

**EXTERNAL EVALUATION
of the project**

**Political and Intercultural Dialogue – From
Conflict to Common Interest**

Final Report

September 2013

Dimitar Spasenoski

This report represents the views of the evaluator only, and does not necessarily represent the views of Kalevi Sorsa Foundation, Progres Institute, or other organisations or persons referred to in the report.

The Evaluator would like to thank all those who have facilitated the field work, provided information or made visits and on-site observation possible. Your co-operation is highly appreciated. Every effort has been made to ensure that the information given here is correct, and any factual errors which might remain are unintended, and are the sole responsibility of the Evaluator.

Dimitar Spasenoski
September 2013

ABBREVIATIONS

AAK – The Alliance for the future of Kosovo
AKP – Alliance of New Kosovo
CDI – Community Development Initiative
CICR – Committee on Inter – Community Relations
CIS – Community of Independent States
CSO – Civil Society Organizations
DPA – Democratic Party of Albanians
DUI – Democratic Union for Integration
EC – European Commission
EIDHR – European Instrument for Democracy and Human Rights
FES – Friedrich Ebert Stiftung
FGD – Focus Group Discussion
IDP – Internally Displaced Persons
KII – Key Informant Interviews
KSF – Kalevi Sorsa Foundation
LDK – Democratic union of Kosovo
MFA – Ministry of Foreign Affairs
NATO – North Atlantic Treaty Organization
OFA – Ohrid Framework Agreement
PDK – Democratic Party of Kosovo
PI – Progres Institute
PRAC – Party Research and Analytical Centers
PSD – Social Democratic party of Kosovo
SDSM - Social Democratic Union of Macedonia
SEC – State Election Commission
ToT – Training of Trainers
USAID – United States Agency for International Development
VMRO DPMNE – Internal Macedonian Revolutionary Organization – Democratic Party for
Macedonian National Unity
YKC – Youth Cultural Centre

Contents

I.	Executive Summary of the Evaluation.....	5
1.	Introduction	7
1.1	Implementing Organisations/Partners.....	7
1.2	Project Background (overall and specific context)	7
1.3	Project Aim and Objectives.....	9
1.4	Financial Overview of the Project	9
1.5	Purpose of the Evaluation Report.....	10
1.6	Scope of the Evaluation.....	10
2.	Evaluation Profile - Evaluation Methods and Tools.....	11
2.1	Reasons for the Evaluation.....	11
2.2	Objectives of the Evaluation	11
2.3	Evaluation Issues	11
2.4	Evaluation Plan	11
2.5	Evaluation Methods.....	11
3.	Summary of Results	13
3.1	Interventions.....	13
3.2	Objectives	23
4.	Overall Evaluation Issues.....	30
4.1	Relevance	30
4.2	Efficiency.....	31
4.3	Sustainability	32
4.4	Cross-cutting issues.....	33
4.5	Coherence and complementarity	34
5.	Lessons Learnt.....	36
6.	Sources of information	37
II.	ANNEXES	38

I. Executive Summary of the Evaluation

a. Evaluation Process

The external evaluation is conducted as one of the activities planned by the project for the end of the phase (2010-2012) in order to achieve an independent, external assessment of the performance as well as to present findings and to provide recommendations for possible continuation and future expansion of the project Political and Intercultural Dialogue – From Conflict to Common Interest reflected against the objectives of the project and the goals set for the Finland's development cooperation as well as the development needs and priorities of Macedonia and Kosovo in the context of multiculturalism and democracy. It included participative process of selecting external evaluator and creation of Terms of Reference for the evaluation involving all implementing partners.

The evaluation was conducted in the period March – August 2013 with applied participatory approach including series document review, interviews, focus groups, and surveys with implementers, project participants and other relevant stakeholders. Progres Institute provided complete technical and logistical support in planning and implementation of activities of this evaluation.

b. Achievement of objectives

For the period of implementation covered with this evaluation report the project managed to:

- empower activists of political parties and NGOs, to a medium level, to take responsibility to engage to the intercultural and political dialogue and address common interest of different ethnic communities;
- enhance, to a medium level, constructive discussion between civil society actors of Albanian ethnicity and Macedonian ethnicity as well as smaller ethnic communities about problems affecting multiethnic societies;
- contribute to a small extent to the decrease in extreme nationalistic sentiments and development of constructive ways of expressing identities as well as to highly improve skills and competencies to engage in intercultural dialogue and manage common issues in multiethnic environment;
- increase capacities of the Progress Institute to work in the future independently for promoting multiculturalism and dialogue and cooperation between different ethnic communities.

