder aimed at defining to which extent the results, objectives, impact and sustainability of the focused initiative were reached and at making recommendations and lessons learned which can be used for future funding in the cultural and educational sector.

2.2 Scope and usefulness of the evaluation

The scope and usefulness of the evaluation have been defined in the Terms of Reference for the independent evaluation of the programme “Pilot Activities for Education and Culture - AID8240” (Annex 1), an extract of which is mentioned hereunder.

2.2.1 Scope of the evaluation

The evaluation will:

- Express a judgment on the relevance of the objectives and to which extent these have been reached;
- Express a judgment on efficiency, effectiveness, impact and sustainability of the project;
- Analyse the Project as a whole, to identify best practices and lessons learned, so these can be used as basic information to develop potential future technical assistance in the country;
- Analyse implementation modalities and strategies;
- Take into consideration sustainability and impact factors that the programme implementation has had on educational and cultural conditions of the Country;
- Estimate the results and effectiveness of the pilot programmes at district level, their questionable nature, the respective means for the decentralization of the administration and the effective managerial capacity of local institutions.

Finally, the evaluation will take into consideration:

1. The initiatives focusing on the multicultural context of the Country, i.e. the activities of support to local Cultural Institutions;
2. The training level of the cultural representatives of the Municipalities;
3. The interventions aimed at giving value to the historical sites of national relevance;
4. The establishment, functioning, effectiveness of the Regional Centre on Digitalisation of Cultural Heritage and the level of preparation of its technicians;
5. The effectiveness of the structural rehabilitation and technical assistance interventions at the Museum of Contemporary Art;
6. The establishment of the Multimedia Centre in the University of Ss. Cyril and Methodius and the corresponding training activity;

7. The effectiveness of the intervention in favour of the minority of Albanian language in Tetovo;
8. The qualitative analysis of the technical assistance given by the implementing organisation and the managerial capacities of the institutions involved in the programme.

2.2.2 Usefulness of the evaluation

The usefulness of the evaluation of the programme “*Pilot activities for Education and Culture*” in Macedonia is to verify to which extent the assistance of IMG, and therefore of Italian Cooperation, has been relevant, effective, efficient, and sustainable in achieving the objectives foreseen for the sector.

The evaluation shall reach a general judgment on the extent to which the strategies and the programme have contributed to achieving the objectives and impact foreseen, based on the answers the questions which shall be agreed upon (see Annex A).

The conclusions of the evaluation shall be based on objective, credible, reliable and valid results and shall provide the Italian Cooperation with useful and operational recommendations. The evaluation shall share the lessons learned in order to guide future funding in the educational and cultural sector in the Balkan area and in Macedonia in particular.

To this scope, the evaluation shall analyse how the support to the educational and cultural sector for the programme under focus has affected:

- Planning and implementation of policies, strategies and programmes;
- Effectiveness of aid in terms of predictability and implementation of national educational and cultural strategies.

The evaluation shall provide lessons learned and recommendations, taking into consideration continuity of aid to the sector in the current context as the final goal.

3. Methodology

3.1 Evaluation objectives

The main objectives of the evaluation, as described in the terms of reference in annex (annex 1), are:

1. Verify to which extent the assistance of IMG, and therefore of the Italian Cooperation, has been relevant, effective, efficient, and sustainable in reaching the objectives foreseen for the sector.
2. Analyse how the support to the educational and cultural sector for the programme under focus has affected:

- Planning and implementation of policies, strategies and programmes;
- Effectiveness of aid in terms of predictability and implementation of national educational and cultural strategies.

3.2 Evaluation criteria

To carry out this evaluation, the following criteria were used[9]:

PERTINENCE/RELEVANCE. Through the analysis of the pertinence it was possible to verify to what extent the Programme was capable of responding/adapting to the needs, priorities and policies of the recipient beneficiary group; and of evaluating the general and specific objectives, the inputs and the activities.

VALIDITY OF PROGRAMME DESIGN. The evaluation offered an overall vision of the quality of the design of the programme, in terms of the whole extension of the adopted Logical Framework, of the objectives, expected results and indicators.

EFFICIENCY. The evaluation of the efficiency was very limited by the scarceness of available information in the project documents and by IMG's refusal to provide other detailed information. An analysis of single activities was therefore carried out, and an in-depth analysis of costs where possible.

EFFECTIVENESS. An analysis of the main reasons for achieving, or failing to achieve, the objectives, and of the users/beneficiaries of the resources supplied was carried out. Participation of interested parties in the design of the intervention was also taken into consideration.

IMPACT. An effort to verify the existence, or inexistence, of a long-term effect ascribable to the IMG intervention was also made, to what extent the General Objective was achieved and how this derived from the direct effects of the Programme.

SUSTAINABILITY. The analysis of the sustainability was carried out taking into account the financial, technical, institutional, cultural and environmental factors enabling or impeding the continuous renovation of the benefits produced by the Programme after the finalisation of the project intervention. Particular attention was given by the evaluation to the extent to which local capacity was sustained and developed.

[9] Evaluating Humanitarian Action using the OECD/DAC Criteria, Overseas Development Institute, March 2006.

3.3 Approach and methodological principles used

The methodology used can be divided in five main phases.

DESK REVIEW. This first phase included research and preparatory study in remote and in situ. The evaluation team analysed the main documentation of the Programme (secondary data) provided by the Ministry of >Foreign Affairs and IMG. In particular:

- Project Proposal, Annual Reports, Management Plans;
- Intermediate and Final Reports, technical monitoring and evaluation reports;
- MoU, MoA, contracts, minutes of meetings.

Moreover, National and regional strategies, development plans and other data available in National Ministries and other International Agencies were analysed.

The meetings both in Italy with reference people of MAE for the programme and in Macedonia with the available staff of IMG were also an integral part of this phase.

The creation of an **EVALUATION MATRIX** (Annex 3) originated from the analysis of the logic of the Programme (see chap. 4) and from the verification/definition of the causal relations between inputs, activities, results and objectives in order to establish whether and how the foreseen impact was reached.

For the elaboration of the Evaluation Matrix, **JUDGMENT CRITERIA** were identified to guide the questions both for the main stakeholders and for the participants in the Focus Groups, and the respective indicators.

The analysis of the Logic of the Programme pointed out, as will be seen hereafter, a general incompletion in terms of specific objectives, results, activities and indicators; these were therefore integrated and developed in order to carry out a more reliable measurement of the impact of the programme.

Another fundamental aspect taken into consideration in carrying out the final evaluation was **PARTICIPATION** of stakeholders in the different phases of the Programme. An in-depth analysis of the stakeholders involved was hence carried out, of their level of involvement and interest, their organizational capacity and their contribution to the Programme, using ad hoc tools; their direct involvement in the evaluation was analysed later through interviews and focus groups.

RESEARCH DESIGN. After analysing the existing documentation and the first contacts with the implementing organisation – International Management Group – the structure of the evaluation was elaborated in order to take into account the peculiarities of the different sectors of intervention (ex. Training activities, structural and rehabilitation activities and grants to municipalities) and to identify the sample of adequate dimensions to guarantee representativity of the research and isolate the effects of the Programme from potential external interferences (**NET IMPACT**).

To this end a list of representatives/institutions to be met during the in-country mission of the evaluators was compiled and shared with IMG staff (in particular, Arch. Argjent Karai and Arch. Lazar Sumanov).

Since the beginning, the impossibility of reaching a larger number of representatives through a tool of quantitative data collection (questionnaire) emerged, for reasons which will be analysed later (see paragraph 3.4, limitations); these limitations led to defining data collection tools exclusively of **QUALITATIVE** nature. According to the type of beneficiary/stakeholder different tools were used, or a combination of several tools which allowed to evaluate the relevance of the subject of educational and cultural development in the Macedonian context; the effective and efficient achievement of the predetermined objectives, the activities aimed at guaranteeing the sustainability of the Programme; and

the impact that the implemented activities had on the direct and indirect beneficiaries. In particular, the following tools were used:

- **SEMI-STRUCTURED INTERVIEWS.** Used with Programme staff, trainers, directors and representatives of local and ministerial authorities, to fully understand impressions and experiences with regard to the Programme;
- **FOCUS GROUPS.** Organized with representatives of the cultural sector which took part in training activities carried out by IMG. The evaluative tools used for this particular aspect of the Programme were developed using the Kirkpatrick[10] method, which divides the training activities in 4 levels:

  Reaction: this measures the attitude developed by the participants towards the training activity and therefore if the participants have had the opportunity of elaborating a positive experience.

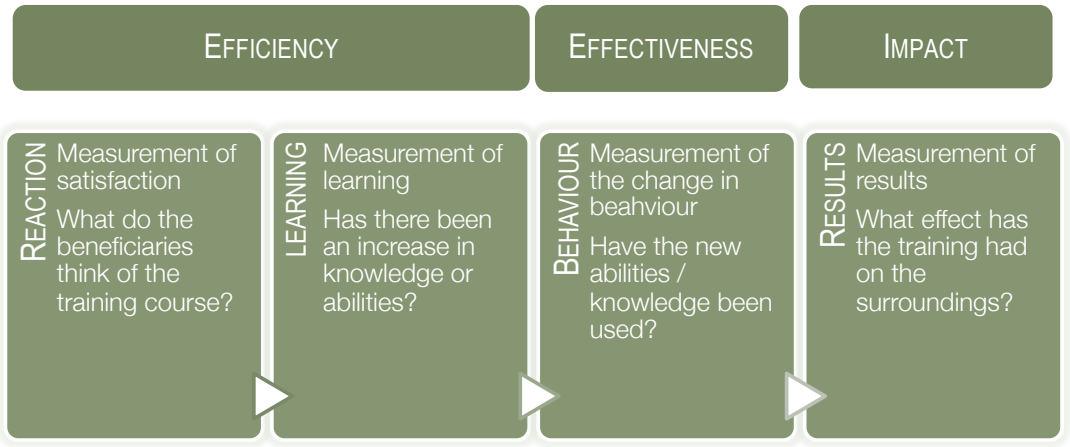
  Learning: this measures how much participants have the competences which are the objective of a training activity, at the end of the same activity.

  Behaviour: this measures to what extent the competences focused by the training activity have been used by the participants on the job and after a certain timeframe from the same activity.

  Results: this measures if and to what extent improvements of the performance of the beneficiary of the training activity have taken place, and how these have had an impact on the surroundings.

  As indicated in the following illustration, the four levels of reaction, learning, transfer/behaviour and results are directly linked with the criteria of efficiency, effectiveness, and impact.

  Illustration 1. Evaluation of training activities and DAC criteria



- **DIRECT OBSERVATION.** Through visits to implementation areas, carried out on a significant sample of the relevant areas and sectors, and where particular criticalities were noticed from an implementing point of view, or on the basis of the documents analysed.

For both the semi-structured interviews and the focus groups, a predefined outline was defined (Annexes 10 and 11) identify the objectives to be achieved through the discussion; however, leaving space of movement was also left to the interviewee, by alternating predetermined questions to more spontaneous reactions and depending on the interviewee. The "Guidelines for elaborating evaluation questions", (Annex A of the ToRs), were respected when drafting the tools.

Finally, since any data collection tool has strengths and weaknesses, a **TRIANGULATION** of the data collected through different techniques was done, in order to avoid distortions of the results obtained.

[10] Kirkpatrick D., Evaluating Training Programs, 1994.

MISSION TO MACEDONIA FOR DATA COLLECTION. The mission to Macedonia of the two experts appointed by InfoAid (Mr. Gabriele Bertani and Mrs. Laura Morisio) took place between 3rd and 16th March 2013; the meetings and visits which took place and which are described hereunder are listed in the mission schedule (Annex 2 Mission Schedule and Annex 9 List of People Contacted).

The data and information contained in the present report were collected through:

SEMI-STRUCTURED INTERVIEWS WITH MAIN STAKEHOLDERS: 31 interviews

- Macedonian Ministries: Ministry of Culture, Ministry of Economy, Tourism and Science Department, Ministry of Local Autonomies, Office for the Protection of Cultural Heritage
- Universities: SS. Cyril and Methodius of Skopje and State University of Tetovo
- Museums: Museum of Contemporary Art, Museum of Macedonia
- Municipalities: Kocani, Berovo and Negotino
- Archaeological sites: Scupi, Stobi and Heraclea
- UNESCO Bresce of Venice
- NGO Toleranza
- Italian Embassy.

FOCUS GROUP DISCUSSIONS: 2 groups

Participants in the International Seminar on "Conservation of Mosaics", carried out by Paolo Racagni from 22nd to 27th June 2008

- Participants in the course on "Management of the process of digitalisation" carried out by experts of MINERVA in collaboration with UNESCO BRESCE from 9th to 19th September 2008.

VISITS TO LOCATIONS FOCUSED ON BY THE PROGRAMME (DIRECT OBSERVATION): 11 locations visited

- 3 archaeological sites: Scupi, Stobi and Heraclea
- Institute of Biotechnology and Nutrition, State University of Tetovo
- Multimedia centre, SS. Cyril and Methodius University of Skopje
- Museum of Contemporary Art, Skopje
- Museum of Macedonia, Skopje
- Regional Centre on Digitalisation of Cultural Heritage, Skopje
- Wine Museum, Negotino
- Jans Cultural Centre, Kocani
- Central Square, Berovo.

DATA ANALYSIS. The data obtained from interviews and focus groups were compared in order to integrate/modify potential incomplete or wrong information; a close analysis, and the filtering and triangulation processes led to tangible and reliable data.

FINAL EVALUATION REPORT. The last phase concerned drafting the current report based on the requirements of the Terms of Reference. The information collected and analysed highlighted the impact of the Programme on the beneficiaries. Lessons learned and recommendations are listed in the conclusion, and these are aimed at improving future projects and strategies of the DGCS.

3.4 Limitations

Some limitations have affected the regular development of the evaluation.

The closeness of the mission to the local elections in Macedonia impeded meeting representatives of the Ministry of Education; the evaluators, staff of IMG and the Italian Embassy contacted them several

times. Nevertheless, telephone conversations between the evaluators and the Ministry of Education representatives highlighted their lack of knowledge of the Project, and this limitation did not invalidate the range and contents of the evaluation in any way.

The available documentation only partially satisfied the needs deriving from the application of the DAC criteria for the evaluation. The intermediate and final reports drafted by IMG and the monitoring reports drafted by experts of DGCS proved to be inadequate for reconstructing all the implemented activities in detail. Cost-wise, the information contained in these reports was not sufficient to measure the efficiency of IMG intervention in an in-depth way (cost/activity) and IMG stated they were not willing to share further information in this regard with the evaluators.

The Training and Technical Assistance component proved to be extremely limited in terms of training courses carried out, in comparison with the information provided in the project proposal and in the Terms of Reference; this made the use of quantitative data collection tools inadequate, which had originally been planned in order to evaluate the level of learning of the participants in workshops and seminars in an in-depth way.

4. Programme Design

The analysis of the logic and coherence of the Programme design has identified an insufficient connection between the components of the Programme: in particular, the Specific Objectives (SO) were not conveniently connected to the Expected Results (ER), and the ERs with the respective activities.

Moreover, an insufficient correlation was noticed between the information mentioned in the logical Framework (LF), in the narrative document and in the other project documents; to advance in the evaluation, a reconstruction of a new logical framework was therefore deemed necessary, to reflect the explicit and non-explicit links between the different components in a logical and coherent way. The revised logical framework[11] (Annex 4) was therefore used as a base for all further analysis.

4.1 General Objective vs. Specific Objectives

With regard to the logical link between the General Objective and the Specific Objectives a coherent logical connection was observed for Objectives 1 and 5.

The description of the Specific Objective 5 mentioned in the table hereunder has been extracted from the narrative document. The OS5, as formulated in the original logical framework "Use of the most modern techniques of classifying of cultural Heritage, in a sharing mode with the other countries of the Region – was considered not to reflect the identified Expected Results sufficiently.

With regard to the other Specific Objectives, some limitations were noticed. In particular:

- SO2: strengthening cooperation links with Italy does not contribute per se to the General Objective. This could happen if this link were aimed at strengthening Macedonian institutions. Consequently the specific objective should be referred to Macedonian institutions whose collaboration with Italy would be a preparatory tool. In this sense the SO2 should be better integrated with the others (3, 4 and 5) that already have the same goal.
- SO3: it is not present in the LF of the Programme but indicated in the narrative document. The evaluators' opinion is that this specific objective could be integrated in the other specific objectives (mainly 4 and 5), since otherwise it is redundant. As will be analysed hereunder, the difficult of identifying the Expected Results linked to this specific objective demonstrates its incoherence with the project logic.
- SO4: the reference to agro industrial aspects for a socio-economic development fall outside the General Objective of the proposal. Introducing a different dimension, even if linked to cultural aspects, does not create an added value to the initiative but causes a dispersion of the aid instead.

[11] The revision of the logical framework was limited to the identification of the logic among activities, results, specific and overall objectives. The terminology used in the original document was not reviewed.

The following table summarises the general and specific objectives used during the evaluation.

Table 2. General Objective and Specific Objectives

GENERAL OBJECTIVE	Promote the complete implementation of the Ohrid Agreement, in particular with regard to the process of administrative decentralization in the educational and cultural sectors; protection and valorisation of cultural heritage; and integration of minorities
SPECIFIC OBJECTIVES	1. Promote the recovery of some of the most significant historical, artistic and cultural resources, also in terms of their economic and touristic valorisation, in the perspective of a sustainable territorial development that enables a requalification of the touristic locations of interest and of the masterpieces in decline, making them more accessible 2. Strengthen the cooperation links between Italy and the local organisations operating in the sectors of cultural assets and vocational training by establishing technical collaborations that regularly involve Centres of Excellence of our Country, with the aim of creating favourable exchange and training programmes focused on the Macedonian local counterpart 3. Support and transfer know-how to interested local institutions with the aim of making them sustainable in time with regard to undertaking responsibilities and acquiring competences in the sectors focused by the Italian intervention; with a particular focus on the retrieval and optimization of essential resources needed for implementing relevant activities; and to the promotion of these activities in accordance to the objectives implied in the Ohrid Agreements 4. Contribute to strengthening integration between the different ethnical components of Macedonia, by facilitating access to higher education for the Albanian minority and by sustaining the circulation of knowledge functional to the socio-economic development of the Country (in particular with regard to the agro industrial sector) 5. Increase collaborations between different institutional and cultural/training institutions/representatives present in Macedonia to allow them to access the most modern management and sector-based techniques and to be more updated at an International level. Likewise, through the creation of an IT network and of a first database, promote the exchange of results obtained, and types of problems faced locally between cultural workers/operators in the development of similar programmes

4.2 Specific Objectives vs. Expected Results

Some lacks emerged when analysing the logical link between the Specific Objectives and the Expected Results. These shortcomings negatively influenced the proposal design as a whole.

At this level some discrepancies were also noticed between the LF and the project document. In the following table the Expected Results describe in the project document but not mentioned in the LF are highlighted in red, while the references in parenthesis (ex. R3 LF) indicate the progressive order of the results as stated in the original LF.

The summary chart which follows is the result of the work of recap carried out by the evaluators to try to connect the Expected Results to the Specific Objectives. In particular, the following was noticed:

- The SO1 was not adequately developed into congruous Expected Results, but expressed in one result which only partially expresses its range. This limit directly affected the activities, as mentioned hereunder.
- The Expected Results relative to the SO5 do not appear in the LF at all and have been recovered from the project document.
- In some cases, the Expected Results have been confused with the indicators, and vice versa.

- The terms used to indicate Specific Objectives, results, and indicators are not adequate and generates confusion.

Table 3.Specific Objectives and expected results

SPECIFIC OBJECTIVES	EXPECTED RESULTS
1) Promote the recovery of some of the most significant historical, artistic and cultural resources, also in terms of their economic and touristic valorisation, in the perspective of a sustainable territorial development that enables a requalification of the touristic locations of interest and of the masterpieces in decline, making them more accessible.	1.1 Improvement of capacities of restoration of contemporary works of art and archaeological relics (R3 LF)
2) Strengthen the cooperation links between Italy and the local organisations operating in the sectors of cultural assets and vocational training by establishing technical collaborations that regularly involve Centres of Excellence of our Country, with the aim of creating favourable exchange and training programmes focused on the Macedonian local counterpart	2.1 Creation of a Multimedia Centre in the faculty of Philology of the University of SS. Cyril and Methodius (Skopje) (R8 LF) 2.2 Increase of the training offer in the field of restoration of cultural assets and of Economy of Cultural Assets (R2 LF) 2.3 Launch of partnership relations between Macedonian and Italian public and/or private institutions/individuals, in the sector of focus of the intervention (R11 LF)
3) Support and transfer know-how to interested local institutions with the aim of making them sustainable in time with regard to undertaking responsibilities and acquiring competences in the sectors focused by the Italian intervention; with a particular focus on the retrieval and optimization of essential resources needed for implementing relevant activities; and to the promotion of these activities in accordance to the objectives implied in the Ohrid Agreements	3.1 Improvement of managerial capacities of central and local cultural institutions (R1 LF) 3.2 Launch of governmental and local touristic policies as a tool that can ensure planning and economic opportunities in the cultural and naturalistic sectors (R6 LF) 3.3 Increase of funding for, and participation of private individuals, in cultural activities (R4 LF). 3.4 Creation of a link between public and private actors operating in the touristic sector (R7 LF)
4) Contribute to strengthening integration between the different ethnical components of Macedonia, by facilitating access to higher education for the Albanian minority and by sustaining the circulation of knowledge functional to the socio-economic development of the Country (in particular with regard to the agro industrial sector).	4.1 Establishment of the Tetovo Engineering School in a specifically renovated new structure (R9 LF) 4.2 Review of the training offer of the Tetovo Engineering School, department of biotechnologies, and its adjustment to the needs of the agro industrial sector (R10 LF). 4.3 The levels of quality and safety are improved in the Macedonian agro industrial production linked to activities of the Tetovo Engineering School (R12 LF)
5) Increase collaborations between different institutional and cultural/training institutions/representatives present in Macedonia to allow them to access the most modern management and sector-based techniques and to be more updated at an International level. Likewise, through the creation of an IT network and of a first database, promote the exchange of results obtained, and types of problems faced locally between cultural workers/operators in the development of similar programmes.	5.1 Organize the centre for digitization of Cultural Heritage (R5 LF). 5.2 Strengthen the capacities of local experts and technicians in the sector of digitization of Cultural Heritage (not detailed in the LF). 5.3 Establish a Group of National Representatives of the South-East European States in the sector of digitization of cultural Heritage (not detailed in the LF).