c. Relevance of the project idea

The project need, using the experience from the previous phase of implementation and the assessments conducted for Macedonia and Kosovo respectively, was correctly identified and is an adequate response to the development needs of both Macedonia and Kosovo. Furthermore, the project is in line with the overall Finland's Development Policy Program and the specific Development policy Program for the Western Balkans. Situation in the field of interethnic relations and political dialogue since the approval of the project has deteriorated in Macedonia and was at a status quo for the first and improving for the latter in Kosovo. The project is to date not only relevant, but essential to the needs of Macedonia and Kosovo in terms of developing democratic processes and practices through promotion of intercultural and political dialogue.

d. Sustainability and complementarity

Sustainability of the project intervention varies for different components. The capacity building of Progress and its personnel and members together with the developed knowledge and skill of the Junior Trainers will be sustained on a long-term basis. However their utilizations will remain highly dependent on future financial and technical possibilities for utilization and further dissemination of the knowledge and skill acquired through the project. Organizational sustainability of Progres Institute will continue to have high dependence on international funding. Opportunities to obtain state funding through the legislation that will become effective in 2015 are controversial and require careful investigation and decisions to be made by Progres institute.

The project intervention is complementary to a large extent to the donor work in Macedonia whereas in Kosovo is part of the fairly limited number of similar interventions due to the fact that most of the donor interventions are still focused on reconciliation and rehabilitation programs.

e. Lessons Learnt

Although to a limited extent the intervention for Kosovo can be considered influential, one of the lessons learnt from the implementation is that the lack of direct presence of the implementers in the area of intervention significantly increases the risks for the implementation of the project and its success.

There is a sense of mistrust amongst players in the civil society sector and political parties that needs careful management that will effectively transform this relation from competition to cooperation for the benefit of all. Joint actions, like this project, are beneficial and can provide sustainable results in the future.

Support of systematic and more long-term processes provides larger impact of the interventions as well as increased possibilities to sustain the achievements. As well, one-off events proved to be more beneficial in raising awareness and establishing adequate links and communication.

Selection of motivated participants and promotion of this type of value-based projects in sensitive environments is crucial for achievement of purpose and objectives of the project.

f. Key Recommendations

- ▶ To continue and expand the project intervention in terms of the outreach and depth of it through modifications in the design;
- ▶ To include activity⇒result⇒objective intervention logic when setting objectives.
- ▶ Additional financial and technical support for the projects and initiatives that are product of the training sessions and workshops.
- ▶ Ensure adequate representation of smaller ethnic communities in all events.
- ▶ Plan media/promotion tools and activities to enhance the message about the importance of the open dialogue and joint efforts to solve mutual problems.
- ▶ Support more long-term multiethnic initiatives through support of initiatives for new or existing formal (i.e. Committees on Inter – Community Relations) and informal bodies that promote political and intercultural dialogue on all levels.
- ▶ Consider inclusion of other relevant political parties in activities related to intercultural and political dialogue.
- ▶ Expand cooperation and establish networks with credible CSOs from Macedonia and the region.
- ▶ Work on sustainable strengthening the organizational capacities of the Progress Institute.

1. Introduction

1.1 Implementing Organisations/Partners

The project Political and Intercultural Dialogue – From Conflict to Common Interest in the period of implementation covered with this evaluation was implemented by the Progres Institute as lead implementing organisation in partnership with Kalevi Sorsa Foundation from Finland and Friedrich-Ebert-Stiftung (office Skopje).

Kalevi Sorsa Foundation

The Kalevi Sorsa Foundation is a Finnish independent and open social democratic think tank. The Foundation's aim is to encourage public debate that promotes equality and democracy as well as produce its own research and publications. It aims to offer relevant information for public debate, policy preparations and political decision-making.

Progres Institute for Social Democracy

The Progres Institute is a political institute, established as a think tank, promoting social-democratic values in Macedonia by helping the local social-democratic parties to create, implement and promote their policies. The institute offers trainings, organizes seminars and conferences, creates policy papers and conducts research. The aim of these activities is to strengthen the capacity of the Macedonian social democrats to create, implement and promote their programs and policies. The Progress Institute is encouraging the international cooperation among the fellow foreign organizations and parties by exchanging experience, knowledge and experts.

Friedrich Ebert Stiftung

The Friedrich-Ebert-Stiftung is a German private, independent association, which was founded in 1925 to support political education in the spirit of democracy and pluralism, to assist gifted young persons to perform their academic career independent from their parent's income, to contribute to international rapprochement and cooperation. Today, worldwide support to Democracy and Development, to contribute to peace and security, to make globalization more solidary and to foster the enlargement and deepening of the European Union – these are the guidelines of FES' international engagement. FES maintains offices 70 countries of Africa, Asia, the Middle East and Latin America. Another 33 FES-offices do exist in countries of Western Europe, Central and South-East Europe, the CIS countries and also in the USA and Japan. In the reform states in the eastern part of Europe, the Friedrich-Ebert-Stiftung is involved in supporting the process of democratization, the transition to a market economy and the establishment of a civil society, in particular in the fields of labour market, social, environmental and media policies. It supports these countries in the process of accession to the EU. It cooperates in this process with partners from various societal groups and organizations, such as trade unions, political parties, educational and research institutions, public administrations, and also city and local governments.

More details are available at the attached Annex 1 – Project Partners.

1.2 Project Background (overall and specific context)

Macedonia got its independence from Yugoslavia in 1991 through the referendum¹ and following the agreement² with the Yugoslav People's Army (JNA), Federal Republic of

¹ According to Macedonian SEC on the referendum for independence on the 08 September 1991: 96.4% voted

² The so-called Gligorov – Adzic agreement. Kiro Gligorov - President of Macedonia and Blagoja Adzic Colonel General in charge of the Yugoslav People's Army (JNA)

Yugoslavia acknowledged Macedonia's secession thus making Macedonia the first republic of former Yugoslavia that got its independence without armed conflict. Macedonia is still a young democracy in transition which faces numerous problems in developments of its democratic capacities and processes. Macedonia is a multiethnic society with Macedonians representing 64.2% of the population whereas Albanians 25.2%, Turks – 3.9%, Roma – 2.7%, Serbs – 1.8%, etc. The last 22 years were marked by political confrontations and interethnic tensions (dominantly between ethnic Macedonians and ethnic Albanians) and incidents on different scale. Although managed to escape the war in 1991, Macedonia was the last of the former Yugoslav Republics that experienced armed conflict. The conflict between the Macedonian security forces and the so-called National Liberation Army (consisted of ethnic Albanians) in 2001 was on a brink of a full scale civil war, prevented by the western-backed peace agreement called the Ohrid Framework Agreement (OFA). The conflict was culmination of the tensions and incidents occurring in the '90's and came only two years after the NATO intervention in Kosovo.

Although being considered key in the stabilization of interethnic relations the critics of OFA are all over the place in Macedonia. Considerable numbers of Macedonians believe it discriminates Macedonians and it is a "capitulation". Albanian opposition and some Albanian intellectuals are claiming that the privileges deriving from OFA are neither enough for Albanians nor are implemented even after 12 years. Smaller ethnic communities are unanimous in statements that the OFA made Macedonia much more bi-ethnic (Macedonian/Albanian) than multiethnic society. With all of that it can be concluded that Macedonia is a complex web of interethnic relations where the most of the tensions are between the two largest ethnic groups but there is also increasing intolerance which is not limited to the majority-minority scheme but affects relations among minorities themselves. Last few years the levels of incidents that were ethnically motivated (or have been given ethnical connotation) have increased to a serious proportion. Polls are showing that the perceptions about the state of the interethnic relations are the same if not worse than prior 2001. The new Constitution from November 2001 and the changes of the respective Laws, the OFA was embedded in the legal system. While government programs and the legal and policy framework do serve to advance inter-ethnic communication, their focus so far has been on the prohibition of discrimination rather than promotion of multicultural principles³.

On the other side, Macedonia is a deeply politicized society where the culture of political tolerance and dialogue is not tradition. There is a perception that even parties in the government (VMRO DPMNE and DUI) are not communicating well. The unsuccessful Census from 2011 is one of the indicators. Expectedly the same perception can be applied to the parties in the opposition. Political confrontations are frequent and hostile. Result of this was that in the last 20 years, at different stages, every one of the four largest political parties (VMRO DPMNE, SDSM, DUI and DPA) boycotted the Parliament. In January 2011, there was a boycott of the Parliament initiated by several political parties and led by the biggest opposition party SDSM. In the beginning, the governmental parties ignored the boycott and more than 200 legislative acts and some constitutional amendments were adopted during this period. Later, the Parliament was dissolved and early elections were scheduled for June 2011. The latest boycott occurred at the end of 2012, following forceful expulsion of the opposition MPs (and media representatives)⁴ from the plenary hall during attempt to prevent voting of the state budget for 2013 as planned by the Parliamentary majority. This was a culmination of a long period of party confrontations which became a modus operandi in the political life in Macedonia. The offer of the political parties during elections is almost exclusively a criticism of the political opponents. The trust in political parties has dropped around 20% from 2008 to 2010⁵ and this decrease becomes a trend.