4.3 Expected Results vs. Activities[12]

The lack of a coherently and logically structured LF and the non-correspondence between the LF and the project proposal caused considerable discrepancies at the level of the activities, both with regard to the Expected Results and concerning foreseen and actually implemented activities. The three main orders of problems were noticed in particular:

1. Limited coincidence between foreseen and implemented activities. Some foreseen activities were not implemented, and vice versa;
2. The activities were not always linked to Expected Results;
3. The Expected Results were not always conveniently translated into specific activities and logically related to these;
4. With regard to the limited coincidence between foreseen activities and implemented activities, it is worthwhile underlining how the delays between the presentation of the project proposal, and its approval and consequent funding, forced IMG to adapt it to the modified conditions of the Country of intervention. Nevertheless, the logical framework with respect to activities, results and indicators was never updated.

4.4 Indicators and preconditions

The indicators mentioned in the LF did not always seem appropriate or adequately formulated. In particular:

- An important confusion was noticed between indicators and results, often used in an interchangeable way, both with regard to the definition of output indicators (results) and outcome indicators (objectives);
- The proposed indicators were not formulated in a SMART[13] way; therefore, a redefinition of the same was done during the evaluation;
- Since no feasibility study was carried out before the Programme that foresaw the creation of an initial baseline, and since there were no official data/records within the beneficiary institutions of the Programme, a qualitative objective comparison between before and after was not possible.

Other qualitative and quantitative indicators were therefore introduced to allow an adequate evaluation of the initiative, as for example:

EFFECTIVENESS INDICATORS (relative to the SO)

- Increase in the number of annual visitors
- Increase in the number of conserved and restored works of art
- Increase in the number of expositions done
- Increase in the number of conserved and restored archaeological evidence
- Increase in the number of offered services
- Increase in the number of private activities in the museums/archaeological sites
- Increase in the touristic flow in the area of intervention
- Increase in the demand of enrolments in Italian language courses
- Increase in the number of students at the Tetovo Engineering School

[12] For the list of activities, foreseen and implemented, refer to annex 4 Logical Framework revised.
[13] Specific, Measurable, Achievable, Relevant, Time Phased

- Increase of controlled and certified dairy products
- Increase in the sense of ownership of main stakeholders with regard to the valorisation of cultural heritage and administrative decentralization
- Achievement of level 3 of learning (transfer/behaviour) of the beneficiaries of the courses

IMPACT INDICATORS (relative to the GO)

- Increase in the level of ownership of the partner institutions (Ministry of Culture, Ministry of Administrative Decentralization, Ministry of Education) with regard to administrative decentralization and to valorisation of cultural heritage;
- Increase in productive activities and services in the areas focused by the intervention, as a result of the increase of tourists;
- Increase of productive potentials and services in the areas focused by the intervention, as a result of the development of administrative decentralization;
- Increase in work opportunities for minorities;
- Achievement of level 4 of learning (result) of the beneficiaries of the training courses, in which new behaviours adopted by the people trained in the course have direct consequences on their communities.

Among the **PRECONDITIONS** highlighted in the LF with regard to the Specific Objectives, importance was given only to the relations between IMG and the main stakeholders. Specifically:

- Availability of institutions interested in taking part in the proposed activities;
- Confirmation of the Tourism Department as Focal Point for the development of touristic strategies;
- Political Macedonian engagement with regard to the decentralization process;
- Efficient response of the local and central institutions involved;
- Close coordination between IMG, DGCS, local Italian Embassy and relevant Macedonian institutions.

There is a lack of analysis of risks deriving from turnover of partners for political reasons, and of the provision of a plan of mitigation of the same risks. In fact, when the main partners of a Programme are Ministries and public institutions in a Country still unstable (in this case, the ministries of Culture, Local Authorities and Education), the possibility that changes on the government may have repercussions at all levels must be taken into consideration. If this is not adequately foreseen, and if a corresponding Mitigation Plan is not prepared, the effectiveness and, more generally, the impact of the Programme will be inevitably limited.

4.5 Other elements of the Programme

It is important to highlight that the confusion generated by the absence of a logical and coherent Programme design was also reflected in other essential tools of the project proposal, such as the chronogram and the budget; a limited coherence was noticed between the activities indicated in the LF, the chronogram and the budget. The last tools were defined on the basis of seven big areas[14] which coincide only partially with the activities and the Expected Results indicated in the logical framework and/or the project proposal. As will be seen later, this strongly limited the possibilities of carrying out an in-depth evaluation of the efficiency and effectiveness of the initiative.

[14] Laboratory of Biotechnologies, MIMEC, MoCA, RECEDIG, Archeological Sites, Technical assistance and Grants to municipalities.

Lastly, the division between “Hardware” and “Software” components only created yet another level of separation between the activities and the results.

In conclusion, the Programme was not defined with an adequate internal logic and coherence and the tools adopted (LF, project proposal and annexes) were neither defined in a congruent way nor updated according to the changes of external conditions. The main consequences have been the lack of coherence in the narrative reports of the Programme (Status Reports, Final Report etc.), and, as will be analysed later, a reduction in the efficiency and effectiveness of the initiative.

5. Analysis of Programme implementation

The Programme “Pilot Activities for Education and Culture” was started on 1/11/2006 and the foreseen conclusion of the activities was 30/04/2008, for a duration of 18 months.

The UNESCO component started on 22/06/2007 with an 8 months delay with regard to the initial chronogram, due to the absence of payment of funds on behalf of IMG to UNESCO. This intervention should also have ended on 30/04/2008 (its duration was therefore reduced from 18 to 10 months).

As will be seen later, a series of delays in the implementation of the activities caused the continuous postponement of the date of conclusion of the activities, ratified by the approval of two no-cost extensions to IMG, and a third presented by UNESCO directly and approved by the DGCS (III Office).

On the other hand, the fourth extension presented by IMG on 02/12/09 was not approved by the DGCS. However: the delay of the DGCS in sending the communication of the non-approval (dated 21/06/2010); the need to finalise the activities already started; the fact that the extension until 31/12/10 had already been approved for UNESCO; and an apparent informal authorization of the Italian Embassy of Skopje, made IMG deduct that they could continue implementing the remaining activities until 31/12/2010 (Annex 8 Chronogram of extensions). For this reason the difficulty and lack of clarity in the flux of communications between donor and implementing agency was noticed, and between the implementing agency and the partner UNESCO-BRESCE. IMG highlighted that during the Programme implementation, contacts and decisions were taken in coordination with the UTL and the Italian Embassy in Skopje. These institutions would later communicate with the central offices of the DGCS for the formalisation of what had been discussed and agreed upon at local level.

In this sense, two different, but similar episodes bring light to the issue:

1. For the second request for extension from IMG(communicated on 28/10/2008), the DGCS gave its formal approval only after the conclusion of the Programme; in fact, the natural conclusion of the activities was foreseen for 30/11/2008, while the approval of the no-cost extension on behalf of the DGCS came only on 12/12/2008. This leads to believing that IMG, not having interrupted the activities, trusted the informal approval received in-country from the Italian Embassy.
2. On the basis of this precedent, it is understandable why IMG continued implementing the activities beyond the foreseen date of conclusion after the approval of the second extension, which therefore defined 30/12/2009 as the end date of the programme fixed. In fact, on 2/12/2009 IMG presented the request for a third no-cost extension of 12 months. Although DGCS had not yet formally approved this request on 30/12/2009, the reassurances of the Italian Embassy in Macedonia, and the experience of the timings of the second extension, seemed sufficient for IMG as to consider it formally approved. To this, another fact issue must be added: UNESCO-BRESCE had received the approval of a no-cost extension until 30/12/2009 on 9/2/2010

In the opinion of the evaluators, this last issue further contributed to complicate the management of the Programme.

The Programme was in fact directly financed by the DGCS to IMG, who then signed an agreement with UNESCO-BRESCE for the implementation of some activities already foreseen in the original proposal.

As a consequence, all the requests of UNESCO-BRESCE, both in economic and substantial terms or in terms of timings, should have been addressed to IMG and not directly to the DGCS, if not specified otherwise in the agreement between the parties. The no-cost extension dated 27/10/2009 and sent directly to the Italian Embassy in Skopje by UNESCO-BRESCE, and then sent by the embassy to the DGCS, therefore interrupted the normal communication flux. To be added to this, is the fact that the DGCS approved the extension of UNESCO and refused the one of IMG 4 months later, creating a dichotomy between the intervention of UNESCO-BRESCE and the one of IMG.

With regard to the activities, the majority were concluded by 31/12/2008 with the exception of the training activities of the staff of RECEDIG (UNESCO). The implementation of these activities was slowed down by the lack of support if the MoC in: the establishment of an executive and managerial structure of the centre; in the selection of staff to be employed; in the definition of a national strategy for the digitization of cultural heritage; and in the start-up of a first Programme of operational activities. In 2009, IMG concluded the projects financed in the municipalities of Tearce, Chair, and Tetovo and carried out the first edition of the event “Rediscovery the Route of Culture”; while in 2010 they did not implement any activities with the exception of the second edition of this event.

Annex 7 – “final chronogram of activities” - shows the gap between the single activities and the original chronogram presented by IMG in the project proposal; the single activities are reconstructed on the basis of the limited and sometimes contradictory information contained in the project document and taking into account that the activities mentioned in the chronogram correspond only in a limited way to what is described in the LF.

6. Results

6.1 Pertinence/Relevance

IN 2001 IMG signed a collaboration agreement with the Republic of Macedonia for:

- Collection, elaboration and dissemination of information with regard to the state of advancement of the activities and actions undertaken with the Programme “Damage Assessment and Management Reconstruction of Republic of Macedonia”;
- Identification of priority areas for future feasibility studies;
- Evaluations and Studies based on the needs of the population, specifically IDPs and reinstalled IDPs;
- Identification of programmes and projects and the consequent presentation of these to potential donors.
- Implementation of projects funded by donors.

In 2005 IMG and the Italian Ministry of Foreign Affairs – General Directorate for Cooperation for Development (DGCS) signed a framework agreement with the main objective of strengthening the dialogue between MAE-DGCS and IMG on development and international cooperation strategies. The final aim of this agreement was to make the collaboration between the parties more efficient and productive, through the integration and expansion of already existing areas of collaboration, and the development of new areas.

Within these institutional collaborations, in 2004 IMG and the Central Technical Unit of the DGCS concluded a study on the needs in the educational and cultural sector, and the sector of representation of minorities. This study was considered to reflect the needs of the Country and to be in accordance with what was foreseen in the main International and national agreements.

The choice of the intervention areas was relevant and enough to guarantee a wide-spectrum approach to the sector: reconstruction of archaeological and historical sites which were relevant for the re-launch of the Macedonian cultural heritage, managerial and vocational training at different levels, encouragement of administrative decentralization, digitization of cultural heritage, and support to the educational development of the Albanian minority. Moreover, the choice of investing in “hardware” and “software components - construction, renovation and provision of equipment on one hand, and vocational training at different levels on the other - is evaluated positively.

The project proposal implemented by IMG reflects the legislative context and the context of national development. In the Ohrid Agreement, ratified in 2001, the importance of multi-ethnicity of the Republic of Macedonia was highlighted. In order to preserve and strengthen this national characteristic, some priority actions were identified to guarantee an equal representation of minorities on one hand – also through the renewal of the educational and cultural concepts - and an adequate administrative decentralization at different levels, on the other.

Moreover, the designation of Macedonia as candidate to the European Union in December 2005 implicitly acknowledged the achievement of the Objectives in different strategic sectors of the Country, paving the way for a more coherent and structured development[15]. The *National Development Strategy*, adopted by Macedonia between 2007 and 2009, had also foreseen, among the different dimensions of national development, the development plans linked to touristic and cultural heritage, and to administrative decentralization.

From an educational point of view, the *Programme for the development of education in the republic of Macedonia 2005 – 2015* was drafted in 2004; among other things, this programme resolved to guarantee the free access of individuals to higher education institutions; to develop and increase the number of Universities with the objective of making higher education available to all vulnerable groups of young people and adults (ethnic groups, people in poverty, geographically isolated people); and to promote the integration of all National Universities with what was foreseen by the "Bologna process".

In the cultural field, the main normative reference is represented by the *Law on Culture* (1998), which is an element of cohesion for Macedonian culture, guaranteeing, among other things, the introduction of a civil concept of culture; an equal status to public and private institutions operating in the cultural sector; the introduction of a decentralized system for culture and financing of activities of national interest. The new draft of the *Law on Cultural Realization* was defined On the basis of this law, and it further emphasizes the role of culture as "common interest" of citizens of Macedonia and the consequent need for a constant process of realization of culture. This reference is highlighted to acknowledge how the strategy undertaken during the first years of the years 2000, is still relevant and a priority with regard to the context. Before adopting the *National Programme for Culture* (2004), other laws entered into force adopting what had been defined in the Ohrid Agreement and in the *Law on Culture*, and this contributed to further define the course of development of culture in the Country. In 2002, the *Law on Local Autonomies* gave municipalities more independence in the cultural field; in 2003, with the *Decision on the Network of National Institution in the field of Culture* the process of decentralization started, reducing the number of "National" institutions from 115 to 51 and re-allocating competences and responsibilities in the cultural field.

The *National Programme for Culture,* in force from 2004 to 2008[16] - and then followed by the Programme of 2012-2017 foresaw the following main strategic Objectives among others:

- Decentralization
- Development
- Protection and re-creation of cultural heritage
- Creativity, with special focus on young people
- Cultural management
- Promotion of the cultural identities of communities
- Cooperation with NGOs
- Regional International cooperation.

Finally, it is worth referring to the 2004 *Law on Protection of Cultural Heritage*, ratified in 2007, which established the basis for the achievement of European standards in the field of cultural heritage.

The above mentioned normative references offer a well-defined scenario of the national priorities and strategies adopted by the Republic of Macedonia since the first years 2000. Notwithstanding different

[15] Communication from the commission to the European parliament and the council. Enlargement strategy and main challenges 2006 – 2007.

[16] At the end of the 2004-2008 Programme, an expansion/revision of the same programme for the years 2008-2012 did not follow.

alternations in the government of the Country, this strategic plan in the cultural field is still current today and it is reflected in the new National priorities highlighted in 2011 and mentioned in the draft of the *New National Strategy for Culture (2012-2017)*.

In 2003, the "Regional Programme on Natural and Cultural Heritage in South East Europe (RPSEE)" in Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Montenegro, Romania, Serbia, Macedonia and Kosovo, was also launched at a European level. The three main components of institutional capacity-building, rehabilitation of cultural heritage and local development had been designed to offer a contribution to peace and reconciliation in a delicate moment of political, legal, economic and social transition.

More recently, in 2012, the document drafted by the European Union on conclusions of the achievement of the Objectives defined for the progressive entry of Macedonia in the European Union[17], highlights the progress made in the field of culture and of recognition of rights of minorities, to reach the EU 2020 benchmarks on "Education and Training"[18]; thus stressing the existence of the conditions to open negotiations with the Union[19].

The proposal is coherent with the Objectives of the Republic of Macedonia with regard both to the cultural field and National development as defined in the Ohrid Agreement and to the EU Objectives for the Country and for the region of reference.

The opinion of the evaluators is that IMG and DGCS managed to adopt these priority aspects of the local context, also within a more long-term strategic perspective than the timings of the Programme.

The **GENERAL OBJECTIVE** "*Promote the complete implementation of the Ohrid Agreement, in particular with regard to the process of administrative decentralization in the educational and cultural sectors; protection and valorisation of cultural heritage; and integration of minorities"* reflects the Macedonian strategic priorities by identifying a sector of intervention (cultural, educational) broad enough to be incisive on the process of national development. Some lacks in the definition of the Specific Objectives were instead noticed, as mentioned in the chapter on the analysis of the LF.

The programme partially created synergies with the interventions of the main actors operating in the local cultural and educational field. The Unesco-Bresce intervention on digitization of cultural heritage can be placed within the initiative implemented by the World Bank in the Country between 2001 and 2005 with the Ministry of Culture, which finalized with the creation of a National centre of Digitization of Cultural Heritage, supported by 6 decentralized units.

The interventions which took place in the three archaeological sites (especially the ones in Stobi and Heraclea) also contributed to creating synergies, favoured by the funding of the "U.S. Ambassadors Fund for Cultural Preservation (AFCP)", the Regional Programme on Cultural and Natural Heritage in South East Europe (RPSEE) and of the "Instrument for Pre-accession Assistance (IPA)". However, a greater coordination with the other existing or foreseen initiatives for the Macedonian cultural sector would have further facilitated its development.

[17] Communication from the Commission to the European Parliament and the Council "Enlargement Strategy and Main Challenges 2012-2013", COM(2012)600 final.

[18] Council conclusions of 12 May 2009 on a strategic framework for European cooperation in education and training ("ET 2020")

[19] Communication from the Commission to the European Parliament and the Council. Enlargement Strategy and Main Challenges 2012-2013.

6.2 Efficiency

Some limitations which prevented an in-depth analysis of the efficiency of the initiative must be pointed out:

1. Difficulties in the reconstruction of the LF and continuous modifications of the budget. As already analysed, the lack of a project logic, the confusion between results and indicators, the impossibility of linking some activities carried out to a specific expected result, and the lack of updates in response to changes in external conditions, made an in-depth analysis of the efficiency of the Programme impossible – efficiency interpreted as the sense of quantitative and qualitative measurement of the results obtained on the basis of the inputs available. The analysis of efficiency was therefore uniquely limited to the implemented activities (or at least of the activities which the evaluators were able to find a trace of); while the consequences of the activities which were not implemented, and their respective results were mainly analysed in the paragraph on effectiveness.
2. The absence of previous mid-term and/or final evaluations. The analysis of the efficiency of a Programme after three years from the finalization of the same, and without a previous final evaluation impeded comparison in terms of convenience of different alternatives.
3. The lack of detailed documents on expenses made. In spite of the requests, IMG did not provide any documentation needed to verify in detail the efficiency of the expenses, considering this could be carried out only by authorized auditors. Therefore, the evaluation of efficiency was based on the intermediate and final financial reports, and on partial documentation on purchase procedures.

As much as this has been possible to analyse, the Programme was partially cost-efficient. The two main limits to efficiency are considered to be the excessive dispersion in geographical terms, and in terms of number of activities, and the partiality of the interventions carried out.

With regard to the dispersion of the interventions, the Programme was made up of four large-scale interventions of construction/rehabilitation, three activities of valorisation of three different archaeological sites, five activities of construction/rehabilitation at the municipality level, four minor funding in the same number of municipalities, a number of workshops, national and international seminars and other activities of collaboration with universities; all this without a clear and logical link between activities, results and objectives.

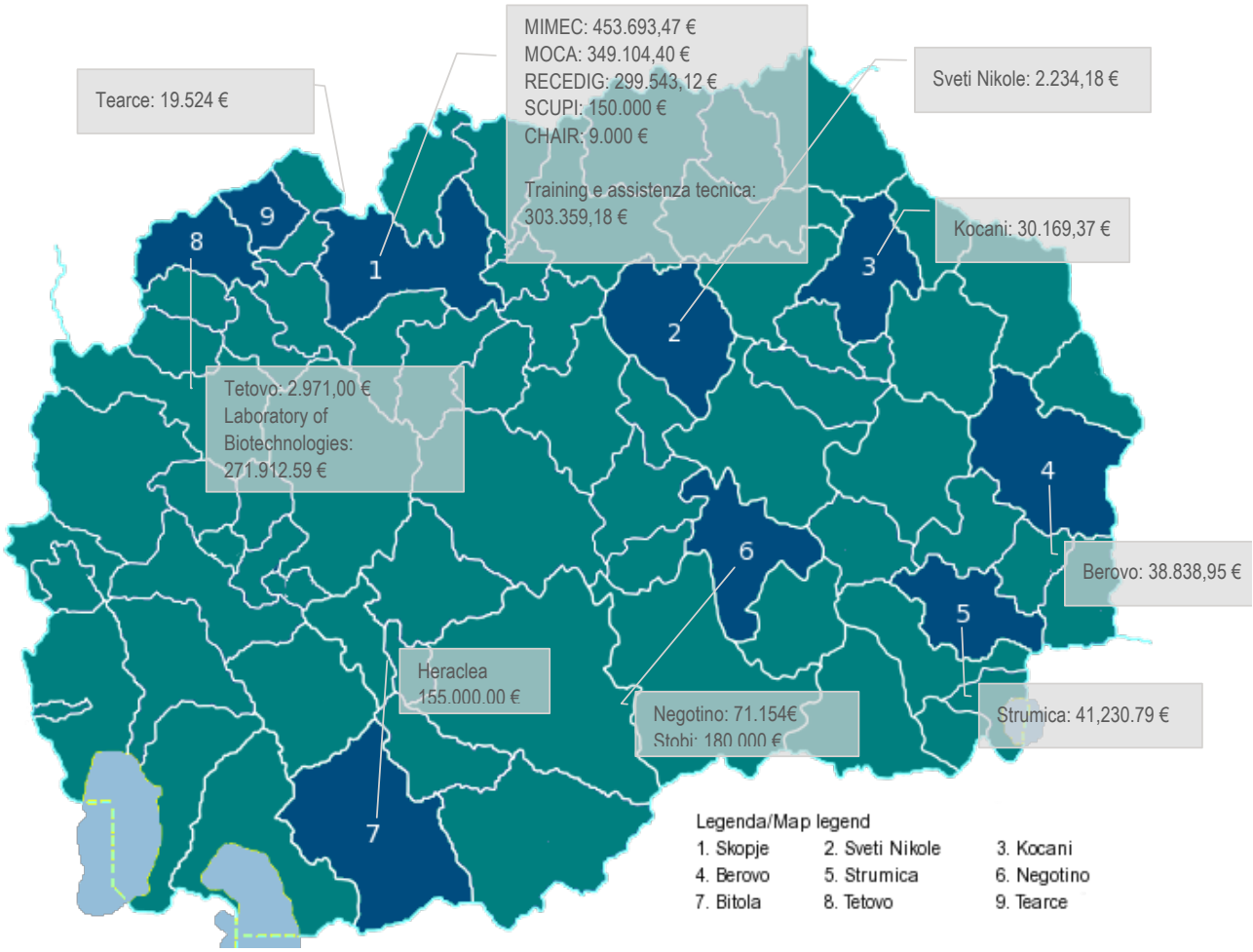
Moreover, at a geographical level, the opinion of the evaluators is that a greater concentration of activities in a limited number of municipalities would have allowed the optimization of financial and human resources available for the Programme.

The municipalities involved in the Programme[20] [21] are highlighted in the following map. The main interventions were concentrated in the municipalities of Skopje (MIMEC, RECEDIG, MoCA, Route of Culture and Scupi), Negotino (Stobi and Wine Museum), Bitola (Heraclea) and Tetovo (laboratory of biotechnologies).

[20] The municipality of Chair is part of area 1 – Skopje.

[21] Since IMG did not provide a report detailed per single activity, the values of some interventions are indicative (ex. Archeological sites) since they have been obtained uniquely from the purchase procedures annexed to the reports.