³ Study of Multiculturalism and Interethnic Relations in Education, UNICEF November 2009

⁴ The boycott of the parliament was ended prior Local Elections in March 2013, Committee was created to investigate the incidents from the 24 December in the Parliament of Republic of Macedonia.

⁵ Trust in Macedonia, MCIC (December 2010)

Kosovo on the other hand is the youngest country of Europe that declared independence in 2008. Coming from the NATO intervention in Yugoslavia in 1999 and history of ethnic cleansing and even more conflicts amongst Albanians and Serbs through the fact that it is not recognized by the UN and has very weak institutions, it has even more challenging context than Macedonia. Being, as well, multiethnic and post-conflict society with not resolved status and functioning of the state, through the minor return of the non-Albanian refugees and different visions about the future of Kosovo are making cross ethnic dialogue and cooperation challenging on a long run.

In addition, the lack of democratic experience and tradition, together with political and business motivated confrontations are hampering the cross-party cooperation even between parties from same ethnic background. Latest positive developments in the discussions and negotiations between Belgrade and Prishtina are providing momentum that can be utilized in near future for activities within Kosovo that will ensure participation of ethnic Serbs and other minorities from Kosovo.

Overall, there is strong polarization of the Macedonian and Kosovar political landscape along political party and ethnic lines. Taking this specific context into account, it represents an extremely challenging task to implement a project, which presupposes cooperation of actors from different political parties and ethnic groups and thus can easily be affected by polarization. Nevertheless, the need for project interventions like the one implemented by the Progres Institute remains not only relevant but essential in the efforts to strengthen the democratic capacities in both countries.

1.3 Project Aim and Objectives

The long-term objective (purpose) of the projects is:

To promote multicultural democracy and to strengthen elements of stability in the Republic of Macedonia and the Republic of Kosovo.

The Direct Objectives of the project are:

1. to empower activists of political parties and NGOs to take responsibility to engage to the intercultural and political dialogue and address common interest of different ethnic communities;
2. constructive discussion between civil society actors of Albanian ethnicity and Macedonian ethnicity as well as smaller ethnic communities about problems affecting multiethnic societies;
3. decrease in extreme nationalistic sentiments and development of constructive ways of expressing identities as well as improve skills and competencies to engage in intercultural dialogue and manage common issues in multiethnic environment;
4. to build capacity of the Progress Institute to work in the future independently for promoting multiculturalism and dialogue and cooperation between different ethnic communities.

1.4 Financial Overview of the Project

The financial commitment for the project implemented from 01/01/2010 to 31/12/2012 was 395,076.00EUR provided by the entities below respectively:

- Ministry of Foreign Affairs of Finland – 85%
- Kalevi Sorsa Foundation – 15%

As foreseen in the application, additional financial support during the project period was provided by the Friedrich Ebert Stiftung in the amount of 17,777.06EUR.

The total expenditures during the project period were 371,656.61EUR provided as follows:

- | | |
|--|----------------|
| • Ministry of Foreign Affairs of Finland | 300,797.61 EUR |
| • Kalevi Sorsa Foundation | 53,081.94 EUR |
| • Friedrich Ebert Stiftung | 17,777.06EUR |

1.5 Purpose of the Evaluation Report

The purpose of the evaluation is to achieve an independent and external assessment of the performance of the project Political and Intercultural Dialogue – From Conflict to Common Interest reflected against the objectives of the project and the goals set for the Finland's development cooperation as well as the development needs and priorities of Macedonia and Kosovo in the context of multiculturalism and democracy.

The intended clients of the evaluation are Progres Institute and Kalevi Sorsa Foundation.

1.6 Scope of the Evaluation

The evaluation was focused on the project level and therefore it assessed the performance of the project. The second component of this evaluation is the recommendation for possible future interventions in the same field of work.

The evaluation covered the period March – August 2013 and included:

- Finalization of the Terms of Reference for the evaluation;
- Review of relevant project documentation;
- Interviews with key project personnel;
- Group Interviews with trainers and beneficiaries;
- Key Informant Interviews (KIIs) with key stakeholders;
- Focus groups with beneficiaries;
- Surveys with participants in the project;
- Analysis of other relevant documentation (legislation, strategy papers, reports etc.);
- Preparation of Draft Report; and
- Preparation of Final Report.

The three-year project Political and Intercultural Dialogue –From Conflict to Common Interest is evaluated in full including all the activities organised in a framework of the project in 2010-2012.

The evaluation studies purpose, objectives, implemented activities, results and resources of the project, and assess the findings in the contexts of 1) logical framework of the project, 2) policy framework (Finland, Macedonia and Kosovo) as well as 3) similar projects focusing on democracy support and multiculturalism in Macedonia and Kosovo.

Material of the evaluation consists of the project plan, reports and concepts of activities, training material and other relevant documents as well as interviews of organisers and participants of the project and other relevant stakeholders. In the implementation of the project Macedonia and Kosovo have been included with different proportion and focus. Both countries are assessed according to their actual role in the project.

2. Evaluation Profile - Evaluation Methods and Tools

2.1 Reasons for the Evaluation

The external evaluation of the project Political and Intercultural Dialogue – From Conflict to Common Interest is one of the activities, planned in the project proposal for the end of the project phase, aiming at providing analysis of the project implementation and to be able to develop durable plans for the possible future interventions. As well, this evaluation will be useful for KSF and its partners (Progres Institute and Friedrich Ebert Stiftung), based on the experiences and lessons learned from this project, to improve the implementation of their ongoing and future projects and programs in the Western Balkans and elsewhere.

2.2 Objectives of the Evaluation

The main objective of the evaluation is to achieve understanding of the value and validity of concept and results of the project. The evaluation will help implementing organisations to:

- identify lessons learnt;
- improve the approach and implementation of the activities in terms of responding to the needs of beneficiaries effectively;
- improve follow-up actions of the project activities and measurement of achieved objectives; and
- gain tools for future planning.

2.3 Evaluation Issues

The project is evaluated against the following criteria: relevance, effectiveness, sustainability, complementarity and policy coherence.

The evaluation provides answers, respectively, to the following questions:

How the project has addressed the cross-cutting issues of the Finnish development policy, i.e. gender equality, most vulnerable groups and good governance and democracy?

2.4 Evaluation Plan

Please find the detailed evaluation plan attached as Annex 2

2.5 Evaluation Methods

The Evaluator applied participatory, gender-sensitive, ethnically balanced and result-oriented approach.

The proposed methodology of the evaluation is designed to meet the requirements set for this particular evaluation. This approach is considered appropriate for identifying results attributable to the evaluated project and for achieving all objectives of the evaluation.

Participatory Approach

Following measures were undertaken to ensure a optimum level of stakeholder involvement in the evaluation:

- Key Informant Interviews with Project Coordinators (from KSF), Project Assistant (from PI) and President of PI have provided first hand information about the project planning, implementation and institutional perspectives on the evaluated intervention;
- Individual and group interviews with participants, trainers and consultants;

- Interview with Friedrich Ebert Stiftung representative;
- Focus groups with direct project participants from most of the municipalities participating at the trainings;
- Surveys with direct beneficiaries (surveys were translated in Albanian language to obtain as much accurate feedback as possible).

Gender-sensitive Approach

In all of the undertaken activities maximum efforts were made to provide gender balance that is shown with the breakdown provided below:

Key Informant Interviews: 3 Female and 3 Male

Group Interview with Trainers and Consultants: 1 Female and 3 Male

Focus Group Discussion with Junior Trainers: 3 Female and 2 Male

Focus Group Discussions – Bitola: 8 Female and 3 Male

Focus Group Discussions – Gostivar: 8 Female and 7 Male

Focus Group Discussion – Skopje: 3 Female and 2 Male

Ethnic Balance

In order to expand the range of the feedback provided, 5 surveys were conducted in with project beneficiaries from Macedonia and Kosovo (the surveys for representatives from Kosovo were translated into Albanian language). The conducted surveys as well as Focus Groups and Group Interviews aimed at providing ethnic balance reflective of the one applied by the projects.

Result-oriented Approach

The evaluation examined the achievements of the project, the relevance of the activities undertaken, the appropriateness of the design as well as sustainability of the activities and possibility for replicating the applied model.

The conclusions and recommendations of this evaluation focus on program level, particularly on the results, management structure as well as on the future possibilities for intervention in the same field of work.

• *Methodology*

The methodology of the evaluation was designed to meet the requirements set out in terms of reference. The approach is a mix of qualitative and quantitative methods and is considered appropriate for identifying results attributable to the project Political and Intercultural Dialogue – From Conflict to Common Interest.

The methodology included:

- Document analysis:
 - Project documentation from the application period as well as complete documentation developed during the implementation of the activities of the project (including: activity reports, annual reports, etc.);
 - Analysis of relevant documentation (strategy papers, reports, legislation, researches);
- Interviews with:
 - Project Coordinators;
 - Project Assistant;
 - President of Progres Institute;
 - Representative of Friedrich Ebert Stiftung (Office in Skopje).
- Individual and group interviews with Junior Trainers and Consultants;
- Focus groups with participants at different trainings and workshop series;
- Surveys with direct beneficiaries.