Illustration 2. Municipalities involved in the Programme and respective interventions



Concerning the partiality of the interventions, many implemented activities are considered to have contributed only partially to reaching the Expected Results. Moreover, some activities did not appear to be part of a univocal strategy, and seemed spot activities instead, planned and implemented without being considered as part of the project design (ex. Seminar on bilinguism in public administrations entrusted to the local NGO Toleranca, or the provision of musical instruments to the musical band of the Municipality of Chair).

On the other hand, the set of procurement procedures adopted by IMG are evaluated positively. On the basis of the documents that were accessible to the evaluators, transparency in the award of contracts was noticed, and these procedures followed steps which were well-defined, standardized and reflected by adequate tools of support.

The visits and qualitative interviews organized during the mission in the Country highlighted the following critical points regarding the different components of the Programme.

- **Museum of Contemporary Art.** The rehabilitation activities of the MoCA concerned rehabilitating a part of the roof, the windows and the access ramp to the first floor, and led to the re-opening of the exposition hall after years of it being closed. However, these activities carried out by IMG

through a local company appeared to be only partially efficient if we consider that the current director of the MoCA (appointed only in 2008, almost after the conclusion of the works) affirmed that the MoCA had to bear the costs of another extraordinary rehabilitation after a year from the conclusion of the works (Annex. 12, photographic documentation), due to infiltrations in the roof and sliding of windows which had not been fixed in an adequate manner previously. Moreover, the visit to the museum highlighted the excessive inclination of the ramp of access to the first floor of the area of expositions, which limits, instead of favouring, the access of elderly people or of people with reduced mobility. Other structural interventions, such as the internal lighting and security cameras, are not considered adequate for the protection of the exposed works of art by the current director of the MoCA (appointed only in 2008, almost after the conclusion of the works); more specifically, the number of cameras installed by IMG (2) is not sufficient to the security needs of the museum, and the works of art exposed in it. On the other hand, IMG affirmed that this intervention could not have been carried out in a different way because the Museum had specific architectural constraints, the intervention was urgently needed and the original design of the building had to be respected. Furthermore, IMG pointed out that the building needs constant maintenance, and that the management of the Museum doesn't properly carry it out.

- **ARCHAEOLOGICAL SITES.** The three archaeological sites selected for the implementation of the initiative are without any doubt of exceptional archaeological importance for the Country; however, a greater concentration of resources on one/two sites would have contributed more to an efficient management of funds, and to the economic and touristic valorisation of the resources; moreover, as we will analyse later, a more sustainable initiative would have been possible given the limited resources available to the MoC or to national institutions. The implemented activities (fencing, instalment of security cameras and monitors, lighting and instalment of boards with explanations) contributed only partially to the valorisation of cultural heritage understood as the promotion of knowledge on national heritage, and the creation of better conditions for the use of the same heritage to all types of public, in order to incentivize the development of culture.
- **ITALIAN-MACEDONIAN MULTIMEDIA CENTRE.** The centre is currently functioning, and it is the point of reference for approximately 270 students and teachers of the Department of Italian Language and Literature. The employed personnel – more or less ten people – is paid directly by the Faculty of Philology. However, the visit to the centre pointed out some critical points linked in particular to the design of the structure and the materials used. With regard to the first aspect: the first floor was constructed with an inclination which makes approximately 30% of the surface useless, and the limited number of windows (only two in the whole building) creates problems of aeration especially in the Summer months.

  Concerning, the materials used, the management of the Centre mentioned that the structure was constructed nearly entirely with metal and glass, materials which are considered to be inadequate due to the temperatures of the Summer and Winter months and to problems of soundproofing. During Winter, it is necessary to keep the heating very high, while during Summer the continuous use of air conditioning is essential; the interviewed personnel pointed out that in the old building, constructed during the Seventies with thick walls of reinforced concrete, this did not happen. With regard to these technical aspects, IMG pointed out that their approach aimed at creating a technologically innovating building, compared to the typical buildings in reinforced concrete; they also stated that the maintenance costs could easily be borne by a big institution like the Ss. Cyril and Methodius University.

  Moreover, based on the information obtained by the evaluators, the costs of the design, direction and coordination of works for the construction of the MIMEC appeared to be excessive (131.500€)

and not justified if compared to the costs declared for the same activities linked to other results (ex. The design costs for the laboratory of biotechnologies of Tetovo are a total of 12.700€).

- **LABORATORY OF BIOTECHNOLOGIES.** The original project proposal foresaw the rehabilitation of the building which was to host the Biotechnologies College. However, since the Tetovo University had proceeded to rehabilitate the necessary space in the meantime, IMG, in collaboration with the local partner, shifted the focus of its intervention on the laboratory of biotechnologies. The laboratory was therefore constructed in 2008 on an adjacent land to what had been the Faculty of Biotechnologies in the past. Unfortunately the laboratory, as a building, is not being used and is in an abandoned state, since the University of Tetovo has been moved to another one constructed on purpose; while the equipment has been shifted to Gostivar (20km from Tetovo), together with the same headquarters of the Faculty of Biotechnologies. This fact, which occurred two years after the closure of the programme, can be partly attributed to both the turnover of rectors and deans, and to a new law that entered into force after the end of the programme, which involved the reallocation of the faculties of Tetovo University in different cities.
- **MUNICIPALITIES.** According to the evaluators, the grants given to the municipalities encouraged the creation of local touristic policies only partially. Again, a greater concentration of efforts and an increased involvement of the Ministry of Economy – in particular the department of tourism – would have allowed a more accurate choice of the interventions, limiting them to ones with touristic potentials. Moreover, based on Programme documentation and on interviews with the main stakeholders, it was not possible to define the process which led to the selection of the beneficiary Municipalities.
- **CENTRE FOR THE DIGITIZATION OF CULTURAL HERITAGE.** The visit to the centre highlighted the good quality of the structural intervention done by IMG and the functional conditions of the equipment purchased by UNESCO. However, some factors which negatively influenced the efficiency of the intervention were noticed. In particular:

  After the conclusion of the Programme, the VPN connection for connecting RECEDIG and the other cultural institutions in the Country proved to be excessively onerous for the budget available for the centre (8.000$/month). The contract was consequently interrupted and data is currently transmitted in a very confused manner, or transmission does not take place at all.

  Although the centre is functional at a Country level, it has not become the institution of reference for digitization of cultural heritage at a regional level, as UNESCO had originally resolved. Only after the start of the Programme, UNESCO realized that the capacities and the standards used by the other countries of the Balcanic area with regard to digitization of cultural heritage diverged in such a manner as to make the creation of a regional centre impossible. Moreover, Macedonia had no direct experience in the sector, and for this reason the centre lacked the international credibility needed to play the role of regional pivot foreseen by UNESCO.
- **TRAINING.** The component of training and technical assistance has been evaluated as scarcely efficient for the following reasons:
  i. The organization of seminars, roundtables and conferences, with the participation of experts from different countries is an extremely demanding activity, both from the point of view of human resources of the organization involved in the event, and concerning the economic resources needed to guarantee a high grade result. However, the participants in these "training events", interviewed by the evaluators, stated that the selected modality was not the most adequate to respond to the training needs. A more long-term training and a greater follow-up of day-to-day activities would have been preferable. This can be confirmed by applying the Kirkpatrick method. A sufficient level of reaction and learning reached emerges from the Focus

Groups organized with the participants in the two training courses with a duration of at least 10 days (Course on Conservation of Mosaics and on Digitization of Cultural Heritage). This proves that when the training component was structured in an in-depth and continuous manner, the results were also better.

ii. At a central and local level, representatives of the different institutions interviewed (MoCA, MAMU, municipalities, the department of Italian Language and Literature, the staff of the MIMEC and of the Engineering School of Tetovo) stated that they had not been involved in the trainings; or they had been, but only at a point in which the process was excessively advanced (Department of Tourism).

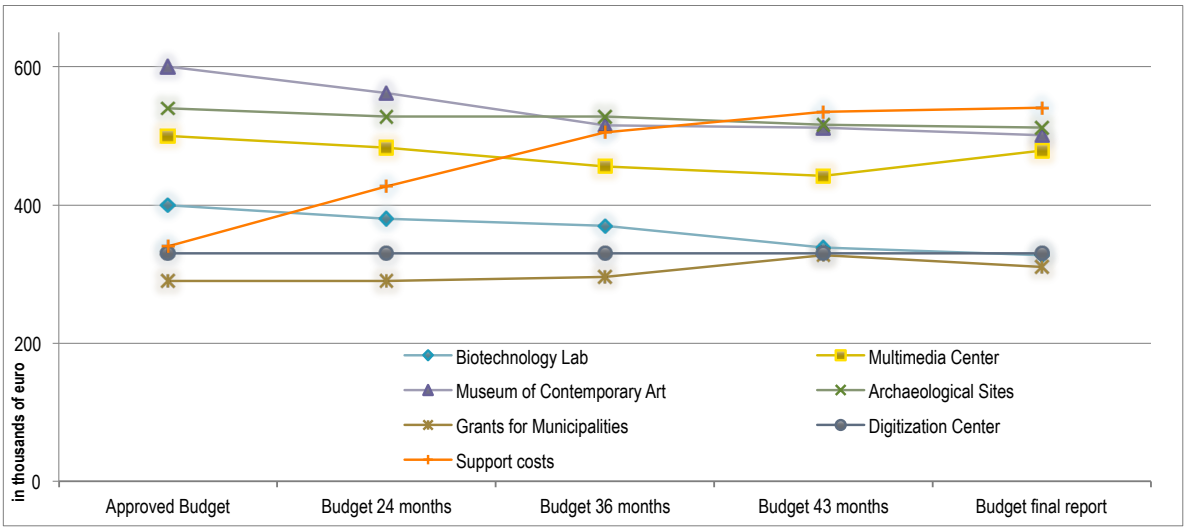
iii. In terms of human resources used, the interviewed participants criticised the selection of some trainers, whose level resulted excessively high compared to the reality of the institution/beneficiaries to which the training was directed.

In the Programme documentation there is no official data concerning the participation of operators of the cultural and education sector in the training courses (only one implemented training course is referred to, therefore the analysis of cost/beneficiary cannot be carried out per single events). In general, on the basis of what has been pointed out previously, the total cost borne for the training and technical assistance activities (equal to 303.359,18€), seems excessive.

With regard to human resources needed to implement the Programme, IMG provided the competences and structure of a big international organization. The decisions concerning the Programme were directly taken by the Head of Mission, responsible for an IT and administrative division, and a number of international Project Managers (mainly Italian and divided between long term and short term experts). Approximately 9 local coordinators responded to the PMs, and they managed the contacts with the authorities and the beneficiaries directly. Concerning the purchase procedures, the Skopje office was assisted by the offices in Belgrade and Sarajevo.

Finally, in terms of timings, the Programme resulted partially efficient: initially foreseen for 18 months, it lasted 50 months in reality, without reaching many of the Expected Results foreseen in the project proposal. The following diagram shows the evolution of the Programme budget in terms of macro budget lines from the moment of approval of the initiative until 31/12/2010.

Illustration 3. Evolution of the Programme budget from 2006 to 2010



As reflected by the graph, and on the basis of the analysis of the Programme budget (Annexes 5 and 6 budget and summary of costs), the budget underwent continuous and sometimes important changes.

The four no-cost extension requests[22]presented by IMG and UNESCO to the DGCS (through the Italian Embassy in Skopje) had the direct effect of increasing management costs from 340.000€ of the approved proposal to 541.046€ in the final report (+60%). These extensions, which served nearly exclusively to allow UNESCO to finalise the training activities in the Digitalisation Centre[23], had a negative impact on the efficient use of financial resources of the initiative.

At the conclusion of the activities, UNESCO had an active balance of 109.261,64$[24]. The use of this amount, destined to the expansion of the activities of the RECEDIG, is still suspended. Moreover, as of December 31st 2009, accrued interests equal to 22,990 USD have been accumulating on UNESCO account[25].

Besides these considerations which influence the efficiency of the Programme in a negative way, it is important to highlight that **TWO UNEXPECTED RESULTS** were achieved.

- The definition of the national strategy for digitalisation of cultural heritage on behalf of the Macedonian Ministry of Culture; this strategy concerns the protection of cultural evidence, the improvement of their accessibility, the possibility of using digital copies for the presentation of cultural heritage at a national and international level, thus allowing a better awareness of the importance of this heritage. The strategy foresees the creation of centres and departments for digitalisation in different Institutes; the creation of a fund for implementing programmes of digitalisation of cultural heritage; and it defines a list of priorities for material and intangible heritage.
- The rediscovery of the old city by the population of Skopje, thanks to the two events "Rediscovery the Route of Culture" organized by IMG in 2009 and 2010, which attracted the attention of thousands of people (approximately 10.000 the first year, and 5.000 the second). The itinerary of the event organised in collaboration with the students of the Faculty of Architecture of Skopje, allowed participants to appreciate the different cultural performances organized along the itinerary and to rediscover a part of the city which had been considered off-limits by the non-Albanian population for years.

In summary, the opinion of the evaluators is that the Programme has not created sufficient **VALUE FOR MONEY** since it did not allow a reduction of costs, a better management of risks, a more rapid implementation, and an increase in the quality and/or generation of profitability.

6.3 Effectiveness

Effectiveness was principally measured by focusing on the project design, the pertinence of the Objectives and on how the results contributed to reaching these objectives. As already mentioned, since the Specific Objectives, the Expected Results and the indicators do not appear totally coherent and logically inserted in the proposal as a whole, and they were never updated/modified according to changes of external conditions, the effectiveness was analysed by reinterpreting the same objectives, results and indicators (Annex 4 Revised Logical Framework) and by disaggregating the analysis per specific objective, in order to guarantee an appropriate correlation with the results and the indicators.

[22] The first request, dated 1/2/2008, extended the Programme to 30/11/2008; the second, dated 28/11/2008 up to 31/12/2009; the third, dated 2/12/2009 up to 31/12/2010; finally, with the fourth, dated 10/5/2010, IMG requested an extension of the activities up to 31/12/2010. However, this last extension was not officially approved by the DGCS.
[23] IMG had practically finished its activities already in December 2008.
[24] According to the letter the IMG sent to the Italian Embassy in Skopje and to the DGCS on 10/06/2011 ref. DBI/PPL/2059/11.
[25] Source: IMG status report May 2010. UNESCO Financial status report, as of 31/12/2009.

The **GENERAL OBJECTIVE** "*Promote the complete implementation of the Ohrid Agreement, in particular with regard to the process of administrative decentralization in the educational and cultural sectors; protection and valorisation of cultural heritage; and integration of minorities*" reflects the Macedonian strategic priorities by identifying a sector of intervention (cultural, educational) broad enough to be incisive on the process of national development. Some lacks in the definition of the Specific Objectives were instead noticed, as mentioned in the chapter on the analysis of the LF.

When analysing the LF of the project proposal the SO1 is "*Promote the recovery of some of the most significant historical, artistic and cultural resources, also in terms of their economic and touristic valorisation, in the perspective of a sustainable territorial development that enables a requalification of the touristic locations of interest and of the masterpieces in decline, making them more accessible".* Although it is coherent with the General Objective, it is not adequately reflected in the Expected Results which should refer to it.

L'OS2 "*Strengthen the cooperation links between Italy and the local organisations operating in the sectors of cultural assets and vocational training by establishing technical collaborations that regularly involve Centres of Excellence of our Country, with the aim of creating favourable exchange and training programmes focused on the Macedonian local counterpart"* is not formulated in such a way as to reflect how it is contributing to the General Objective. The validity and coherence of this specific objective with respect to the General Objective are not caused by strengthening the cooperation links with Italy, but by strengthening Macedonian institutions, which could benefit from cooperation with Italy.

Finally, the SO4, "*Contribute to strengthening integration between the different ethnical components of Macedonia, by facilitating access to higher education for the Albanian minority and by sustaining the circulation of knowledge functional to the socio-economic development of the Country (in particular with regard to the agro industrial sector)"* refers to aspects of agro industrial productivity which fall outside the General Objective and the sectorial context of the Programme.

This introductive analysis allows a more appropriate focus of the outcomes of a disaggregated analysis. In fact, the limited "measurement" of the achievement of some Objectives is not only due to a reduced range of the Programme activities, but also in a not always appropriate identification of the established Objectives.

SPECIFIC OBJECTIVE 1	Promote the recovery of some of the most significant historical, artistic and cultural resources, also in terms of their economic and touristic valorisation, in the perspective of a sustainable territorial development that enables a requalification of the touristic locations of interest and of the masterpieces in decline, making them more accessible
EXPECTED RESULT 1.1	Improvement of capacities of restoration of contemporary works of art and archaeological relics (R3 LF)

The only result for this objective does not reflect all the activities linked to it. Therefore, the activities in the LF must be referred to in order to understand the range of this Objective in terms of Expected Results.

The SO1 was only achieved partially, for a number of factors. First of all, the lack of a clear LF of reference and the absence of structured monitoring reports did not facilitate the understanding of the evolution of the Programme for all the main stakeholders involved, or possible adaptions of the same during its implementation. Moreover, deficiencies at different levels arose both in terms of structural interventions and in terms of training and capacity building interventions.

With regard to the intervention in the Museums, (Museum of Contemporary Art and Museum of Macedonia) an improvement of managerial capacities of the people responsible of these institutions, of

the cultural offer of the institutions or of their infrastructures, were not noticed; while only the Museum of Contemporary Art benefited from an infrastructural rehabilitation. The interviews carried out with the Directors of the two Museums highlighted a substantial separation between the management of the Museums and the Programme. Both the directors stressed the fact of never having been involved in the capacity building and training activities (although they were part of the Museum staff at the time of the implementation of the Programme); but they stated that they only benefited from the Structural Design (Museum of Macedonia) and of partial interventions (Museum of Contemporary Art). The ineffectiveness highlighted previously for some of these structural interventions and the lack of appropriate trainings/capacity building impeded the development of a sense of ownership on behalf of the Museum staff with regard to what should have been the Programme contents. This led to a decrease in the overall effectiveness. In fact, with regard to valorisation of museums, the number of tourists, and the management of the same institutions, there did not appear to be substantial differences between before and after the Programme implementation.

Concerning the interventions in the archaeological sites of Scupi, Stobi and Heraclea, a separate analysis of the three locations must be carried out. From an infrastructural point of view, all three sites benefited from more or less efficient interventions; while concerning training and capacity building, Stobi and Heraclea were the locations mainly involved. Through the qualitative interviews and direct observation, the evaluators ascertained that the Programme did not facilitate the improvement of managerial capacities, nor the increase of visitors, but was only limited to the "protection" of the site, with defined infrastructural interventions. The site is currently not included in the touristic itineraries, it is not open to the public, and it is not maintained in such a way as to attract visitors. From a management point of view, the intervention of IMG did not modify the approach of the different directors that replaced one another in the management of the site; this approach remains of "preservation" and not of promotion and development. Therefore, despite the infrastructural works were carried out, these do not seem efficient. They did not facilitated what the Specific Objective aimed at, and the indicators of effectiveness were not respected.

On the other hand, a greater economic and touristic valorisation of the sites of Stobi and Heraclea was observed. Both are open to the public with the payment of an entrance fee. There has been an annual 10% increase of visitors from 2009 to today, even without the existence of official records where this information can be consulted. Thanks to the recent works of excavation, the number of archaeological evidence conserved has increased compared to three years ago, despite this evidence has not been totally digitalized and exposed to the public.

On the whole, the infrastructural interventions carried out have been more effective than in Scupi, for at least two reasons. In Stobi and Heraclea the structural interventions were accompanied by training courses and in both locations a multiplicity of funding from different international donors was observed (European Union, US Ambassador Foundation).

With regard to the majority of the training activities, these were workshops and symposiums which lasted a few days, and not real training courses. The only training courses which can be really considered as such were the ones on conservation and restoration of mosaic heritage, and on the creation of a database for digitizing archaeological evidence in Stobi.

With regard to the training course on "Conservation and restoration of mosaic heritage" it was possible to organize a Focus Group with some of the participants[26], with the aim of evaluating the effectiveness of the intervention from a qualitative point of view. The training course was evaluated on the basis of the achievement of the level of "behaviour" of the Kirkpatrick model: the capacity of using the learning achieved during the course, in day-to-day life.

[26] The interviewees attended both the practical and the theoretical workshop on restoration techniques.

The level of transfer/behaviour is good, since the participants were able to give real examples concerning the application of the learning from the course, such as, for example, the introduction of materials other than cement for restoration of evidence. However, the learning is applied only in specific circumstances, and not daily, especially because of the limited budget the Ministry of Culture provides for conservation of mosaic heritage: the ministerial strategy is currently still one of "preserving" mosaic heritage (for example by covering it with soil and gravel during Winter) and not of incentivizing its conservation for an economic and touristic valorisation.

With regard to the database for digitizing evidence, the intervention proved to be only partially effective. The database has been in fact transferred to the Ministry of Culture at the end of the Programme as to allow the Ministry to extend its good practices to other national archaeological sites also; but the software proved to be unsustainable from a point of view of management costs (i.e. licences) and incompatible with the IT programmes of the Ministry, which had already started digitizing cultural heritage. As a consequence, the capacity building carried out in Stobi was effective only with regard to the same site.

SPECIFIC OBJECTIVE 2	Strengthen the cooperation links between Italy and the local organisations operating in the sectors of cultural assets and vocational training by establishing technical collaborations that regularly involve Centres of Excellence of our Country, with the aim of creating favourable exchange and training programmes focused on the Macedonian local counterpart
EXPECTED RESULT 2.1	Creation of a Multimedia Centre in the faculty of Philology of the University of SS. Cyril and Methodius (Skopje) (R8 LF)
EXPECTED RESULT 2.2	Increase of the training offer in the field of restoration of cultural assets and of Economy of Cultural Assets (R2 LF)
EXPECTED RESULT 2.3	Launch of partnership relations between Macedonian and Italian public and/or private institutions/people, in the sector of focus of the intervention (R11 LF)

The only expected result which was achieved, and that can therefore be analysed is the one regarding the "*Creation of a Multimedia Centre in the faculty of Philology of the University of SS. Cyril and Methodius*". With regard to the other results, the respective activities do not seem to have been implemented. As already pointed out previously, the original proposal did not include a logical link between specific activities and these last two results either.

The ways of functioning of the multimedia centre established in the Faculty of Philology of the University of Ss. Cyril and Methodius, was conveniently defined in a Memorandum of Understanding signed in 2008 between the Italian Embassy in Macedonia and the faculty. This agreement mentions, among other things, that the MIMEC should have had the double function of a "Centre for Education" and a "Centre for the promotion of the cooperation between Italy and Macedonia in the field of Education and Culture". It also stated that the MIMEC should become a point of reference and a focal point for the launch and the coordination of similar institutions in the Country; and that it should host the "Dante Alighieri" Institute for the promotion of Italian Language and Culture, in coordination with the university.