3. Summary of Results

Achievements analysis, findings, conclusions and recommendations

3.1 Interventions

Intervention 1: ToT and trainings on multiculturalism

Findings of the evaluation:

The Aim. Activities under this intervention have been implemented in all three years of the project period and the aim of it was to train future trainers by increasing the capacity of young people active in civil society and political parties to transfer the skills of managing diversity and intercultural dialogue in multicultural environments in Macedonia. However, the focus group with participants at the ToT showed that while project activities were implemented as planned, the expectation for continuation of their work as Junior Trainers in their organizations and respective communities, after the end of the project, was not completely understood by all Junior Trainers⁶.

Selection of participants.

Participants for the ToT series were selected by open call. The selection was conducted in two phases. Phase 1, candidates were selected on the basis of their personal achievement stated on the CV and the Letter of Motivation whereas on phase 2 the qualified candidates were invited to an interview. Although the call was open to anybody who was interested to apply, most of the participants have been informed by their NGO or youth party branch respectively about this possibility. Gender balance and ethnic representation were as well criteria in the process of selection. Of the 15 selected participants 8 were from political parties whereas 7 came from NGOs. Ethnic diversity was obtained with selection of Macedonian, Albanian, Roma and Bosniak participants. The survey with Junior Trainers showed that applicants coming from CSOs had more previous experience in delivery of trainings than their colleagues from political parties. This discrepancy was noted by the representatives from political parties and was repetitively stipulated during the qualitative research of the project implementation.

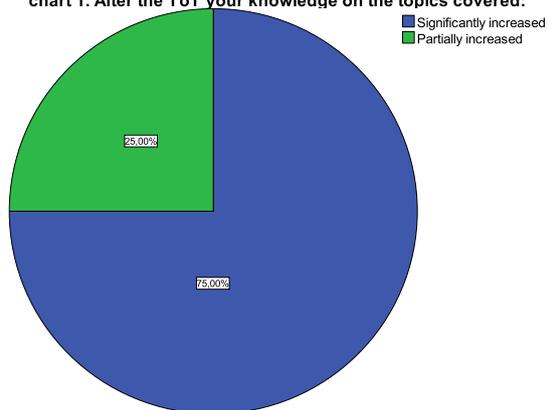
In terms of targeting beneficiaries, there are different opinions amongst project stakeholders. While some of them believe the focus should exclusively be given to social democratic parties and progressive NGOs there are other opinions especially amongst participants and trainers that additional efforts should be made to provide participation of VMRO DPMNE and DPA because discussions about political and intercultural dialogue must involve all relevant political players. In terms of project partners, FES has history of working with wide range of targeted beneficiaries in Macedonia whereas Kalevi Sorsa is directed by the policies for government supported development which forbids any type of discrimination including those associated with political or other ideology/opinion⁷. Progres Institute made efforts to obtain participation of think tanks closely related to VMRO DPMNE in 2011 and 2012. The invitation was declined in 2011 whereas there was no response whatsoever on the invitation in 2012. Progres Institute still has positive approach on the issue of cross-party cooperation but they are discouraged by the rejection and lack of responsiveness to the invitations sent during project period.

⁶ One of the comments, supported as well by couple of other attendants at the Focus Group Discussion was that if there was a previous knowledge of the expectation for their engagement after the end of the project most likely the person would have not applied to participate in the training series.

⁷ Ethical Code of Conduct by the MFA of Finland for Government Supported Development Cooperation.

Training modules. The training series originally planned with five modules were delivered through five training sessions Module 1: Training design, Module 2: Management/leadership and diversity, Module 3 – Basics skills in Conflict management and Problem solving, Module 4: Multiculturalism and Module 5 (final exam): Delivery of Training. They designed and conducted a 1 ½ hour training session according to the instructions that were delivered to them before hand. In the final exam, the participants were training their colleagues so the rest of the group had to play the role of the audience. Training series were implemented in the period September 2010 – January 2011. The project team through close communication with the Junior Trainers identified need for further capacity building which resulted with inclusion of two additional modules: Module 6: Advocacy and Lobbying in multicultural society and Module 7: Challenges of multiculturalism in post-conflict societies, both modules were added in order to increase the skills and knowledge of the junior trainers on