All this was effectively accomplished, and the qualitative interviews with the Dean of the faculty and with the cultural attaché of the Italian Embassy in Skopje highlighted a situation of constant and progressive increase of the activities of the centre[27]; supported by the interest of young Macedonian

[27] The department of Italian language and literature seemed by active also with regard to participation on European inter-university cooperation projects (Erasmus, Tempus, LLP etc.), since it took part in different initiatives, also in partnership with Italian universities, both as partner and as coordinating body.

people to approach Italian language, with Italian representing the second language most frequently studied and spoken.

The sense of ownership of the Faculty of Philology of the University of Ss. Cyril and Methodius with regard to the MIMEC and its functions was noticed to be significant, and the constant use of the structure reflects this in an objective way.

SPECIFIC OBJECTIVE 3	Support and transfer know-how to interested local institutions with the aim of making them sustainable in time with regard to undertaking responsibilities and acquiring competences in the sectors focused by the Italian intervention; with a particular focus on the retrieval and optimization of essential resources needed for implementing relevant activities; and to the promotion of these activities in accordance to the objectives implied in the Ohrid Agreements
EXPECTED RESULT 3.1	Improvement of managerial capacities of central and local cultural institutions (R1 LF)
EXPECTED RESULT 3.2	Launch of governmental and local touristic policies as a tool that can ensure planning and economic opportunities for the cultural and naturalistic sectors (R6 LF)
EXPECTED RESULT 3.3	Increase of funding and participation of private individuals in cultural activities (R4 LF)
EXPECTED RESULT 3.4	Creation of a link between public and private actors operating in the touristic sector (R7 LF)

Only the first two results can be analysed to evaluate the effectiveness of the intervention with regard to this component. In fact, not all the Expected Results were attained also for this objective, since they were not logically lined to consequent activities when the proposal was drafted.

With regard to result 3.1, the qualitative interviews with the main stakeholders at a ministerial, local level, and at the level of museums and archaeological sites, highlighted that this result was not achieved and that the programme was poorly effective with regard to the objective it was aiming at. As already stated in the analysis of the efficiency, the interviews pointed out that the Programme privileged seminars and working sessions with a very short duration (1-2 days), and that this modality did not allow the transfer of know-how to the local institutions of the sectors focused by the intervention. The Programme resulted excessively fragmented in a variety of small activities that have not highlighted the peculiarities of the Italian intervention and that did not manage an appropriate transfer of competences (capacity building) to the stakeholders involved – this also taking into account the budget established at the beginning. This can also be deduced from the expected result 3.2: the visits made to the Municipalities of Kocani, Berovo, Negotino and Skopje, beneficiaries of the activities of the Programme aimed at facilitating the launch of local touristic policies - and the qualitative interviews with the respective mayors - highlighted the construction of simple infrastructures with a certain touristic value, but not capacity-building or training activities with this aim. Therefore, the adoption of a local and national policy for touristic promotion of cultural resources was not noticed as foreseen by the indicators; on the contrary, a pronounced distance between the touristic development at a national level (Ministry of Economy) and at a local level (Municipalities) was identified. The Municipalities appeared to be implementing their own local policies not always in harmony with the national strategies; and the reduced competences at the municipal level are still today the cause of managerial and strategic incompetence with regard to the sector focused on by the Italian intervention. This can be deduced from the indications given by the Ministry of Local Authorities which observed an important increase in the participation of Municipalities in calls for proposals and in European programmes also with touristic

goals; and an equally important failure of the same efforts due to limited capacities of planning and management of the expenses and of risk-analysis.

The only exception in this sense is the intervention carried out in the Skopje municipality with the double event of the "Route of Culture", and through the adoption the new "Law on Skopje Old Bazar" approved in 2008, which ratified the old bazar of Skopje as an element of cultural heritage of particular importance for the Nation. The people interviewed on this issue stated that the event favoured the rediscovery of one of the most historical areas of Skopje, even if this pilot initiative, repeated twice with the support of IMG, was not replicated by the Municipality at the end of the Programme.

SPECIFIC OBJECTIVE 4	Contribute to strengthening integration between the different ethnical components of Macedonia, by facilitating access to higher education for the Albanian minority and by sustaining the circulation of knowledge functional to the socio-economic development of the Country (in particular with regard to the agro industrial sector)
EXPECTED RESULT 4.1	Establishment of the Tetovo Engineering School in a new structure specifically renovated (R9 LF)
EXPECTED RESULT 4.2	Review of the training offer of the Tetovo Engineering School, department of biotechnologies, and its adjustment to the needs of the agro industrial sector (R10 LF)
EXPECTED RESULT 4.3	The levels of quality and safety are improved in the Macedonian agro industrial production connected to activities of the Tetovo Engineering School (R12 LF)

The only result which was in a certain sense achieved is the result 4.1 "Establishment of the Tetovo Engineering School in a new structure specifically renovated".

This result was re-dimensioned during the implementation of the Programme since it was limited to the construction of the laboratory of biotechnologies, and the provision of equipment to the same. The field visits and the qualitative interviews carried out with the Dean of the Faculty of Biotechnologies and the Rector's secretary highlighted that the laboratory built with Italian funds is currently not being used. This is due to two main factors:

a. The old structure of the Tetovo university has been replaced by a building of approximately 19.00sm, inaugurated in January 2013. This new building replaces the old one nearly entirely; in the old building there is now a post office and a few classrooms still in use.
b. The Faculty of Biotechnologies has been moved to its new headquarters in Gostivar (approximately 20 km from Tetovo), where seven laboratories of biotechnology have been established.

In this new scenario, and as highlighted in the qualitative interviews carried out, the infrastructures and equipment provided by the Programme are not used anymore; only the equipment is being used in the new laboratories in Gostivar even if the laboratory has not obtained the ministerial approval for certifying dairy products due the limited competences/knowledge of the technicians which manage it.

The Expected Results regarding the improvement of the training offer and the safety of agro industrial production have also not been achieved.

However, although the Programme did not influence the strengthening of integration between the different ethnic components in Macedonia in a substantial way, through the intervention carried out in the Tetovo University, the evaluators consider that the University managed to organise and implement what the Italian contribution was not able to facilitate, through funding of third parties.

SPECIFIC OBJECTIVE 5	Increase collaborations between different institutional and cultural/training institutions/representatives present in Macedonia to allow them to access the most modern management and sector-based techniques and to be more updated at an International level. Likewise, through the creation of an IT network and of a first database, promote the exchange of results obtained, and types of problems faced locally between cultural workers/operators in the development of similar programmes
EXPECTED RESULT 5.1	Organize the centre for digitization of Cultural Heritage (R5 LF)
EXPECTED RESULT 5.2	Strengthen the capacities of local experts and technicians in the sector of digitization of Cultural Heritage (not detailed in the LF)
EXPECTED RESULT 5.3	Establish a Group of National Representatives of the South-East European States in the sector of digitization of cultural Heritage (not detailed in the LF)

The visits of the evaluators and the qualitative interviews led to the conclusion that the expected result 5.1 was achieved thanks to the fact that the activities linked to it were part of a broader Programme started years before with World Bank funds. The IMG-UNESCO intervention allowed the process of digitalisation, started by a previous donor, to be further developed.

With regard to result 5.2, the evaluators were able to carry out a Focus Group with some of the participants to the training courses organized with the Programme. By using the levels of knowledge to evaluate the effectiveness of these courses, the evaluators deduced that for the "transfer" of knowledge of the participants, a totally satisfactory level had not been reached. The Focus Group highlighted that the theoretic level of the trainings was in some cases excessive compared to the knowledge of the participants at the beginning of the course, and that the practical exercises were insufficient compared to the theoretical training. Consequently, the application of the training was limited and reduced compared to the established objective. Moreover, the Focus Group participants stated that only in one of the seven centres for digitalisation there are (human and technological) resources and technical competences that can produce benefits for the development of the sector.

As already mentioned in the paragraph on efficiency, result 5.3 was not achieved.

As a conclusion, an on-going process of development of digitalisation of Macedonian cultural heritage has been observed, especially thanks to the collaboration of different donors and programmes implemented in this sense. However, the intervention realized by UNESCO did not appear to be totally effective since the training did not achieve the level of "transfer" of knowledge, and further evidence of this is the fact that the result 5.3 did not contribute to achieving the SO5.

Transversally to the achievement of the Specific Objectives, the effectiveness highlights how the risks have influenced the achievement of the results. In this sense, as already mentioned previously, not all risks were conveniently pondered when the proposal was drafted. In particular, a limited analysis had been carried out with regard to the possibility of a strong turnover of staff in the local and national institutions because of sudden political alternations. Even if other conditions had been foreseen (ex. Active participation of local institutions and close coordination among the Partners), plans for mitigation of risks referred to by IMG – ex. Development of capacity building and awareness of local authorities – did not seem sufficient. As a consequence, the occurrence of these situations (turnover, passive involvement, difficulties in communication) directly invalidated the effectiveness and future impact of the Programme.

6.3.1 Participation

Participation of the various stakeholders in the programme was introduced as an additional criteria of evaluation of effectiveness.

First of all, the stakeholders involved in the initiative were divided between primary and secondary stakeholders, depending on their importance with regard to reaching the General Objective.

Primary stakeholders have a direct interest in the Programme and benefit from it. Secondary stakeholders have a relative interest in the Programme, but must be involved in order to reach the objective of the Programme in the medium/long-term period.

Depending on their role, each stakeholder was assigned an index of **EXPECTED PARTICIPATION,** on a scale from one to five; the highest grade (5) was given to the partner Ministries since the Programme and the implementing agency aimed at achieving a particularly ambitious General Objective, which could not be attained without the participation of the ministerial partners at all levels. An index of expected participation of 4 was assigned to the rest of the primary stakeholders, and of 3 to the secondary stakeholders.

The following table reflects the assignment of the different categories to the identified stakeholders and the respective benchmarks in terms of expected participation.

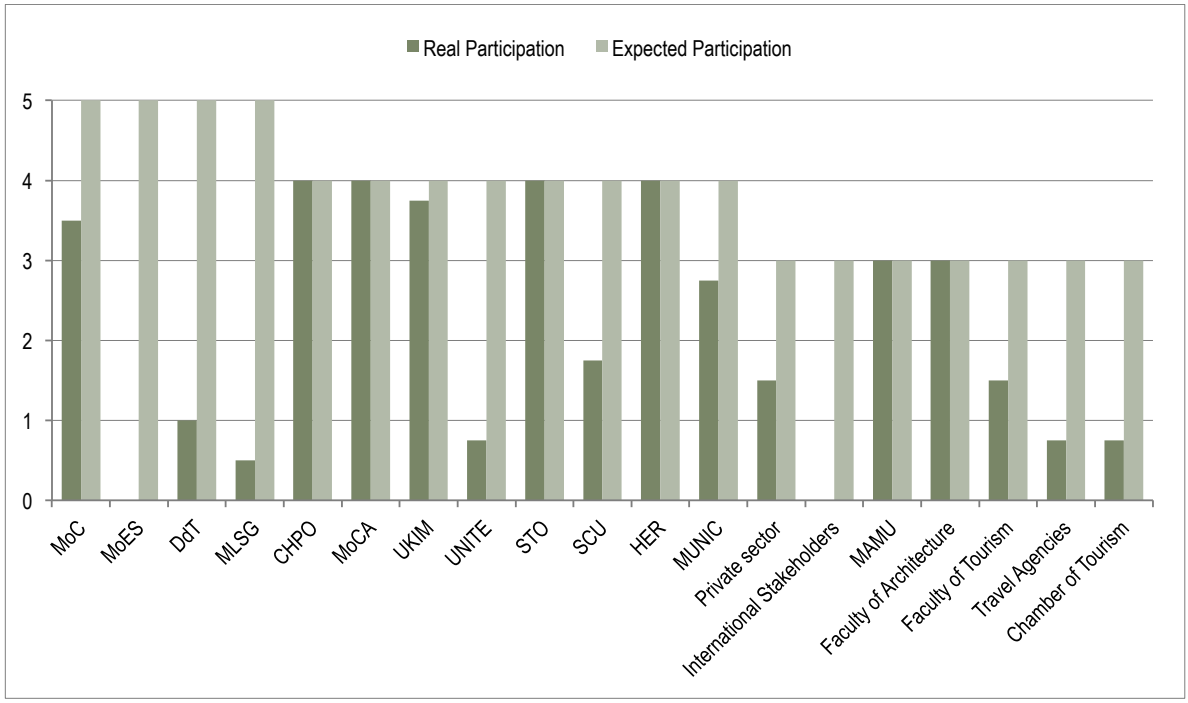
Table 4. Stakeholder analysis

PRIMARY STAKEHOLDERS	BENCHMARK	SECONDARY STAKEHOLDERS	BENCHMARK
Ministry of Culture	5	Private sector	3
Ministry of Education and Science	5	Travel agencies	3
Ministry of Local Authorities	5	Chamber of tourism	3
Ministry of Economy, department of Tourism	5	Museum of Macedonia	3
CHPO	4	Faculty of Architecture	3
Museum of Contemporary Art	4	Tourism Faculty and schools	3
University of Ss. Cyril and Methodius, dep. Of Italian Language	4	Other International Stakeholders (INGOs, II.OO.)	3
University of Tetovo	4		
Stobi	4		
Scupi	4		
Heraclea	4		
Municipalities	4		

Secondly, qualitative **CRITERIA** were established; on the basis of these criteria, participation of single stakeholders was evaluated. The criteria considered to be respondent to this objective are: involvement in all the phases of the Programme, interest and support to the Programme, and sense di ownership.

Each stakeholder was given a score from 1 to 5 (for each above-mentioned criteria), on the basis of the qualitative interviews and on the available Programme documentation (in particular, the intermediate and final reports). The average of the scores given, defined as index of **REAL PARTICIPATION,** was then compared to the index of expected participation.

Illustration 4. Expected participation versus real participation



The summarised indexes reflected above, led to the detection of some critical points regarding participation of stakeholders.

- First of all, with regard to the ministries, only the Ministry of Culture nearly achieves the expected result; it was in fact the only Ministry whose representatives were directly involved in the activities, and for which the qualitative interviews allowed to identify a good level of ownership with regard to the subject and to the Programme activities. Concerning the other three ministries and departments, their involvement in the activities, the support given and the level of ownership appeared inadequate, despite the fact that the qualitative interviews reflected a discreet potential interest in the Programme.
- Concerning the primary stakeholders, good levels of participation were recorded, reflected both by the activities documented in the reports drafted by IMG, and by the qualitative interviews. A limited participation was only observed with regard to the Biotechnologies Laboratory and the archaeological site of Scupi, due in particular to the lack of support given to the Programme in terms of possibility of future development (in both cases, the interventions carried out by IMG did not contribute to the achievement of the specific objective).
- The level of expected participation of the secondary stakeholders did not correspond to a satisfying level of real participation. The only exception was the participation of the MAMU and of the faculty of Architecture, which started interesting activities and synergies within the Programme.
- The participation of travel agencies, of the Chamber of Tourism of Skopje, and of the private sector in general in the activities, was essential for reaching the General Objective in so far as it was aiming at facilitating the recovery, also in terms of economic and touristic valorisation, of some resources, and at making the sites of touristic interest more accessible. The participation of these actors - when it was looked for and obtained, as for example in the event “Rediscovery the Route of Culture” – was one of the success factors of the initiative.

In conclusion, the limited participation of the involved Ministries and secondary stakeholders, entailed the partial achievement of the general and specific objectives in the medium/long-term period.

6.4 Impact and synergic effect

In order to evaluate the achievement of the General Objective and the effect of the Programme on the broader surroundings, it is important to distinguish the impact from the net impact: i.e., between the impact that local and national institutions had and will have on their communities, notwithstanding the Programme, and the impact they will have on their communities thanks to the Programme.

The impact indicators mentioned in the LF of the proposal were not useful for evaluative purposes, and new ones were drafted alongside them, such as:

- Increase in the level of ownership on behalf of partner institutions (Ministry of Culture, Ministry of Administrative Decentralization, Ministry of Education) with regard to administrative decentralisation and valorisation of cultural heritage
- Increase of productive activities and of services in the areas focused on by the intervention as a result of the increase of tourists
- Increase of productive potentialities and of services in the areas focused on by the interventions as a result of the development of administrative decentralization
- Increase in the professional and occupational opportunities for minorities
- Achievement of level 4 of learning (result) by beneficiaries of the training courses, in which the new behaviours adopted have direct consequences on their communities.

The qualitative interviews carried out highlighted an on-going process on behalf of all the Macedonian institutions involved in the Programme with regard to aspects of administrative decentralisation, valorisation of cultural heritage, and integration of minorities. The level of knowledge on these issues appeared in fact to be high for all the main stakeholders interviewed, although the attained level of ownership (awareness and appropriation of the contents) did not seem sufficient. With the exception of the archaeological site of Scupi, an increasing discreet interest of the Directors of the museums, archaeological sites and Municipalities was observed with regard to valorising the institution to which they belonged. This interest was not always matched with an effective managerial and organizational capacity such as to also facilitate the development of the potentialities of the institutions/sites. According to the qualitative interviews the effects for the local communities which should have been caused by the development of touristic and cultural potentialities do not seem to have improved. Although official records are not available at a local or central level, the qualitative interviews carried out with the main Key Informants highlighted that from 2009 until today there have not been substantial differences in terms of social or economic development of the communities residing in the areas focused by the interventions.

On the contrary, the Multimedia Centre (MIMEC) and the "Rediscovery the Route of Culture" event contributed in a substantial way to the achievement of the General Objective; these are examples of effective interventions and herald an interesting impact for the Macedonian community and for the country system as a whole. For both the initiatives there has been a **SYNERGIC EFFECT**[28] also favoured by other programmes which allowed for the development of a positive process for the local communities. Specifically, the activities of the Faculty of Philology and of the Italian Language teaching post with regard to the intervention in the MIMEC and the initiatives of the Skopje municipality, and the synergies

[28] Considering the "synergic effect" the effect arising among more projects that produces an impact greater than the sum of their individual effects.

with private individuals for the events of the Route of Culture, facilitated the achievement of a long-term impact for the Macedonian community; both in terms of an increase in the possibility of services and productive activities, and in terms of professional opportunities.

The Route of Culture contributed to re-launching the old city of Skopje by facilitating the commercial and touristic development of the whole area; while the very high number of Italian language students (at a university and high school level) made Italian the second most spoken language in the Country with significant potentials for economic development.

The synergic effect was also observed in the intervention carried out by UNESCO where the World Bank in the first place, and then the European Union, contributed substantially to the development of digitalisation of Cultural Heritage. In this perspective, although not all the results of the Programme were achieved, the co-participation of several stakeholders facilitated the development of an elevated sense of ownership among Macedonian institutions appointed in the process. This translated into a broader impact which was also reflected by the preparation of a new strategy on digitalisation of Cultural Heritage in 2008 by the Republic of Macedonia, which had not existed until then.

The situation of the Albanian minority also seems to have improved. Opportunities of studying at university and the consequent impact on the socio-economic fabric gave way to a development in the last five years, and this process does not seem to have finalised yet. In particular, the new academic reality of Tetovo currently hosts approximately 17.000 students offering important professional opportunities for its graduates.

In this case the Programme funded to IMG is part of a broader synergic effect on the local context, favoured by other interventions of international donors – US, Germany and Turkey. However, unlike what has been stated previously regarding other activities, the net impact of the Programme with regard to this specific initiative is basically null, since in terms of aid modalities, legislative changes, implementing strategies and perspectives, the other interventions facilitated the integration of minorities more than the Italian one. The Italian intervention did not appear to be incisive on this process, since even if it had not been carried out, the other projects would have had the same impact on beneficiary communities. This can be stated with a sufficient level of assurance.

In general terms, and in summary, the Programme of IMG was affected by at least two constraints which were detrimental both to its effectiveness and its consequent impact:

- Dispersion of aid. As already mentioned previously for the effectiveness, the Italian funds were used to fund too many activities which were only theoretically linked. This caused the implementation of small sub-projects which were not always connected by a univocal strategic vision of medium-term. As a consequence, the effectiveness and impact resulted to be limited and the visibility of the Italian aid - understood as the acknowledgement on behalf of Macedonia, of the peculiarity of the “donation” - did not always appear to be significant.
- Weakness of the training and technical assistance activities. The “software” component, aimed at integrating the part of infrastructure with specific theoretical and practical trainings, seemed poorly efficient, partially effective and with a reduced impact. In Macedonia disunion can be observed between the central and local dimensions still today: the central dimension considers the local one as unable to manage the aspects of their decentralization; and, vice versa, the local administrations do not accept the support of the central level. The Focus Groups carried out with the participants of the training courses on digitalisation of cultural heritage and on conservation of mosaics, highlighted that the “result” level of the Kirkpatrick scale had not been attained: the surrounding setting has not yet benefited from the competences learned by the participants during the courses. The main cause of these difficulties can be traced to the low level of ownership of the main institutional stakeholders with regard to valorisation of local touristic and cultural heritage.

This is translated into a limited assumption of responsibilities and actions aimed at facilitating its development. In this sense, a limited impact on the capacity building activities can be observed, which do not seem to have triggered the desired changes and to have mitigated the risks of working with public institutions in an adequate way; being these institutions prone to high turnover, also political.

6.5 Sustainability

The analysis of the sustainability (the probability of the continuation in the flow of benefits deriving from the Programme at the end of its implementation), was carried out disaggregating the parameter in three main variables: institutional sustainability, technological sustainability and economic sustainability.

INSTITUTIONAL SUSTAINABILITY

The partners and the beneficiaries of the initiative were selected among the main national and local institutions: the Ministry of culture, the Ministry of administrative decentralization, the Ministry of education, national museums, archaeological sites of primary importance, state universities and municipalities. From a legal point of view, the implemented activities are positioned within the foreseen legislation and therefore have the appropriate legislative guarantees.

As pointed out for the effectiveness and the impact, not all the main people interviewed showed a sufficient level of ownership with regard to the valorisation of cultural heritage. In this sense, the qualitative interviews highlighted a “general interest” for the initiatives foreseen by the Programme but not a sharing and an involvement such as to guarantee future actions aimed at the development of what was started by the Programme. The two main factors at the heart of this limitation are a limited effectiveness and impact of the capacity building activities and of the measures of institutional support, and the absence of a correct analysis of the risks and the actions of mitigation of the political turnover within the institutions.

For these reasons, the Programme is affected by an institutional sustainability which is too weak to guarantee the development of further pilot activities undertaken with the initiative financed by the Italian Government.

TECHNOLOGICAL SUSTAINABILITY AND ECONOMIC SUSTAINABILITY

The structural interventions carried out in some cases do not appear in harmony with the characteristics of the location, also in terms of their sustainability.

For example, as highlighted for the efficiency, the architectural choices made with regard to the MIMEC do not adapt in a functional way to the context and are not fully sustainable. The building was constructed entirely in glass and metal, which is aesthetically pleasant and innovative but not functional. Skopje is a very cold city during Winter and very warm during Summer: a building entirely made of glass increases the climatic rigidities forcing the users to bear extraordinary costs for heating/air conditioning of the structure. Moreover, the building was constructed in proximity of one of the most ancient mosques of Skopje, and it was not designed in such a manner as to solve the acoustics problems. Finally, the costs of maintenance/cleaning generated by the structure chosen for the MIMEC were not adequately evaluated compared to other solutions.

In this regard, IMG pointed out a different view by underlining the strategic importance of a technologically modern and innovative building, and affirming that the Ss. Cyril and Methodius University, to which the building belongs, was able to sustain the maintenance costs.

Similarly, the intervention for restoring the roof of the MoCA and the creation of a new itinerary for visiting the museum was not completed due to the excessive costs compared to the available budget and to disagreements with the director of the institution, named once the Programme had already started. As a consequence, only a pedestrian gangway was constructed in the exposition hall, guaranteeing the access to the higher gallery. Concerning the restoration of the roof, the works carried out are in structural harmony with the building as a whole, but the opinion of the evaluators is that the sustainability of the works of restoration should have been evaluated better, taking into consideration the local context and the respective economic resources of the institutions involved: the external structures built need very frequent and costly maintenance, which the Direction of the Museum cannot/will not bear, with the consequence that were important structural failures (collapse of glass panels) which are a risk for the safety of visitors. In this regard also, IMG expressed a different point of view, stating that the architectural constraints of the Museum, the urgency of the intervention, and the safeguarding of the original design, would not have allowed for different interventions.

Finally, some interventions carried out are already in disuse or abandoned (ex. Laboratory of biotechnology of the Tetovo University and the centre for touristic development of Kocani).

The programme was poorly incisive with regard to the development of the capacities of local institutions for generating their own resources needed to guarantee the sustainability of the implemented activities, not only in terms of maintenance. The lack of funds resulted being one of the big problems that the local and central institutions have to face. This translates into an insufficient maintenance of the constructed infrastructures on one hand; and on the other, in the non-use of many technologies and training experiences transferred with the Programme. With regard to this last point, the choice of the software introduced with the Programme and provided to the Macedonian partners did not always appear as the most sustainable. For example, some programmes for digitization the archaeological heritage are not used anymore due to lack of funds and adequate hardware tools. Similarly, in some cases the contents of the training courses resulted being excessively ambitious, since they were not at the same level of the needs and possibilities of the participants, therefore determining the non-use of the new techniques and knowledge learned.

7. Conclusions

7.1. The Programme Design did not prove to be well-structured, having lacks both in the definition of logical connections between its parts and in the drafting of the activities and results. The lack of appropriate indicators, together with an insufficient risk analysis made the Programme document inadequate for guiding and directing the actions foreseen. The shortcomings in the design, and the lack of its update, emerged both during the implementation and evaluation phases, and thus impacted on its general range.

7.2. The idea of the Programme and the proposal have proved to be pertinent compared to the national context; the analysis of needs was carried out adequately and the proposal reflected the national, regional and international strategic and programmatic lines, also with regard to accompanying the valorisation of cultural heritage of themes related to the development of tourism.

7.3. In general, the Programme appeared to be poorly efficient in terms of how the implemented activities translated into results. Three years after their conclusion, the works of construction/rehabilitation have shown problems as to create doubts on the limits of the feasibility studies.

7.4. The costs of the trainings organized were evaluated as being excessive compared to the poor results obtained; the trainings proved to be poorly efficient compared to the real needs and to the modalities chosen for the trainings (very short-term/short-term seminars). The training courses with a longer duration reflected a good level of learning of the participants.

7.5. The repeated no-cost extensions - requested fundamentally to allow UNESCO to conclude its activities – had a negative impact on the efficiency of the Programme, leading to a 60% increase of management costs compared to the initial proposal. Finally, the Programme did not create Value for Money since it did not allow a reduction of costs, a better management of risks, a rapid implementation and an increase in the quality of the Programme.

7.6. The procurement procedures followed by IMG guaranteed a good level of transparency with regard to awarding contracts; and these procedures followed steps which were well-defined, standardized and reflected by adequate tools of support.

7.7. The dispersion of the Programme funds in several micro-interventions, the inadequacy of the design and the limited range of capacity building influenced the general effectiveness of the intervention in a negative way. In general it has been observed that the most effective interventions were the ones part of a more articulated set of activities, also of other donors (World Bank, U.S. Ambassadors Fund for Cultural Preservation-AFCP, European Union). The creation of the Multimedia Centre in the University of Ss. Cyril and Methodius, the interventions on the archaeological sites of Stobi and Heraclea, the event “Rediscovery of the Route of Culture” in the municipality of Skopje and the creation of a centre for digitalisation of cultural heritage were the most effective interventions since they contributed to achieving the Specific Objectives they were linked to. The micro-interventions that were not part of a broader collaboration were more or less good examples but did not give way to substantial changes on the medium and long-term.

7.8. The training and technical assistance activities, sporadic and not specifically structured into a defined training course, limited the effectiveness of the intervention. The only training courses which can be really considered effective were the ones on conservation and restoration of mosaic heritage, and on digitization of cultural heritage.

7.9. The lacks in terms of capacity building, especially with regard to institutional stakeholders involved, such as ministries, local administrations and cultural institutions, can also be attributed to an inappropriate analysis of the risks at the start, and to risk mitigation plans that were not always adequate to address the challenges.

7.10. The impact was limited to the contribution of some components of the Programme to the complete realization of the Ohrid Agreement. The most effective interventions proved to be those guaranteeing a substantial impact with regard to local communities, such as the Multimedia Centre of the University of Ss. Cyril and Methodius, the interventions on the archaeological sites of Stobi and Heraclea, the event “Rediscovery of the Route of Culture” in the municipality of Skopje and the creation of a centre for digitalisation of cultural heritage.

7.11. The representatives of institutions, which were interviewed, showed an undeniable interest in the key themes of the Programme but a limited level of ownership since the main institutions involved were not able to seize the importance of the valorisation of cultural heritage for the development of the Country in terms of implementation of the Ohrid Agreements.

7.12. On the contrary, with regard to the interventions in Stobi, Heraclea, at the MIMEC and the RECEDIG, an interesting synergic effect was observed, thanks to the co-participation of several donors. In these cases, the impact on local communities proved to be even higher than the sum of the impact of some of the single interventions, thus favouring the national development in terms of valorisation of cultural heritage and administrative decentralization. In the case of the RECEDIG, the National Strategy for Digitalisation of Heritage was also influenced through the creation of specific normative references.

7.13. In the evaluators’ opinion, the intervention was carried out with the involvement of the main Macedonian public authorities, but it did not have a significant influence on the creation of their managerial and administrative competences, thus determining a risk of a precarious institutional sustainability.

7.14. The financial incapability of different public administrations of developing technological resources and of maintaining the infrastructures provided translated into a moderate economic and technological sustainability.

8. Recommendations

In order to guarantee a better quality of future initiatives in the sector of cultural heritage and as well other sectors, the following recommendations were drafted, based on the conclusions mentioned in chapter 7.

8.1. The logic and coherence of the narrative document and of its main components (narrative document, logical frame work, chronogram, and budget) should be analysed in an in-depth way before approval and should be constantly updated as external conditions change.

8.2. Indicators should be SMART and take into account the timings for the implementation of the action. A baseline should be carried out at the beginning of the Programme and should be used at the end of the same as a tool of comparison.

8.3. Intermediate and final reports should allow for the rapid identification of implemented activities in the corresponding time and the sustained costs; therefore appropriate formats should be used to facilitate this process avoiding dispersion/loss of information.

8.4. Internal monitoring and evaluation systems, adequately designed, should be foreseen in the design and management of the Programme. These management tools should be shared among all stakeholders in order to be able to verify the state of implementation of activities in itinere.

8.5. Communication between the donor, the implementing agency and other partners should be characterized by clarity in the timings, flow and modalities. Before starting the activities, it is advisable to elaborate a responsibility matrix which specifies management modalities (ex. RACI, RAM o RLC)[29].

8.6. The direct and indirect beneficiaries should be easily identifiable with regard to each expected result and more attention should be given to the analysis of cost/beneficiary for each activity; where this ratio were to result excessive, equally valid and less costly alternatives should be taken into consideration.

8.7. It is advisable to avoid an excessive dispersion of the intervention in micro-activities which are not in line with the strategic design of the Programme. This would also avoid the “dissolution” of the visibility of the Italian intervention in the international and local scenario.

8.8. With regard to capacity building of Local Authorities, constant and continuous follow-up should be foreseen; the mere participation in inaugurations and short-term workshops is not strategic in the medium and long term.

8.9. Starting from the planning phase, the training and technical assistance components should guarantee the participation of the beneficiary institutions. Their direct involvement is fundamental during all phases of the project cycle: in the definition of the training courses; in the selection of the most adequate participants; in allowing the participants to put their learning into practice; and in multiplying the training experience by allowing the participants to disseminate their learning among their colleagues.

[29] Responsibility Assignment Matrix (RAM), Linear Responsibility Chart (LRC).

8.10. Local institutions should guarantee the training activities are in line with the national policies on capacity building of human resources. An adequately structured training should be recognised by the beneficiary institutions and the delivery of certificates of participation should be contemplated.

8.11. The trainers should be fluent in the carrier language of the Programme and should foresee an adequate dissemination of the reference documents used. In order to guarantee the awareness of future generations, an increased involvement of schools could be useful.

8.12. Risks should be analysed conveniently and a corresponding mitigation plan should be drafted when presenting the proposal, and constantly updated during the implementation.

8.13. With regard to Programmes that focus simultaneously on the touristic conservation, valorisation and development, the possibility of organizing public-private partnerships should be explored, to develop and promote the use of cultural heritage and to economically revitalize the Country from a touristic point of view.

9. Lessons learned

The following lessons learned emerged from the evaluation of the present Programme:

9.1. When the operational, relational and managerial complexity of a Programme is not translated into tools that facilitate its management, by simplifying and structuring information, a clear picture is impossible to grasp while the project is on-going, and it is also complicated to carry out monitoring of the activities and to correct possible specific aspects of the initiative on time.

9.2. Even if the proposals are relevant for the National context and for International and local strategies, these do not always integrate into one operational and strategic framework, made up of all the active stakeholders in the same sector of intervention; taking into consideration all the on-going or foreseen interventions in a specific operational sector helps to create a univocal medium or long-term strategy, in which each institution’s role has unique peculiarities, also operational and methodological, and this contributes to a wider development.

9.3. In cooperation for development programmes - non-emergency programmes - and which foresee partnership collaborations with public institutions (ministries, municipalities, institutions), capacity-building activities should be favoured and investigated, structured in training plans specifically defined. Programmes will be efficient and will have a sustainable impact only if they facilitate the development of competences and ownership of direct beneficiaries, also through a participative process among stakeholders and decision makers.

9.4. Visibility of Italian aid, also considered as social and institutional recognition, is gained through effectiveness and impact of Programmes in beneficiary Countries; the implementation of a programme which takes into account the above-mentioned recommendations would also bring benefits to the visibility and recognition of the Italian Government.

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11. Annexes

1. Terms of reference
2. Mission schedule
3. Evaluation matrix
4. Revised Logical Framework
5. Project Budget
6. Summary of costs
7. Timetable of activities
8. Chronogram of extensions
9. List of people contacted
10. KII outline
11. FGD outline
12. Photographic documentation

ALLEGATO N. 1

MINISTERO DEGLI AFFARI ESTERI

DIREZIONE GENERALE PER LA COOPERAZIONE ALLO SVILUPPO

Ufficio IX

Sezione Valutazione

TERMINI DI RIFERIMENTO
PER LA VALUTAZIONE INDIPENDENTE DEL PROGETTO:

"PILOT ACTIVITIES FOR EDUCATION AND CULTURE"

AID N. 8240

MINISTERO DEGLI AFFARI ESTERI

DIREZIONE GENERALE PER LA COOPERAZIONE ALLO SVILUPPO

TITOLO DEL PROGETTO:	Pilot activities for Education and Culture – AID n. 8240
LUOGO DEL PROGETTO:	Repubblica di Macedonia
LINGUA DEL PROGETTO:	Italiano e Inglese
ORGANISMO ESECUTORE:	International Management Group (IMG)
DURATA:	18 mesi
BUDGET:	EURO 3.000.000,00 (Art. 15 L. 49/87)
DONATORE:	Governo italiano

1. Obiettivi del progetto

Il progetto "*Pilot Activities for Education and Culture*" è stato implementato dall'International Management Group (IMG) con l'assistenza dell'UNESCO.

L'obiettivo principale del progetto è fornire assistenza al Governo della Repubblica di Macedonia nel decentramento dell'amministrazione e delle attività istituzionali dei Ministeri della Cultura, dell'Educazione e della Scienza, prevedendo il rafforzamento e il sostegno alle Autonomie locali.

Per quanto riguarda la componente culturale, gli obiettivi specifici del progetto consistono in:

- attività di assistenza alle Istituzioni Culturali locali, che a sua volta si articola nell'assistenza tecnica in favore delle Istituzioni locali e nella formazione degli addetti alla cultura delle Municipalità;
- interventi di valorizzazione dei siti storici di rilevanza nazionale quali Stobi, Scupi, Heraclea;
- realizzazione di un Centro Regionale per la Digitalizzazione del Patrimonio Culturale, attività realizzata in collaborazione con l'UNESCO;
- riabilitazione e assistenza al Museo di Arte Contemporanea di Skopje.

L'attività relativa al settore dell'educazione è articolata in:

- realizzazione di un Centro Multimediale presso l'Università dei SS. Cirillo e Metodio di Skopje;
- l'intervento in favore della minoranza di lingua albanese a Tetovo, soprattutto alla luce della peculiare composizione etnica della Repubblica di Macedonia.

Il programma è stato avviato nell'agosto 2006 con l'erogazione della prima tranche di finanziamento pari a Euro 1.170.000,00, contemporaneamente al piano di spesa presentato dall'IMG riguardante il Museo d'Arte Contemporanea e il Centro Multimediale dell'Università di Skopje. La seconda tranche di Euro 1.830.000,00 è stata erogata nel giugno 2007, a completamento dell'impegno italiano di Euro 3.000.000,00 all'International Management Group (IMG). A seguito di 3 richieste di estensione non onerosa da parte dell'IMG e una da parte dell'UNESCO, il programma si è concluso nel dicembre 2010. L'avanzo di US$ 109.261,64, su proposta UNESCO, è stato riallocato per attività attinenti al Centro Regionale di Digitalizzazione.

2. Utilità della valutazione

L'utilità della valutazione del programma "*Pilot activities for Education and Culture*" in Macedonia è di accertare la misura in cui l'assistenza dell'IMG, e quindi della Cooperazione italiana, sia stata rilevante, effettiva, efficace e sostenibile nel raggiungimento degli obiettivi previsti per il settore.

La valutazione dovrà pervenire a un giudizio generale sul grado in cui le strategie e il programma hanno contribuito al raggiungimento degli obiettivi e dell'impatto previsto attraverso le risposte alle domande che dovranno essere concordate (vedi Allegato A).
Le conclusioni della valutazione saranno basate su risultati obiettivi, credibili, affidabili, validi e dovranno fornire alla Cooperazione Italiana raccomandazioni utili e operative. La valutazione dovrà rendere condivisibili le esperienze acquisite al fine di poter indirizzare i futuri finanziamenti nel settore educativo-culturale nell'area balcanica ed in particolare in Macedonia.
A questo scopo, la valutazione dovrà analizzare come, per il programma considerato, il supporto al settore educativo-culturale ha influito:
- sulle previsioni e l'implementazione delle politiche, delle strategie e dei programmi;
- sull'efficacia degli aiuti in termini di prevedibilità, di implementazione delle strategie educativo-culturali nazionali.
La valutazione dovrà fornire lezioni e raccomandazioni finalizzate alla continuità degli aiuti al settore nel contesto attuale.

3. Scopo della valutazione

La valutazione dovrà:

- esprimere un giudizio sulla rilevanza degli obiettivi e sul loro grado di raggiungimento;
- esprimere un giudizio su efficienza, efficacia, impatto e sostenibilità del progetto;
- esaminare il Progetto nella sua completezza, per identificare le buone pratiche e le lezioni apprese, in modo da usarle come base conoscitiva per sviluppare gli eventuali futuri pacchetti d'assistenza tecnica nel territorio;
- analizzare le strategie e le modalità d'implementazione;
- tenere in considerazione i fattori di sostenibilità e l'impatto che l'implementazione di tale programma ha avuto sulle condizioni educative e culturali del Paese;
- stimare i risultati e l'effettività dei programmi pilota a livello distrettuale, la loro discutibilità ed i rispettivi mezzi per la decentralizzazione dell'amministrazione e l'effettiva capacità di gestione da parte degli enti locali.

Infine, la valutazione terrà in considerazione:

1. le iniziative mirate al contesto multiculturale del Paese, ovvero le attività di assistenza alle Istituzioni Culturali locali;
2. il livello di formazione degli addetti alla cultura delle Municipalità;
3. gli interventi tesi a valorizzare i siti storici di rilevanza nazionale;

4. la realizzazione, il funzionamento, l'efficacia, nonché il livello di preparazione dei tecnici del Centro Regionale per la Digitalizzazione del Patrimonio Culturale;
5. l'efficacia degli interventi di riabilitazione strutturale e di assistenza tecnica al Museo di Arte Contemporanea;
6. la realizzazione del Centro Multimediale presso l'Università dei SS. Cirillo e Metodio e la relativa attività di formazione;
7. l'efficacia dell'intervento in favore della minoranza di lingua albanese a Tetovo;
8. l'analisi qualitativa dell'assistenza tecnica da parte dell'organismo esecutore e delle capacità gestionali degli enti coinvolti nel programma.

4. Quadro analitico suggerito

Il *team* di valutazione può includere altri aspetti consoni allo scopo della valutazione.
I criteri di valutazione si basano sui seguenti aspetti:

- **Rilevanza**: Il valutatore dovrà verificare il grado in cui il Programma tiene conto del contesto. La valutazione riesaminerà la misura con la quale gli obiettivi del Programma sono coerenti con i requisiti e le esigenze dei beneficiari. La valutazione stimerà se l'approccio è strategico e in che misura la controparte locale ha usato le risorse per l'attuazione delle attività previste dal Programma. Nel valutare la rilevanza dell'iniziativa bisognerà tenere conto: a) in che misura gli obiettivi dell'iniziativa sono validi, b) in che misura gli obiettivi dell'iniziativa sono coerenti, c) percezione dell'utilità dell'iniziativa da parte del destinatario.
- **Validità del *design* del progetto:** La valutazione riesaminerà la misura con la quale il *design* del Programma è stato logico e coerente.
- **Efficienza:** Analisi dell'ottimizzazione nell'utilizzo delle risorse per conseguire i risultati attesi. Nel valutare l'efficienza sarà utile considerare: 1) se i risultati sono stati raggiunti con i costi previsti, 2) se i risultati sono stati raggiunti nel tempo previsto, 3) se l'alternativa utilizzata era la più efficiente (minori costi o minori tempi) rispetto alle altre. La valutazione indicherà come le risorse e gli *inputs* sono stati convertiti in risultati.
- **Efficacia:** La valutazione misurerà il grado e l'entità di raggiungimento degli obiettivi del programma. Nel valutare l'efficacia del progetto sarà utile considerare: a) se gli obiettivi, generale e specifico dei progetti, sono stati chiaramente identificati e quantificati, b) verificare se le caratteristiche progettuali dei progetti sono coerenti con gli obiettivi generali e gli obiettivi specifici, c) verificare in che misura gli obiettivi generali sono stati raggiunti, d) analizzare i principali fattori che hanno influenzato il raggiungimento degli obiettivi.

- **Impatto:** La valutazione misurerà gli effetti diretti ed indiretti provocati dal programma nel contesto di riferimento. Nel valutare l'impatto si dovrà tenere conto dei reali cambiamenti che l'iniziativa ha prodotto nella collettività. La valutazione stimerà l'orientamento strategico dell'iniziativa in relazione al contributo apportato.
- **Sostenibilità:** Si valuterà la capacità del Programma di produrre e riprodurre benefici nel tempo. Nel valutare la sostenibilità del Programma sarà utile: a) considerare in che misura i benefici continueranno anche dopo che è cessato l'aiuto, b) verificare i principali fattori che influenzeranno il raggiungimento o il non raggiungimento della sostenibilità dei progetti.

5. Outputs

Gli *outputs* dell'esercizio saranno:

- Un rapporto finale in inglese ed italiano con i risultati e le raccomandazioni per indirizzare i citati criteri di valutazione.
- Quattro pagine di sommario del Rapporto di Valutazione del Progetto in inglese e in italiano.

6. Metodologia

***Data Collection*:**

Il valutatore userà un metodo di approccio multiplo che includerà la revisione della documentazione, l'analisi di dati derivanti dalle attività di monitoraggio, le interviste individuali, i focus groups e la visita dei luoghi interessati dal Programma.

Il metodo finale selezionato dal valutatore dovrà tenere conto degli obiettivi della valutazione e delle domande di valutazione che il valutatore formulerà attenendosi all'Allegato A.

E' richiesto quindi, che la proposta tecnica dovrà:

a. Identificare la metodologia;
b. Stabilire il livello di partecipazione degli stakeholders alla valutazione.

Validation:

Il team di valutazione userà diversi metodi (inclusa la triangolazione) al fine di assicurare che i dati rilevati siano validi.

Coinvolgimento degli stakeholders:

Sarà usato un approccio inclusivo coinvolgendo un ampio numero di stakeholders e di partners.