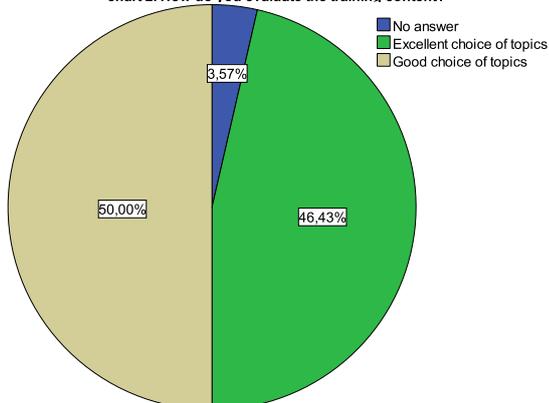
chart 1. After the ToT your knowledge on the topics covered:



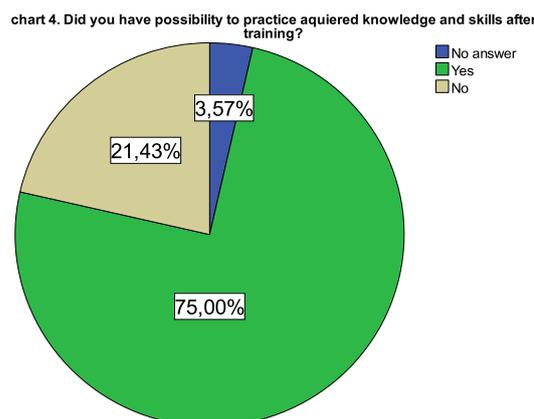
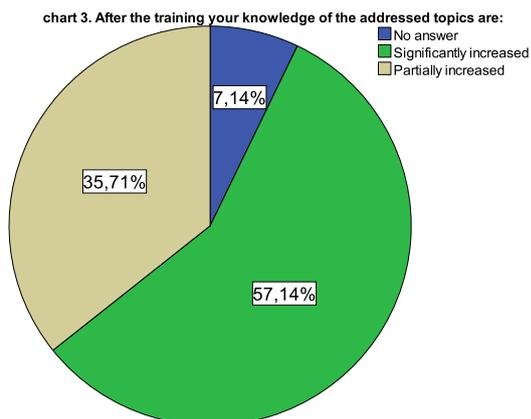
multiculturalism and were implemented in Autumn 2011. It is important to underline that on focus group discussion several Junior Trainers stated that with the exception of one module (module 2: Leadership, management and diversities) all other modules were very informative and useful for them as future trainers. This was confirmed by the results of the survey were all respondents stated that the themes were adequately selected to meet their needs as future trainers. In addition 75% of the respondents said that they have increased their knowledge significantly whereas 25% did that partially (chart 1).

Follow up trainings. As part of the capacity building process and within the framework of the project, series of dialogue-training sessions took place in 2011 and 2012. Total of 13 Junior Trainers (from the 15 that have been enrolled in the ToT series) in pairs, mentored by an experienced senior trainer, delivered 14 trainings that were attended by over 200 local political party and NGO activists. Of those 5 trainings had regional aspect accommodating participants from Macedonia and Kosovo. From the available documents, outside the framework of the project, 5 Junior Trainers independently delivered 2 trainings attended by over 30 participants in total and as well party members have been involved in raising the awareness amongst the peers from the respective political parties. The concepts of the

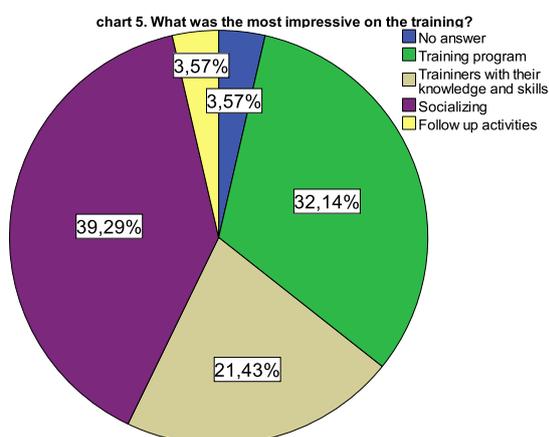
chart 2. How do you evaluate the training content?



trainings were carefully designed to accommodate the aims of the respective training and the specific interest of the Junior Trainers. In terms of the logistical support provided, some of the participants that are native Albanian speakers have complained on the lack of simultaneous translation provided to trainings. As described by the organizers, simultaneous translation was provided only on regional events with participants from Kosovo, due to the funding limitations and design of the interactive sessions. The survey result have shown that over 96% of the respondents said the choice of topics was either good or excellent (chart 2) and over 93% have