Dovranno essere coinvolti rappresentanti di istituzioni educative, di istituzioni culturali, governativi, di organizzazioni della società civile, del settore privato e, più importanti, i beneficiari del progetto di seguito elencati:

- Ministero delle Autonomie Locali
- Ministero dell'Educazione e della Scienza
- Ministero della Cultura
- Gli Enti locali interessati dalle attività programmate
- UNESCO BRESCE di Venezia
- Il Centro Regionale per la Digitalizzazione
- Il Museo di Arte Contemporanea di Skopje
- L'Università dei SS. Cirillo e Metodio di Skopje
- L'Istituto di Biotecnologie e Nutrizione dell'Università di Tetovo
- Le Istituzioni Culturali locali
- Gli addetti dei settori interessati
- Gli utenti finali dei servizi culturali, educativi, di formazione e di promozione economica

7. Disposizioni gestionali, piano di lavoro e quadro temporale

1. *Desk Analysis*	Revisione della documentazione relativa al progetto	10 giorni lavorativi
2. *Field visit*	Il *team* di valutazione visita i luoghi del progetto, intervista le parti coinvolte, i beneficiari e raccoglie informazioni supplementari.	10 giorni lavorativi
3. Rapporto di valutazione	Bozza del rapporto di valutazione	10 giorni lavorativi
4.Commenti delle parti interessate e *feedback*	La prima stesura del rapporto di valutazione circola tra le parti interessate per commenti e *feedback*. Queste vengono consolidate ed inviate al *team* di valutazione.	7 giorni lavorativi
5. Workshop	Workshop sulla presentazione della bozza del rapporto di valutazione con il coinvolgimento delle parti interessate.	5 giorni lavorativi
6. Relazione finale	Il *team* di valutazione mette a punto il rapporto di valutazione incorporando i commenti.	3 giorni lavorativi

Caratteristiche del Gruppo di Valutazione

La valutazione dovrà essere svolta da un team di valutatori con esperienza nella gestione di progetti di cooperazione ed in particolare nel settore educativo-culturale. E' richiesta una buona esperienza nella conduzione di valutazioni ex post. E' richiesto inoltre:

- Laurea magistrale;
- Esperienza in interviste, ricerche documentate, redazione e scrittura di relazioni;
- Eccellenti capacità analitiche e di sintesi;
- Eccellenti capacità comunicative e di scrittura;
- Eccellente padronanza della lingua Inglese;

FORMATO SUGGERITO PER IL RAPPORTO DI VALUTAZIONE

Copertina	Il file relativo alla prima pagina sarà fornito dall'Ufficio IX della DGCS.
1. Sintesi	Quadro generale che mette in rilievo i punti di forza e di debolezza dei progetti**.** Max 4 pagine, focalizzandosi sulle lezioni apprese e raccomandazioni.
2. Contesto del progetto	- Situazione paesi - Breve descrizione delle necessità che i progetti hanno inteso soddisfare - Analisi del quadro logico - Stato di realizzazione delle attività e stima dei tempi di completamento dei progetti
3. Obiettivo	- Tipo di valutazione. - Descrizione dello scopo e dell'utilità della valutazione.
4. Quadro teorico e metodologico	- Gli obiettivi della valutazione - I criteri della valutazione - L'approccio e i principi metodologici adottati - Fonti informative: interviste, *focus groups*, *site visit* - Le difficoltà metodologiche incontrate
5. Verifica della realizzazione	Verifica dei principali stadi di realizzazione dei progetti.
6. Presentazione dei risultati	
7. Conclusioni	Concludere la valutazione facendola derivare dai risultati e dalle comunicazioni principali.
8. Raccomandazioni	Le raccomandazioni dovrebbero essere volte al miglioramento dei progetti futuri e delle strategie della DGCS.
9. Lezioni apprese	Osservazioni, intuizioni e riflessioni generate dalla valutazione, non esclusivamente relative all'ambito dei progetti, ma originate dai findings e dalle raccomandazioni.
10. Annexes	Devono includere i TORs, la lista delle persone contattate e ogni altra informazione/documentazione rilevante.

Allegato A.

Identificazione delle domande di valutazione:

La valutazione si baserà su un limitato numero di domande (max 10) che dovranno coprire i seguenti cinque criteri di valutazione: rilevanza, efficienza, efficacia, impatto e sostenibilità (OCSE/DAC).

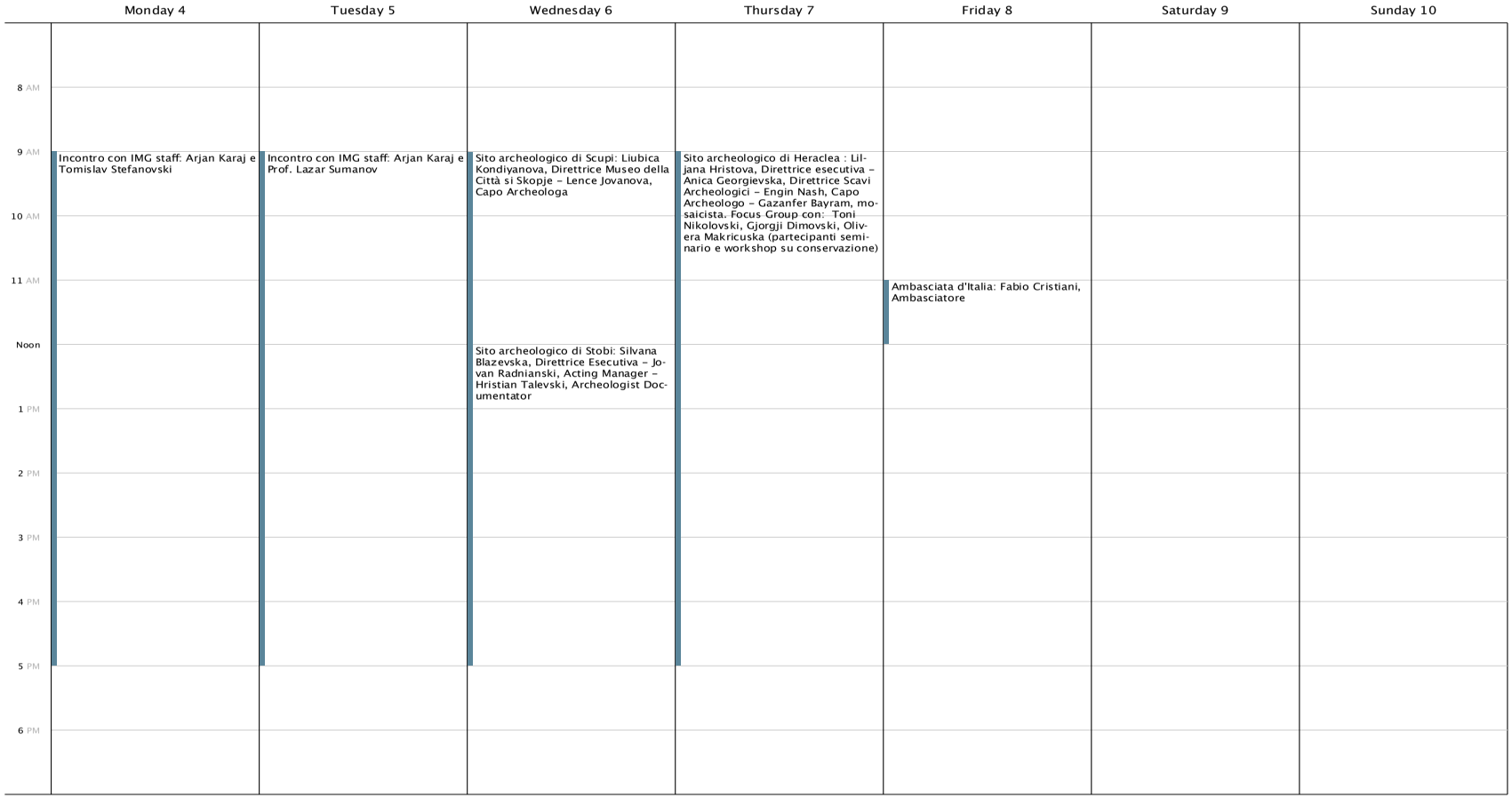
Linee Guida per la redazione delle domande di valutazione:

- Dovranno essere previste delle domande finalizzate alla verifica dei risultati raggiunti;
- Evitare di introdurre domande su argomenti non correlati, che devono essere invece analizzati in maniera trasversale, introducendo, per esempio, specifici criteri di giudizio;
- le domande di valutazione devono essere focalizzate e indirizzate verso uno dei risultati;
- evitare di introdurre domande troppo ampie qualora siano necessarie domande esplicative aggiuntive;
- evitare di inserire domande riferite a diversi livelli di risultati;
- i cinque criteri di valutazione non devono essere menzionati esplicitamente nelle domande di valutazione;
- verificare che le risposte non siano soltanto affermative o negative;
- le domande di valutazione devono essere correlate a un numero specifico dei criteri di giudizio, alcuni rapportati ad analisi trasversali e a concetti chiave;
- aggiungere un breve commento che specifichi il significato e lo scopo delle domande.

Annex 2 – Mission schedule

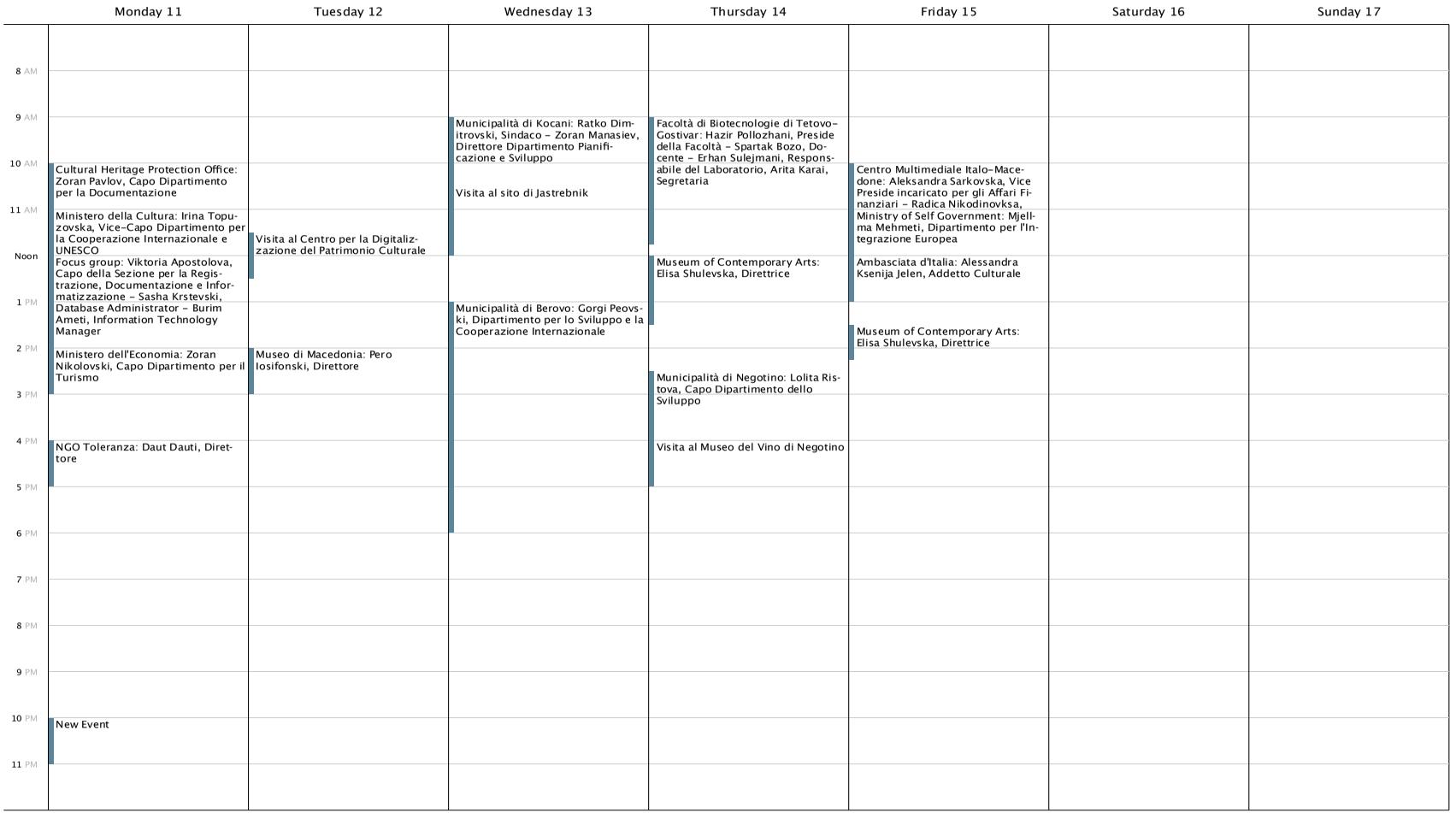
March 4 to March 10, 2013

Week 10



March 11 to March 17, 2013

Week 11



Annex 3 – Evaluation matrix

Evaluation criteria	Evaluation questions[1]	Judgement criteria	Indicators	Source of data	Methods of data collection
Relevance					
The extent to which IMG's work conforms/adapt to the needs, the policies and priorities of target groups selected	To what extent of the tools and strategies applied by the programme are in line with IMFA's, and Macedonian Ministries policies (Edu and Culture)? To what extent are the tools and strategies applied by the programme relevant in terms of promoting access to education for minorities/improvement of valorisation and management of cultural heritage/decentralization? What is the quality of project design? Is there a logical flow from outputs, expected results and overall objectives? To what extent are there synergies among the different components of the programme?	- Capacity to meet the needs - Capacity to formulate adequate tools and formats *For trainings:* - Capacity of the trainings to meet the needs of Macedonia with regard to valorisation of cultural heritage	- Evidence that programme's objectives are coherent with Macedonian development plans on the medium/long term	- National development plans - National strategies for education and culture sectors - European and international strategies for education and culture - Programme documents, including midterm and final reports - Officers of involved Ministries - Grants beneficiaries (municipalities)	Literature review of Macedonia Government, IMFA, UNESCO and IMG's strategies, programme documentation, in force at the moment of programme implementation
Efficiency					
The extent to which IMG program has achieved the expected results through human, technical, and financial resources	Could the results have been achieved in a different way? More cheaply and more quickly? What measures have been taken during planning and implementation to ensure that resources are efficiently used? Were the human resources involved and the equipment purchased in line with donor's standards?	- Selection of resources and use of time - Quality of interventions - Transparency of procurement procedures *For trainings:* - Capacity of trainings to catch the interest of participants and to transfer them (and to the institutions they belong) new skills	- Nr of museum/sites rehabilitated - Nr of equipment distributed - Nr of trainers trained - Nr of stakeholders trained - Level 1 and 2 (Kirkpatrick's model). - Level of use by local administrations and institution of new information received	- Mid term/final financial reports - Monitoring and/or evaluations - Italian Ministry of Foreign Affairs and Italian Embassy in Skopje - Officers of involved Ministries - IMG HQ & Macedonia staff - UNESCO staff - Grants beneficiaries (municipalities)	Analysis of budget and financial reports, interviews and site visits

[1] With regard to the direct questions to the main stakeholders (KIIs and FGDs) please refear to annex 10 and 11.

EVALUATION CRITERIA	EVALUATION QUESTIONS[1]	JUDGEMENT CRITERIA	INDICATORS	SOURCE OF DATA	METHODS OF DATA COLLECTION
EFFECTIVENESS					
The extent to which IMG program in Macedonia has achieved its specific objectives	What results have been achieved in the different programme components (education and culture)? Do they accord with the planned results? To what extent have these results contributed to the specific objectives? What are IMG's strengths and weaknesses in terms of achieving results? How did assumption and risks influenced the achievement of specific objectives?	- Know How transfer to the local institution/partners (Capacity Building) - Involvement of stakeholders - Capacity of risks analysis and mitigation *For trainings* - Capacity of participants and their institution to use the skills and competencies acquired during the trainings	- Increase in the nr. of annual visitors - Increase in the nr. of art objects restored and preserved - Increase in the nr. cultural events organized - Increase in the nr. of archaeological finds restored and preserved - Increase in the nr. of services provided - Increase in the nr. of private interventions at museums/archaeological sites - Increase in the nr. of students enrolled in the department of Italian language - Increase in the nr. of students enrolled in the Tetovo's Polytechnic - Increase of dairy products controlled and certified - Increase of ownership among the main stakeholders in terms of valorisation of cultural heritage and decentralization - Increase of touristic flux in the programme areas - Level 3 (Kirkpatrick's model)	- Mid term/final financial reports - Monitoring and/or evaluations - Italian Ministry of Foreign Affairs and Italian Embassy in Skopje - IMG HQ & Macedonia staff - Stakeholders at Country level – relevant Macedonian ministries, national institution in culture and education sectors, Italian Embassy in Skopje, other donors, UNESCO, participants in workshop and training, other NGO - Stakeholders at Municipality level – local authorities, civil servants in culture and education sectors	Literature review of Macedonia Government, IMFA, UNESCO and IMG's strategies, programme documentation, annual reports, monitoring/evaluations reports, studies, assessments and interviews

EVALUATION CRITERIA	EVALUATION QUESTIONS[1]	JUDGEMENT CRITERIA	INDICATORS	SOURCE OF DATA	METHODS OF DATA COLLECTION
SUSTAINABILITY					
The likelihood of continuation or longevity of benefits from IMG's programme after the cessation donor funding	Are the effects achieved still sustained? To what extent has IMG increased the capacity of the institutions they have cooperated with? To what extent is there a sense of ownership among IMG's partners? Did the project include an exit strategy that took into account political, financial, technological and environmental factors? To what extent of the tools and strategies applied by the programme are technologically adequate?	- Development of financial capacity - Ability to translate the economic resources available in activities consistent with the context *For trainings:* - Capacity of participants and their institution to use the skills and competencies acquired	N/A	- Mid term/final financial reports - Monitoring and/or evaluations - Italian Ministry of Foreign Affairs and Italian Embassy in Skopje - IMG HQ & Macedonia staff - Stakeholders at Country level – relevant Macedonian ministries, national institution in culture and education sectors, Italian Embassy in Skopje, other donors, UNESCO, participants in workshop and training, other NGO - Stakeholders at Municipality level – local authorities, civil servants in culture and education sectors	Site visits, interviews and focus groups
SYNERGIC EFFECT					
The extent to which the total development effects of intervention are maximised by synergies with other collaboration efforts	To what extent did the project contribute to progress and changes in standards and practices (institutional capacity, political framework) enabling the country to better use its human, financial and natural resources? To what extend did the changes in the socio-economic context have influenced the achievement of the objectives?	Capacity of active participation in other programme implemented in the country with regard to the sector of competence	- Increase of ownership among partner institutions (ministry of Culture, Ministry of Local Self Government, Ministry of Education) - Increase of productive activities and service provision in the areas of intervention due to the expansion of tourism - Increase of opportunity for productive activities and service provision in the areas of intervention due to the decentralization process - Increase in the nr. of job opportunities for the minorities	- Mid term/final financial reports - Monitoring and/or evaluations - Italian Ministry of Foreign Affairs and Italian Embassy in Skopje - IMG HQ & Macedonia staff - Stakeholders at Country level – relevant Macedonian ministries, national institution in culture and education sectors, Italian Embassy in Skopje, other donors, UNESCO, participants in workshop and training, other NGO - Stakeholders at Municipality level – local authorities, civil servants in culture and education sectors	Site visits, interviews and focus groups

EVALUATION CRITERIA	EVALUATION QUESTIONS[1]	JUDGEMENT CRITERIA	INDICATORS	SOURCE OF DATA	METHODS OF DATA COLLECTION
IMPACT					
The effect of the programme on the environment and its contribution to the achievement of the overall objective	To what extent did the programme contributed to the implementation of Ohrid Agreement in terms of valorisation of cultural heritage, decentralization and integration of minorities? To what extent the achieved results are due to IMG's intervention rather than to exogenous factors? Did the partners participate thorough out the programme (design, planning, implementation and evaluation)?	- Capacity to impact on national policies and strategies - Level of valorisation of cultural heritage/decentralization/integration - Capacity to impact on socio-economic condition of the local population - Level of partner participation throughout the programme *For trainings* - Capacity of participants and their institution to create new professional opportunities and to impact positively on the general environment	- Increase of ownership among partner institutions (ministry of Culture, Ministry of Local Self Government, Ministry of Education) - Increase of productive activities and service provision in the areas of intervention due to the expansion of tourism - Increase of opportunity for productive activities and service provision in the areas of intervention due to the decentralization process - Increase in the nr. of job opportunities for the minorities - Level 4 (Kirkpatrick's model)	- Mid term/final financial reports - Monitoring and/or evaluations - Italian Ministry of Foreign Affairs and Italian Embassy in Skopje - IMG HQ & Macedonia staff - Stakeholders at Country level – relevant Macedonian ministries, national institution in culture and education sectors, Italian Embassy in Skopje, other donors, UNESCO, participants in workshop and training, other NGO - Stakeholders at Municipality level – local authorities, civil servants in culture and education sectors	Site visits, interviews and focus groups.

Annex 4 – Revised Logical Framework

Overall Objective	Specific Objectives	Expected Results	Activities (original LF and PP)	Activities (Final report)
Promote the complete implementation of the Ohrid Agreement, in particular with regards to the process of administrative decentralization in the educational and cultural sectors; protection and valorisation of cultural heritage; and integration of minorities	1) Promote the recovery of some of the most significant historical, artistic and cultural resources, also in terms of their economic and touristic valorisation, in the perspective of a sustainable territorial development that enables a requalification of the touristic locations of interest and of the masterpieces in decline, making them more accessible	**RESULT NOT IDENTIFIED**	Structural rehabilitation of MCA in Skopje (A "h" QL)	- Rehabilitation of the MCA in Skopje (Budget C) 1. Rehabilitation Work 2. UNESCO Office Preparatory Works 3. Project and Design preparation, supervision of works
		1.1 Improvement of capacities of restoration of contemporary works of art and archaeological relics (R3 QL)	**ACTIVITIES NOT IDENTIFIED**	1.1.1 Training for archaeology (Budget D) 1. International seminar on Mosaic Conservation 2. International workshop on Management and conservation of Macedonian cultural heritage 3. International Seminar on mosaic techniques and mosaic conservation techniques
		RESULT NOT IDENTIFIED	Valorisation activities in selected archaeological sites (A f QL)	- Protection and valorisation of archeologically site (Scupi, Stobi and Heraclea) (Budget D) 1. Project and design preparation supervision of works 2. Implementation of up to 3 archaeological projects 2.1 STOBI: rehabilitation 5 Barracks, general lighting, security fence on the walking paths, structure information panels, GIS Database, digitization of the cultural heritage, Laser Survey of Stobi 2.2 SCUPI: Fencing, General Lighting, Video Monitoring, walking paths and preparation of terrain for excavations, structure information panels. 2.3 HERACLEA: Adaptation of the Eastern Theatre Room, fencing the site, general lighting, structure information panels, video monitoring 3. Publishing activities 3.1 Guides for Scupi, Stobi e Heraclea 3.2 Monographies: Heraclea - an Ancient City. Ivan Mikulcic (Magor - Skopje) Heraclea Lyncestis - The path of Heraclea Lyncestis through the time (Anica Gjorgievska. Municipality of Bitola) Ancient town of Bregalnica (Ivan Mikulcic. Magor - Skopje)

OVERALL OBJECTIVE	SPECIFIC OBJECTIVES	EXPECTED RESULTS	ACTIVITIES (ORIGINAL LF AND PP)	ACTIVITIES (FINAL REPORT)
	2) Strengthen the cooperation links between Italy and the local organisations operating in the sectors of cultural assets and vocational training by establishing technical collaborations that regularly involve Centres of Excellence of our Country, with the aim of creating favourable exchange and training programmes focused on the Macedonian local counterpart	2.1 Creation of a Multimedia Centre in the Philology of the University of Ss. Cyril and Methodius (Skopie) (R8 QL)	Design and construction of Multimedia Center and purchase of equipment for its functioning (AI QL)	2.1.1 Macedonian Italian Multimedia Centre (MIMEC) (Budget B) 1 Construction of MIMEC. University Ss. Cyril and Methodius 2 Project and design preparation, supervision of works 3 Equipment Supply and Multimedia Furniture (furniture, air conditioning, computer and network)
		2.2 Increase of the training offer in the field of restoration of cultural assets and of Economy of Cultural Assets (R2 QL)	**ACTIVITIES NOT IDENTIFIED**	**ACTIVITIES NOT IDENTIFIED**
		2.3 Launch of partnership relations between Macedonian and Italian public and/or private institutions/people, in the sector of focus of the intervention (R11 QL)	**ACTIVITIES NOT IDENTIFIED**	**ACTIVITIES NOT IDENTIFIED**
	3) Support and transfer know-how to interested local institutions with the aim of making them sustainable in time with regards to undertaking responsibilities and acquiring competences in the sectors focused by the Italian intervention; with a particular focus on the retrieval and optimization of essential resources needed for implementing relevant activities; and to the promotion of these activities in accordance to the objectives implied in the Ohrid Agreement	3.1 Improvement of managerial capacities of central and local cultural institutions (R1 QL)	3.1.1 Technical assistance to local institutions (A b QL)	3.1.1a Training/Assistance to the MCA and translation of "Secutiry at museum manual" in Macedonian language 3.1.1b Upgrading of the MaMu, exhibitions in the Mamu, Survey of the MaMu, Study for the design of the Exhibitions area, Master classes for the students of the architecture faculty and for the museum curators, finalized to produce the preliminary project of the MaMu Master plan and the Old Bazaar Cultural Paths
			3.1.2 Planning and implementation of training activities on decentralization of cultural institutions (A c QL)	3.1.2 International Seminar Bilingualism in Macedonian Public Administration – The experience of Italian North-East Publication of Macedonian-Albanian dictionary of administrative terminology
			3.1.3 Planning and implementation of work shops, round tables, and training on museums and restoration (A d QL)	3.1.3 International workshop on management and conservation of macedonian cultural heritage, musems and archaeological sites
			3.1.4 Planning and implementation of work shops, round tables, and training on economy of cultural heritage (A e QL)	**ACTIVITIES NOT IDENTIFIED**
			3.1.5 Planning and implementation of work shops, round tables, and training on tourism (A i QL)	3.1.5a International Workshop: Tourism Culture and Education. From theory to practice 3.1.5b Round table Culture in Tourism - Tourism in Culture

OVERALL OBJECTIVE	SPECIFIC OBJECTIVES	EXPECTED RESULTS	ACTIVITIES (ORIGINAL LF AND PP)	ACTIVITIES (FINAL REPORT)
		3.2 Launch of governmental and local touristic policies as a tool that can ensure planning and economic opportunities for the cultural and naturalistic sectors (R6 QL)	**ACTIVITIES NOT IDENTIFIED**	3.2.1.Grants for culture projects (Budget E) 1. Sveti Nikole: educational equipment; video surveillance 2. Berovo: promotion of culture (Eastern Event) 3 Kochani: establishment "Centre for valorization" 4 Negotino: establishment "Wine Museum" 5 Strumica: cultural exchange with Piacenza 6 Chair: musical instrument to Albanian Folk dance 7 Tearce: urban planning of resort and Info Centre 8 Tetovo: Billboards and sign-posts for Popova Shapka
			Starting of common round tables between Ministry of Culture and tourism department (A a QL)	**ACTIVITIES NOT IDENTIFIED**
		3.3 Increase of funding and participation of private individuals in cultural activities (R4 QL)	**ACTIVITIES NOT IDENTIFIED**	Re-Discovery the Route of Culture 1st edition Re-Discovery the Route of Culture 2nd edition
		3.4 Creation of a link between public and private actors operating in the touristic sector (R7 QL)	**ACTIVITIES NOT IDENTIFIED**	**ACTIVITIES NOT IDENTIFIED**
	4) Contribute to strengthening integration between the different ethnical components of Macedonia, by facilitating access to higher education for the Albanian minority and by sustaining the circulation of knowledge functional to the socio-economic development of the Country (in particular with regards to the agro industrial sector)	4.1 Establishment of the Tetovo Engineering School in a new structure specifically renovated (R9 QL)	Rehabilitation of premises for the Polytechnic of Tetovo and its furnishing with the needed material to allow its functioning (Am QL)	4.1.1 Construction and furnishing of Biotechnology laboratory , Tetovo State University (Budget A) 1. Construction Premises 2. Purchase of furniture and basic equipment 3. Purchase of laboratory equipment 4. Project and design preparation, supervision of works
		4.2 Review of the training offer of the Tetovo Engineering School, department of biotechnologies, and its adjustment to the needs of the agro industrial sector (R10 QL)	Curricula evaluation and reform for the department of Biotechnology in Tetovo Polytechnic (An QL) Establishment of a placement office at Tetovo Polytechnic and training of its personnel (Ao QL) Training on development and participation in European interuniversity projects (Ap QL) Feasibility study on extra curricular activities with fees by the Tetovo Polytechnic (Aq QL) Identification of training opportunities for the Polytechnic personnel at Italian Educational Institution and scholarship provision (Ar QL) Identification of short educational activities to be introduced in the courses in place at the Polytechnic and their implementation by Italian professors (As QL)	**ACTIVITIES NOT IDENTIFIED**

OVERALL OBJECTIVE	SPECIFIC OBJECTIVES	EXPECTED RESULTS	ACTIVITIES (ORIGINAL LF AND PP)	ACTIVITIES (FINAL REPORT)
		4.3 The levels of quality and safety are improved in the Macedonian agro industrial production connected to activities of the Tetovo Engineering School (R12 QL)	**ACTIVITIES NOT IDENTIFIED**	**ACTIVITIES NOT IDENTIFIED**
	5) Increase collaborations between different institutional and cultural/training institutions/representatives present in Macedonia to allow them to access the most modern management and sector-based techniques and to be more updated at an International level. Likewise, through the creation of an IT network and of a first database, promote the exchange of results obtained, and types of problems faced locally between cultural workers/operators in the development of similar programmes.	5.1 Organize the centre for digitization of Cultural Heritage (R5 QL)	Activities of digitization of the cultural heritage and involvement of regional stakeholders (A g QL)	5.1.1 Assessment of the current situation in the field of digitization of the cultural heritage 5.1.2 Selecting source material for digitization 5.1.3 Digitization project planning: purchase of digitization equipment 5.1.4 Execution of the digitization process, preservation of the data, treatment of the images 5.1.5 On line publication and promotion 5.1.6 Organization of a conference
		5.2 Strengthen the capacities of local experts and technicians in the sector of digitization of Cultural Heritage (not detailed in the LF)		5.2.1 Selection of trainers 5.2.2 Selection of trainees 5.2.3 Preparation of training materials and organization of the trainings 5.2.4 Conduct of the training courses 5.2.5 Establishment of a platform for e-learning
		5.3 Establish a Group of National Representatives of the South-East European States in the sector of digitization of cultural Heritage (not detailed in the LF		5.3.1 Organization of conference and meetings, publications

Annex 5 – Programme budget

CHANGE OF BUDGET AS PER THE NO-COST EXTENSIONS

DESCRIPTION	TOTAL BUDGET ORIGINAL	TOTAL BUDGET 24 MONTHS	TOTAL BUDGET 36 MONTHS	TOTAL BUDGET 43 MONTHS	TOTAL BUDGET FINAL REPORT
A) Biotechnology College – Tetovo University					
Premises rehabilitation	€142,000.00	€100,000.00	€100,000.00	€90,000.00	€90,000.00
Furniture and basic equipment	€50,000.00	€30,000.00	€33,000.00	€33,000.00	€33,000.00
Laboratory equipment	€70,000.00	€132,000.00	€141,000.00	€142,000.00	€142,000.00
Training and technical assistance	€90,000.00	€28,000.00	€38,000.00	€38,000.00	€49,300.00
Project and Design Preparation, Supervision of Works	€48,000.00	€90,000.00	€58,000.00	€35,000.00	€12,700.00
Subtotal A	**€400,000.00**	**€380,000.00**	**€370,000.00**	**€338,000.00**	**€327,000.00**
B) Multimedia Centre – Ss. Cyril et Methodius University					
Construction and Rehabilitation of Annex	€160,000.00	€254,000.00	€261,000.00	€261,000.00	€261,600.00
Equipment Supply and Multimedia Furniture	€130,000.00	€74,000.00	€74,000.00	€61,000.00	€60,600.00
Training/Assistance to the University	€128,000.00	€27,000.00	€26,000.00	€26,000.00	€25,100.00
Project and Design Preparation, Supervision of Works	€82,000.00	€128,000.00	€95,000.00	€93,900.00	€131,500.00
Subtotal B	**€500,000.00**	**€483,000.00**	**€456,000.00**	**€441,900.00**	**€478,800.00**
C) Museum of Contemporary Art - Skopje					
Rehabilitation Works	€340,000.00	€326,500.00	€326,500.00	€326,500.00	€327,200.00
UNESCO ROSTE Office preparation	€50,000.00	€50,700.00	€50,700.00	€50,700.00	€50,800.00
Training/Assistance to the MCA	€128,000.00	€128,000.00	€108,000.00	€112,700.00	€101,000.00
Project and Design Preparation, Supervision of Works	€82,000.00	€57,000.00	€30,000.00	€22,000.00	€22,000.00
Subtotal C	**€600,000.00**	**€562,200.00**	**€515,200.00**	**€511,900.00**	**€501,000.00**

DESCRIPTION	TOTAL BUDGET ORIGINAL	TOTAL BUDGET 24 MONTHS	TOTAL BUDGET 36 MONTHS	TOTAL BUDGET 43 MONTHS	TOTAL BUDGET FINAL REPORT
D) Archaeology Projects					
Training for archaeology	€60,000.00	€60,000.00	€58,000.00	€51,000.00	€52,600.00
Implementation of up to 3 Archaeological Projects	€423,000.00	€423,000.00	€420,000.00	€404,000.00	€401,000.00
Project and Design Preparation, Supervision of Works	€57,000.00	€45,023.00	€50,000.00	€61,000.00	€58,500.00
Subtotal D	**€540,000.00**	**€528,023.00**	**€528,000.00**	**€516,000.00**	**€512,100.00**
E) Municipality level					
Grants for cultural projects	€210,000.00	€210,000.00	€210,000.00	€223,000.00	€208,576.00
Workshop for management and Cultural Institutions	€72,000.00	€72,000.00	€72,000.00	€65,000.00	€80,600.00
Project and Design Preparation, Supervision of Works	€8,000.00	€8,000.00	€13,760.00	€39,000.00	€20,878.00
Subtotal E	**€290,000.00**	**€290,000.00**	**€295,760.00**	**€327,000.00**	**€310,054.00**
F) UNESCO – Centre for Digitization of Cultural Heritage					
Mission related to the follow up and implementation of the main project aims	€16,000.00	€16,000.00	€16,000.00	€16,000.00	€16,000.00
Consultancy					
Supervision of Works, tests and database development	€60,000.00	€60,000.00	€60,000.00	€60,000.00	€40,000.00
Equipment and maintenance (8postazioni + software)	€60,000.00	€60,000.00	€60,000.00	€60,000.00	€60,000.00
Operational costs	€18,000.00	€18,000.00	€18,000.00	€18,000.00	€18,000.00
Training and seminars	€30,000.00	€30,000.00	€30,000.00	€30,000.00	
Website	€20,000.00	€20,000.00	€20,000.00	€20,000.00	
Printing costs	€10,000.00	€10,000.00	€10,000.00	€10,000.00	€ 140,000.00
Scholarship	€30,000.00	€30,000.00	€30,000.00	€30,000.00	
Conference organization	€30,000.00	€30,000.00	€30,000.00	€30,000.00	
Administrative support personnel	€18,000.00	€18,000.00	€18,000.00	€18,000.00	€18,000.00
Support costs UNESCO (13%)	€38,000.00	€38,000.00	€38,000.00	€38,000.00	€38,000.00

DESCRIPTION	TOTAL BUDGET ORIGINAL	TOTAL BUDGET 24 MONTHS	TOTAL BUDGET 36 MONTHS	TOTAL BUDGET 43 MONTHS	TOTAL BUDGET FINAL REPORT
Subtotal F	**€330,000.00**	**€330,000.00**	**€330,000.00**	**€330,000.00**	**€330,000.00**
Total A+B+C+D+E+D	**€2,660,000.00**	**€2,573,223.00**	**€2,494,960.00**	**€2,464,800.00**	**€2,458,954.00**
G) Management					
Salaries					
International Project Director	€81,000.00	€94,500.00	€99,000.00	€99,000.00	€99,000.00
Allowances International Staff (> 3months)	€27,000.00	€31,500.00	€33,000.00	€33,000.00	€33,000.00
Per diem Expert	€-	€-	€-		€-
International travels	€2,100.00	€5,600.00	€5,600.00	€5,600.00	€5,600.00
National Engineer Team leader	€14,850.00	€19,800.00	€29,700.00	€37,950.00	€36,300.00
National Engineer Field monitor	€29,700.00	€39,600.00	€49,500.00	€49,500.00	€49,500.00
National support staff	€23,400.00	€31,200.00	€41,600.00	€46,800.00	€49,400.00
Per diem National staff	€6,000.00	€600.00	€600.00	€600.00	€600.00
Subtotal - Salaries	€184,050.00	€222,800.00	€259,000.00	€272,450.00	€273,400.00
Running Costs or Direct costs					
Rental office	€27,000.00	€36,000.00	€40,500.00	€46,500.00	€49,500.00
Office occupancy expenses	€9,900.00	€13,200.00	€16,500.00	€18,150.00	€18,150.00
Telephone - fax - email	€18,000.00	€24,000.00	€30,000.00	€33,000.00	€33,000.00
Rental Car (1/2 time by 2)	€27,000.00	€36,000.00	€45,000.00	€46,500.00	€46,500.00
Rental Equipment (office workstation)	€13,500.00	€18,000.00	€19,500.00	€19,500.00	€21,000.00
Insurances	€4,500.00	€6,000.00	€7,500.00	€8,500.00	€8,500.00
Car maintenance (1/2 time by 2)	€10,800.00	€14,400.00	€18,000.00	€18,600.00	€18,600.00
Office supply	€18,000.00	€24,000.00	€30,000.00	€31,000.00	€31,000.00

DESCRIPTION	TOTAL BUDGET ORIGINAL	TOTAL BUDGET 24 MONTHS	TOTAL BUDGET 36 MONTHS	TOTAL BUDGET 43 MONTHS	TOTAL BUDGET FINAL REPORT
Samples, Printing, Courier	€2,000.00	€3,000.00	€3,000.00	€3,000.00	€3,000.00
Subtotal – Running costs	€130,700.00	€174,600.00	€210,000.00	€224,750.00	€229,250.00
Miscellaneous					
Miscellaneous (reports, maps, drawings etc)	€2,000.00	€2,000.00	€2,000.00	€2,000.00	€2,000.00
Other	€1,000.00	€1,000.00	€1,000.00	€1,000.00	€1,000.00
Subtotal - Miscellaneous	€3,000.00	€3,000.00	€3,000.00	€3,000.00	€3,000.00
Subtotal G	**€317,750.00**	**€400,400.00**	**€472,000.00**	**€500,200.00**	**€505,650.00**
H) Admin costs IMG @ approx. 7% of Direct Eligible Costs	**€22,250.00**	**€26,377.00**	**€33,040.00**	**€35,000.00**	**€35,396.00**
Total G+H	**€340,000.00**	**€426,777.00**	**€505,040.00**	**€535,200.00**	**€541,046.00**
Grand total (A+B+C+D+E+F+G+H)	**€3,000,000.00**	**€3,000,000.00**	**€3,000,000.00**	**€3,000,000.00**	**€3,000,000.00**

Annex 6 – Summary of costs

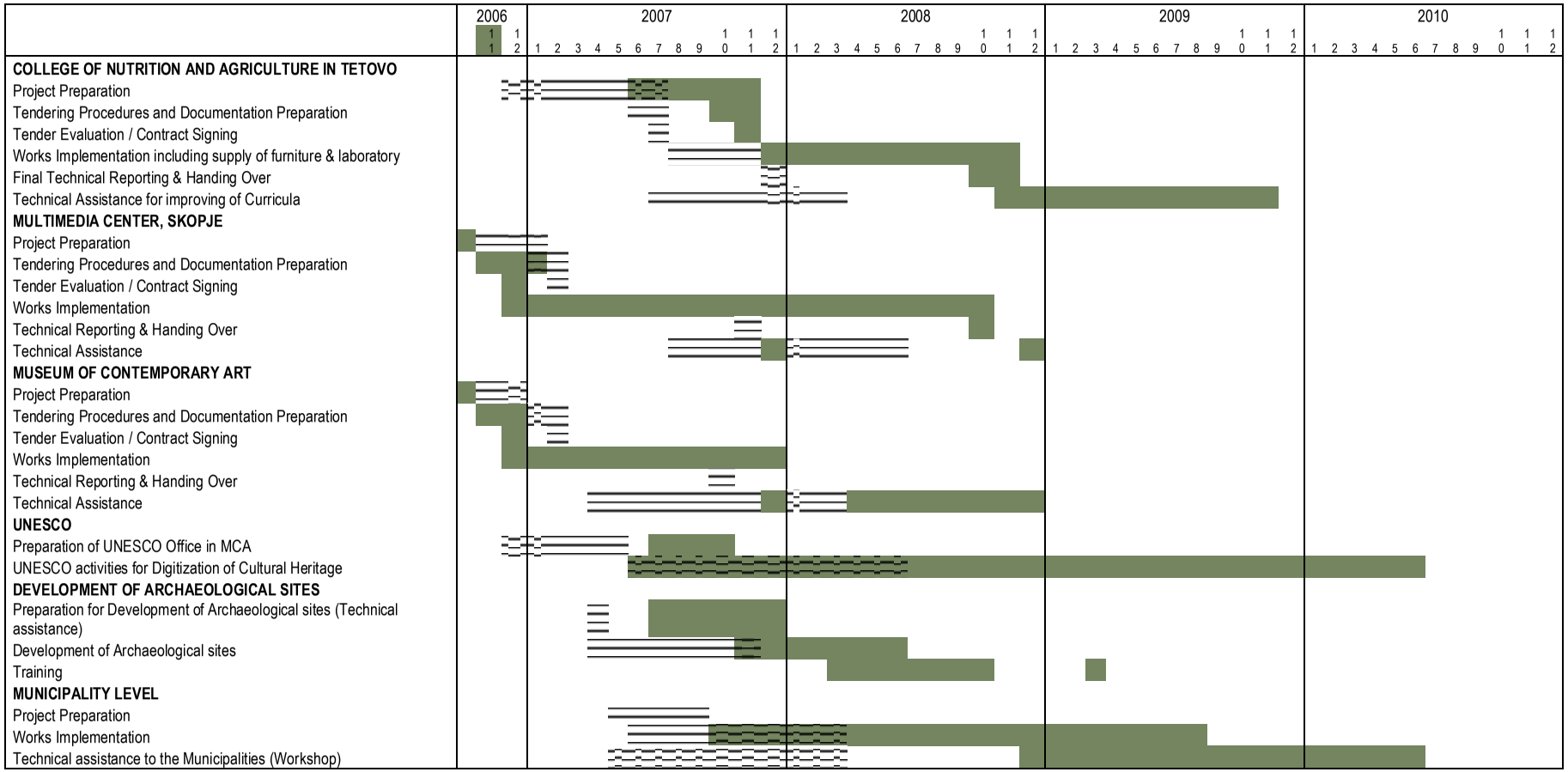
AS PER THE FINANCIAL REPORTS

DESCRIPTION	EXPENDITURES AS OF 31/10/2007	EXPENDITURES AS OF 31/12/2008	EXPENDITURES AS OF 31/12/2009	EXPENDITURES AS OF 31/12/2010
A) Biotechnology College – Tetovo University				
Premises rehabilitation		€89.815,47	€89.822,85	€89.822,85
Furniture and basic equipment		€33.038,44	€33.071,15	€33.108,70
Laboratory equipment		€141.875,15	€142.015,68	€142.025,34
Training and technical assistance	€1.500,00	€40.126,22	€49.238,47	€49.238,47
Project and Design Preparation, Supervision of Works		€49.755,34	€12.705,70	€6.955,70
Subtotal A	**€1.500,00**	**€354.610,62**	**€326.853,85**	**€321.151,06**
B) Multimedia Centre – Ss. Cyril et Methodius University				
Construction and Rehabilitation of Annex	€244.755,78	€261.564,47	€261.602,59	€261.602,59
Equipment Supply and Multimedia Furniture		€60.613,03	€60.636,66	€60.636,66
Training/Assistance to the University	€16.920,10	€24.686,89	€25.110,31	€25.110,31
Project and Design Preparation, Supervision of Works		€76.047,97	€131.454,22	€131.454,22
Subtotal B	**€261.675,88**	**€422.912,36**	**€478.803,78**	**€478.803,78**
C) Museum of Contemporary Art - Skopje				
Rehabilitation Works	€280.764,68	€327.126,73	€327.126,72	€327.126,72
UNESCO ROSTE Office preparation	€50.612,76	€50.833,54	€50.735,80	€50.833,54
Training/Assistance to the MCA	€21.981,57	€21.977,68	€101.087,00	€95.742,06
Project and Design Preparation, Supervision of Works	€37.700,00	€79.088,92	€22.075,42	€21.977,68
Subtotal C	**€391.059,01**	**€479.026,87**	**€501.024,94**	**€495.680,00**
D) Archaeology Projects				
Training for archaeology		€52.645,44	€52.646,26	€52.646,26
Implementation of up to 3 Archaeological Projects	€2.735,73	€397.452,41	€401.407,52	€401.418,26
Project and Design Preparation, Supervision of Works	€762,05	€58.452,20	€58.562,44	€58.562,44
Subtotal D	**€3.497,78**	**€508.550,05**	**€512.616,22**	**€512.626,96**

DESCRIPTION	EXPENDITURES AS OF 31/10/2007	EXPENDITURES AS OF 31/12/2008	EXPENDITURES AS OF 31/12/2009	EXPENDITURES AS OF 31/12/2010
E) Municipality level				
Grants for cultural projects		€144.865,86	€178.268,53	€194.276,73
Workshop for management and Cultural Institutions		€32.833,85	€80.622,08	€80.622,08
Project and Design Preparation, Supervision of Works		€15.598,55	€15.876,13	€46.041,08
Subtotal E		**€193.298,26**	**€274.766,74**	**€320.939,89**
F) UNESCO – Centre for Digitization of Cultural Heritage				
Mission related to the follow up and implementation of the main project aims		€4.036,07	€4.036,07	€10.968,06
Supervision of Works, tests and database development		€10.161,31	€18.628,04	€37.717,47
Equipment and maintenance (8postazioni + software)		€55.852,22	€55.852,22	€53.290,46
Operational costs				€17.304,62
Training and seminars				
Website				
Printing costs		€ 2.052,58	€ 7.052,58	€ 100.775,86
Scholarship				
Conference organization				
Administrative support personnel		€40,51	€40,51	€40,51
Support costs UNESCO (13%)		€10.028,55	€11.129,22	€28.612,61
Subtotal F	**€-**	**€82.171,24**	**€96.738,64**	**€248.709,58**
Total A+B+C+D+E+D	**€657.732,67**	**€2.040.569,40**	**€2.190.804,17**	**€2.377.911,27**
G) Management				
Salaries				
International Project Director	€64.063,64	€80.730,00	€90.900,00	€95.400,00
Allowances International Staff (> 3months)	€19.275,00	€26.910,00	€30.300,00	€31.800,00
International travels	€2.299,62	€3.164,02	€3.666,02	€3.666,02
National Engineer Team leader	€9.247,50	€18.661,50	€18.661,50	€18.661,50
National Engineer Field monitor	€12.427,50	€42.438,00	€49.443,90	€53.354,40
National support staff	€11.445,91	€47.073,00	€58.442,80	€63.941,80
Per diem National staff	€149,32	€6.240,64	€8.317,96	€8.925,49

DESCRIPTION	EXPENDITURES AS OF 31/10/2007	EXPENDITURES AS OF 31/12/2008	EXPENDITURES AS OF 31/12/2009	EXPENDITURES AS OF 31/12/2010
Subtotal - Salaries	€118.908,49	€225.217,16	€259.732,18	€275.749,21
Running Costs or Direct costs				
Rental office	€9.719,71	€23.697,60	€34.457,64	€43.482,71
Office occupancy expenses	€3.205,73	€7.288,37	€13.297,70	€16.089,37
Telephone - fax - email	€11.028,85	€30.569,55	€38.210,39	€44.106,71
Rental Car (1/2 time by 2)	€18.000,00	€39.000,00	€45.000,00	€45.000,00
Rental Equipment (office workstation)	€8.853,69	€18.000,00	€19.500,00	€19.500,00
Insurances	€2.553,12	€5.997,67	€7.890,14	€8.645,33
Car maintenance (1/2 time by 2)	€6.142,48	€16.134,57	€17.991,98	€18.482,82
Office supply	€7.270,03	€23.964,24	€29.459,39	€32.325,43
Samples, Printing, Courier	€1.319,91	€3.145,32	€3.496,17	€3.571,43
Subtotal – Running costs	€68.093,52	€167.797,32	€209.303,41	€231.203,80
Miscellaneous				
Miscellaneous (reports, maps, drawings etc)	€1.847,36	€1.968,13	€2.152,49	€2.170,92
Other	€1.022,13	€810,18	€810,18	€810,18
Subtotal - Miscellaneous	€2.869,49	€2.778,31	€2.962,67	€2.981,10
Subtotal G	**€189.871,50**	**€395.792,79**	**€471.998,26**	**€509.934,11**
H) Admin costs IMG @ approx. 7% of Direct Eligible Costs	**€13.291,00**	**€13.291,00**	**€33.039,88**	**€35.396,00**
Total G+H	**€203.162,50**	**€409.083,79**	**€505.038,14**	**€541.046,00**
Grand total (A+B+C+D+E+F+G+H)	€860.895,17	€2.449.653,19	€2.695.842,31	€2.918.957,27

Annex 7 – Timetable of activities

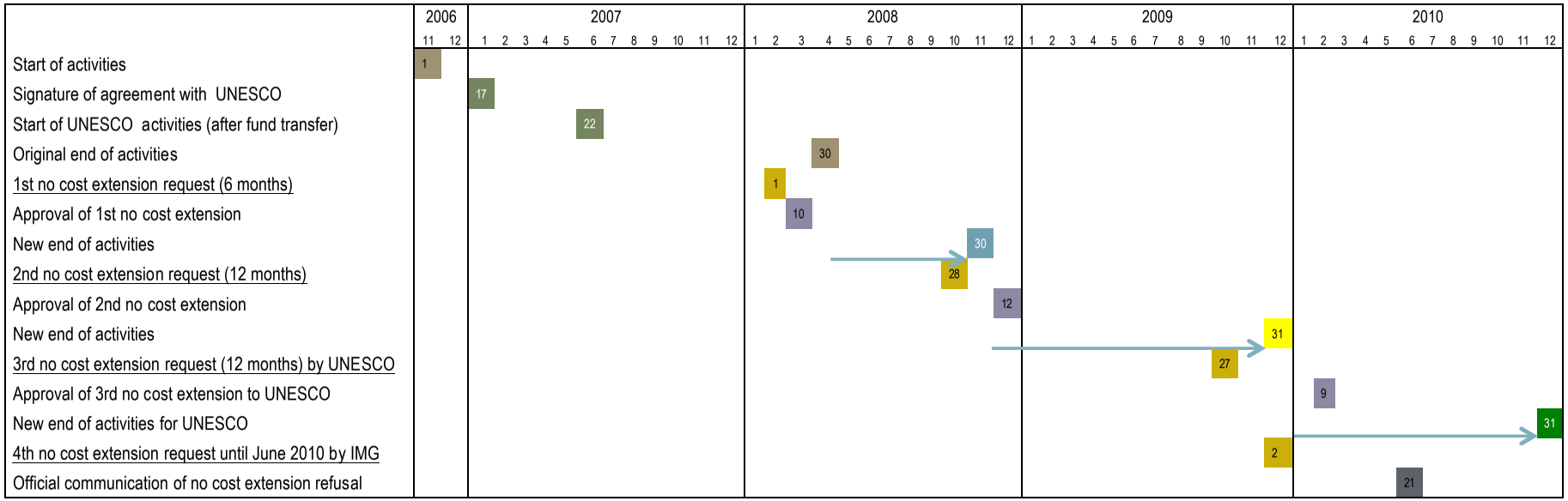


LEGEND

Updated timetable - Inception report February 2007

Final timetable – Final report December 2010

Annex 8 – Chronogram of extensions



LEGEND

Approval of no cost-extension

No cost extension submission

Activities prolongation

Annex 9 – List of People Contacted

IN ALPHABETICAL ORDER

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Annex 10 – KIIs' outline

GUIDE FOR QUALITATIVE INTERVIEWS[1]

◘ MUSEUM AND ARCHAEOLOGICAL SITES E (MOCA, MAMU, SCUPI, STOBI, HERACLEA)

CRITERIA	JUDGEMENT CRITERIA	QUESTIONS
RELEVANCE	- Capacity to meet the needs - Capacity to formulate adequate tools and formats	- Which is the cultural uniqueness of this museum/archaeological site for the Macedonian Cultural Heritage? - Which are the main needs of this museum/archaeological site in terms of valorisation?
EFFICIENCY	- Selection of resources and use of time - Quality of interventions - Transparency of procurement procedures	- Did IMG's activities contribute to the conservation/valorisation of the museum/archaeological site? How? What could have been done in a different way?
EFFECTIVENESS	- Know How transfer to the local institution/partners (Capacity Building) - Involvement of stakeholders - Capacity of risks analysis and mitigation	- Do you have any data on the flow of tourism, national and international, for the past three years regarding this museum/archaeological site? - Do you have any official contacts with travel agencies, national and international, to include this museum/archaeological site in touristic tours? - Which kind of relationship do you have with the neighbouring communities/schools/population? - Did you carry out any historic/archaeological research in this museum/archaeological site during the last 3 years?
IMPACT	- Capacity to impact on national policies and strategies - Level of valorisation of cultural heritage/decentralization/integration - Capacity to impact on socio-economic condition of the local population - Level of partner participation throughout the programme	- After the entry into force of Ohrid Framework Agreement, which have been the changes in terms of management of the museum/archaeological site? Were there any other changes in the last 3 years? - On which aspects are you focusing your attention nowadays and which are your priorities for the further development of the museum/archaeological site? - Which kind of dissemination activities did you carry out to further increase the level of ownership of the cultural heritage?
SUSTAINABILITY	- Development of financial capacity - Ability to translate the economic resources available in activities consistent with the context	- To what extent did the financial capacities of the museum/site have changed? - How do you support financially the activities of this museum/archaeological site? Is the tourism sufficient? Did you receive any other external fund to support this museum/archaeological site?

[1] The following guides have been adapted accordingly to the key informant.

◘ UNIVERSITIES (SS. CYRIL AND METHODIUS, TETOVO STATE UNIVERSITY)

CRITERIA	JUDGEMENT CRITERIA	QUESTIONS
RELEVANCE	- Capacity to meet the needs - Capacity to formulate adequate tools and formats	- What place has this university in the academic panorama in Macedonia? - How many students are there? - Why is it important to have a biotechnology faculty here in Tetovo? - Which is the MoES's strategy for the teaching of Italian Language? - What led to the establishment of the multimedia centre?
EFFICIENCY	- Selection of resources and use of time - Quality of interventions - Transparency of procurement procedures	- To what extent IMG's activities have addressed the need for the creation of a biotechnology lab/multimedia center? - Did IMG's activities answered to the needs that led to the creation of a biotechnology laboratory? Did these activities contributed to strengthen the relationship between Italy and Macedonia? How? What could have been done in a different way?
EFFECTIVENESS	- Know How transfer to the local institution/partners (Capacity Building) - Involvement of stakeholders - Capacity of risks analysis and mitigation	- How was the trend of students in the last 10 years? How many faculties are there? - How many people work in the center/laboratory? How many students use it? - Is the placement office active? How many people work there? Which kind of activities do they carry on? - How many interuniversity projects did your department carry out in the last 5 years? Any with Italian HEI?
IMPACT	- Capacity to impact on national policies and strategies - Level of valorisation of cultural heritage/decentralization/integration - Capacity to impact on socio-economic condition of the local population - Level of partner participation throughout the programme	- To what extent the activities implemented by IMG have contributed to the strengthen of cooperation links and training exchange with Italy? Were there any other program/activity of cooperation/exchange with other Italian institutions? - Which kind of activities take place in the centre/laboratory? (Is the laboratory used by the neighbouring communities for testing products? If yes, can you say that the local production has improved thanks to the tests?
SUSTAINABILITY	- Development of financial capacity - Ability to translate the economic resources available in activities consistent with the context	- Who is in charge of the management and expenditure of the laboratory/placement office/multimedia centre? Do you have any partnership with other public/private entities? - Which is the strategy of your university for the further development of the lab/placement office/multimedia centre?

◘ MUNICIPALITIES

CRITERIA	JUDGMENT CRITERIA	QUESTIONS
RELEVANCE	- Capacity to meet the needs - Capacity to formulate adequate tools and formats	- Which is the specificity of this municipality with regard to the Macedonian cultural heritage? - Which is the touristic potential of this municipality? - Which are the main needs of this municipality with regard to expansion of touristic flux?
EFFICIENCY	- Selection of resources and use of time - Quality of interventions - Transparency of procurement procedures	- Did the activities implemented by IMG contributed to the valorisation of the site/expansion of tourism/improvement of management capacities/strengthen of decentralization process? How? What could have been done in a different way?
EFFECTIVENESS	- Know How transfer to the local institution/partners (Capacity Building) - Involvement of stakeholders - Capacity of risks analysis and mitigation	- What was the touristic flux, national and international, in the last three years in this municipality? Do you have official data on this? - Did you establish any link with travel agencies national/international in order to organize museum/site visits? - What kind of activities did this municipality implemented in the last three years with regard to valorisation of cultural heritage/promotion of tourism?
IMPACT	- Capacity to impact on national policies and strategies - Level of valorisation of cultural heritage/decentralization/integration - Capacity to impact on socio-economic condition of the local population - Level of partner participation throughout the programme	- Which have been the changes, if any, in terms of management of the municipality after the entry into force of Ohrid agreement? And in the last three years, was there any further change with regard to its functioning? - What kind of dissemination activities to boast ownership of cultural heritage did this municipalities carried out?
SUSTAINABILITY	- Development of financial capacity - Ability to translate the economic resources available in activities consistent with the context	- How is the valorisation of cultural heritage/promotion of tourism funded in this municipality? Is tourism sufficient to sustain them? Did you receive any other grant to realize activities and projects in these fields? Who funded them?

◘ MINISTRIES

CRITERIA	JUDGMENT CRITERIA	QUESTIONS
RELEVANCE	- Capacity to meet the needs - Capacity to formulate adequate tools and formats	- How the Ministry works nowadays? Which role had this Ministry in IMG project? - Which were the priorities of MoC, after the entry into force of Ohrid Agreement? - Which were the main changes in terms of strategy in the cultural/touristic sector after the entry into force of Ohrid Agreement? And in the last three years, was there any further change with regard to its functioning and strategies? - Which are the main needs of the Country in terms of valorization of cultural heritage? (MOC)
EFFICIENCY	- Selection of resources and use of time - Quality of interventions - Transparency of procurement procedures	- How did the activities, implemented by IMG, contribute to the conservation/valorization of cultural heritage/strengthen the decentralization process? How? What could have been done in a different way? - In general terms, did the activities implemented by IMG contribute to the decentralization of Culture?
EFFECTIVENESS	- Know How transfer to the local institution/partners (Capacity Building) - Involvement of stakeholders - Capacity of risks analysis and mitigation	- Which is the current situation of decentralization of culture? (MLSG) - Which are the relation between Ministry of Economy and Ministry of Culture with regard to valorization of cultural heritage in Macedonia? (MOE/MOC) - How do you evaluate the different seminars and workshops organized on capacity building by IMG in terms of strengthen the decentralization process?
IMPACT	- Capacity to impact on national policies and strategies - Level of valorization of cultural heritage/decentralization/integration - Capacity to impact on socio-economic condition of the local population - Level of partner participation throughout the programme	- How the Ministry works nowadays? Which role had this Ministry in IMG project? - Which were the main changes in terms of strategy in the cultural/touristic sector after the entry into force of Ohrid Agreement? And in the last three years, was there any further change with regard to its functioning and strategies? - - Did the project contribute to the establishment of permanent links with Italian and/or international stakeholders? - Were there other interventions in the same field?
SUSTAINABILITY	- Development of financial capacity - Ability to translate the economic resources available in activities consistent with the context	- How are the activities of the site/museum funded? - Did you receive any other grant to realize activities and projects in these fields? Who funded them?

Annex 11 – FGDs' outline

GUIDE FOR FGDS ON CULTURAL HERITAGE CONSERVATION AND DIGITIZATION

CRITERIA	JUDGEMENT CRITERIA	QUESTIONS
RELEVANCE	Capacity of the trainings to meet the needs of Macedonia with regard to valorisation of cultural heritage	- Which course did you attend? How many participants attended it? - What's your current job? - Which is your personal opinion on the current situation of the Macedonian cultural heritage/digitization sector? Is it enough valorized/accessible/functional? Please explain your answer.
EFFICIENCY	Capacity of trainings to catch the interest of participants and to transfer them (and to the institutions they belong) new skills	- What do you remember about the course you attended? - Which is your feedback on the training quality? There was a adequate balance between theory and practice? - Which didactic material has been provided and used?
EFFECTIVENESS	Capacity of participants and their institution to use the skills and competencies acquired during the trainings	- How do you rate the training you attended in terms of improvement of your knowledge, understanding of new methodologies and tools? And what about your institution? - Why did you decide to attend the course (for a personal or institutional need)? - To what extent did you use in your professional activity the acquired skills?
IMPACT	Capacity of participants and their institution to create new professional opportunities and to impact positively on the general environment	- In the past four years, which have been your activities in the field of cultural heritage conservation/digitization? - In your opinion, how your colleagues have indirectly benefitted of your newly acquired skills?
SUSTAINABILITY	Capacity of participants and their institution to use the skills and competencies acquired	- Which are your future plans? Do you have any particular interest in continuing to study the subject of the training? - Did you encounter any impediment in the use of the new methodologies/tools/knowledge acquired?

Annex12 – Photographic documentation

Mission in Macedonia 2-16 march 2013

SCUPI

Right: walkway, fence, lightening and signboard
Below right: actual exhibition area
Below right: signboard
Below: walkway

STOBI

Right: current method of mosaics preservation
Below right: barracks rehabilitated by IMG and actually used by archaeologists
Below: signboard

HERACLEA LYNCESTIS

Right: exhibition area rehabilitated
Below right: current method of mosaics preservation
Below: signboards and fences installed by IMG

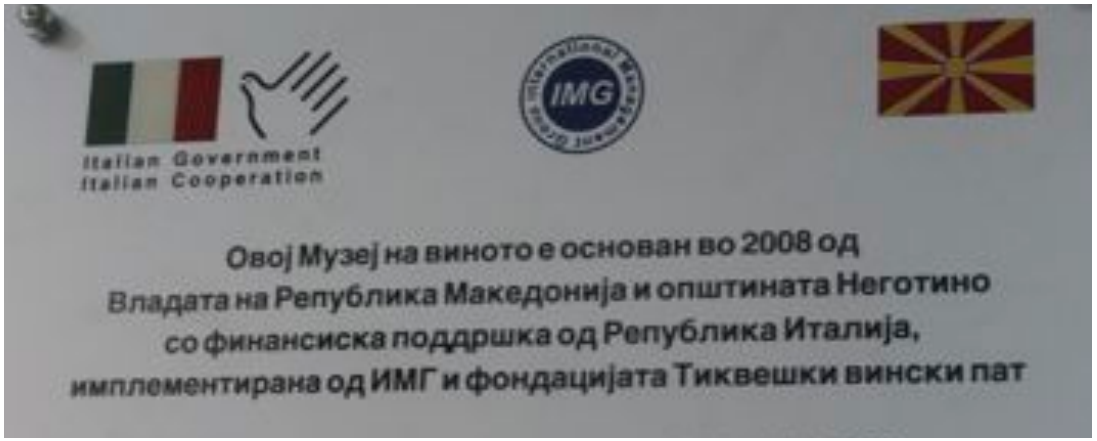
CENTRO CULTURALE, KOCANI

Right: Jastrebnik cultural centre
Below right: office of the cultural centre
Below: exhibition area

MAIN SQUARE, BEROVO

WINE MUSEUM, NEGOTINO

Right: exhibition area at the Wine Museum
Below right: visibility plaque
Below: exhibition area

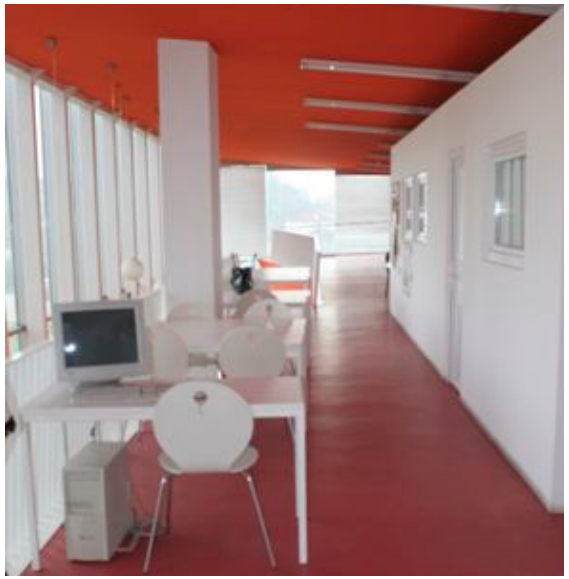


BIOTECHNOLOGY LABORATORY, TETOVO

Right: some of the equipment purchased by IMG
Below: biotechnology laboratory built by IMG and now in disuse

ITALIAN-MACEDONIAN MULTIMEDIA CENTRE, SKOPJE

Right: the MIMEC, external view
Below right: classroom
Below right: first floor corridor
Below: to the first floor

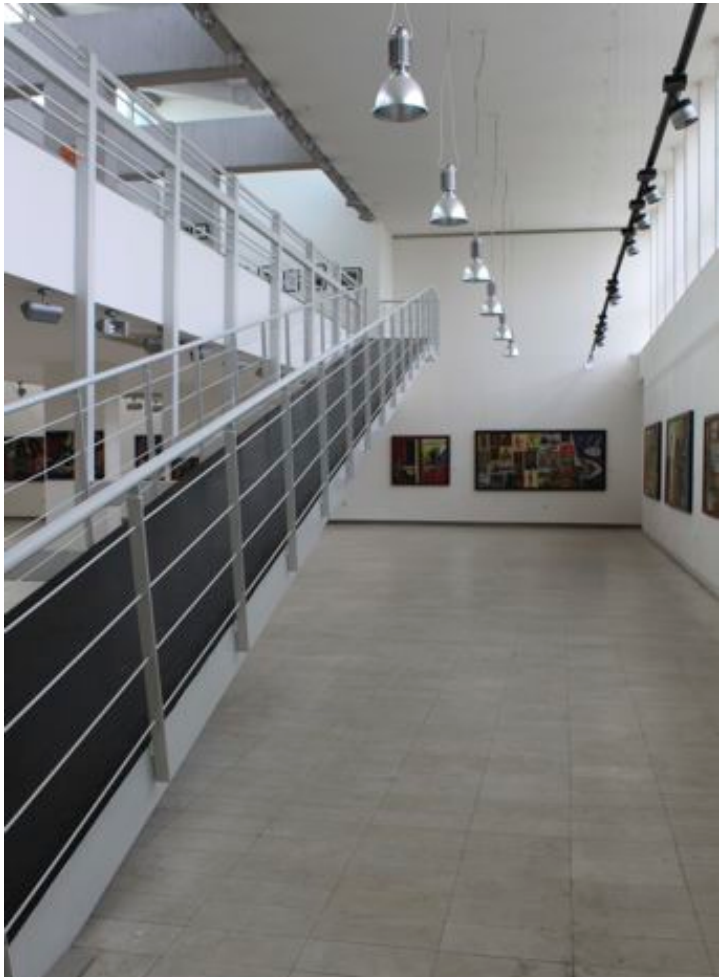


CENTER FOR THE DIGITIZATION OF THE CULTURAL HERITAGE, SKOPJE

Right: RECEDIG overall view
Below right: RECEDIG personnel involved in digitization activities
Below: view from first floor

MUSEUM OF CONTEMPORARY ART, SKOPJE

Right: the interior, ramp and lighting
Below right: main entrance
Below: temporary exhibition area



MUSEUM OF CONTEMPORARY ART, SKOPJE

Photographic documentation provided by the Director of the Museum of Contemporary Art with regard to the issue of glass wall sliding