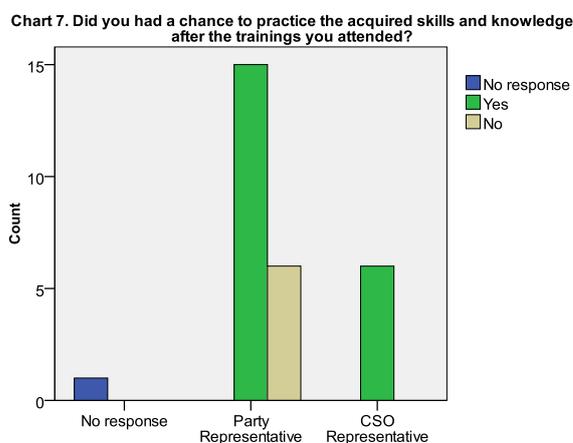
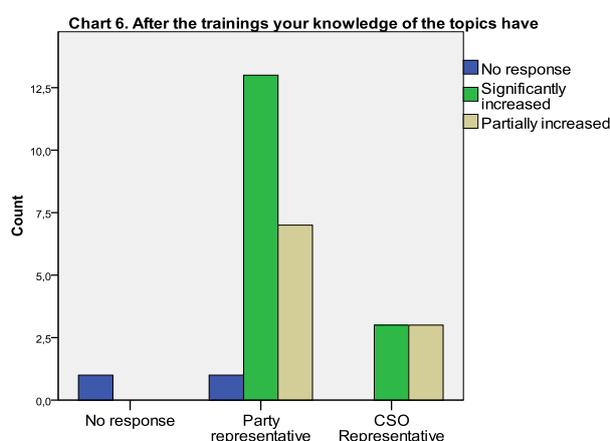


responded that their knowledge was either partially or significantly increased (chart 3). Furthermore, 75% have responded that already practiced the skills and knowledge acquired during the training whereas 21.5% answered negatively (chart 4), in addition around 18% do not plan at all to practice those skills and knowledge in the future. However, when asked about what made the biggest impression on them from the training, the possibility to socialize with other participants came on top in front of the program and trainers (chart 5).



This is result with from the survey for participants from Kosovo as well. However the cross-tabulation between representatives shows that vast majority of those who selected socializing are political party representatives, whereas only one representative from CSOs highlighted this component. In addition it is important to underline that to around 84% of the representatives from CSOs biggest impression was made by the program (34%) and by the trainers (50%) whereas combined this two categories were selected by less than 50% of the representatives from political

parties. Although more than 95% (chart 6) of political party representatives have increased their knowledge to a large extent or partially only around 67% have practiced their knowledge and skills acquired through the project whereas both percentages on the side of the CSO representatives is 100% (chart 7).



This indicates that, percentage wise, the participation of CSO representatives provided larger impact for the project.

From the focus group discussion only one of the six Junior Trainers attending the FGD reported that delivered one training session outside the framework of the project. This training was in addition to the other two trainings implemented outside of the project framework (described on page 14). However, the survey conducted in June 2013 with the Junior Trainers shows that majority of the Junior Trainers plan to deliver or will have opportunity to deliver trainings on the topics covered through the training series provided to them by the project.

Promotion and visibility. There was no separately designed set of activities to promote this particular intervention. The implementer assessed potential risk for participation of DUI in the project if it is more promoted and visible to the general public. Therefore the focus was given on implementation of planned activities rather than on their promotion to the wider audience. However, according to both Junior and Senior trainers there was a lack of promotion to general public of the work conducted with and by Junior Trainers. There is a common understanding amongst relevant stakeholders that general public was not adequately informed about the activities undertaken throughout the project period. Outside the public call for application for the ToT series there was a lack of information sharing about the activities organized as well as topics covered, participation and outcomes of the ToT workshops and follow up trainings delivered by the Junior Trainers.

Conclusions:

- The intervention was well planned and is major contributor to the achievement of the project objectives.
- The flexibility in the design and inclusion of additional modules to train the Junior Trainers has significantly contributed to the capacity building of the participants.
- Selection of participants although through open call resulted with fairly limited outreach and some misperceptions amongst few Junior Trainers about the expectations once the project intervention is finished.
- Although bigger difference in knowledge the intervention did for the party members, the interest and impact are arguable larger on the side of the CSO representatives. The number of indicators leading to this conclusion is described in the previous section (Findings of the evaluation) whereas the reason could be: the identified different level of knowledge and skills as well as the limited possibilities that are out there for party members to practice their newly acquired skills and knowledge. Obviously, these opportunities are more frequent for members of different CSOs both working in this particular field of work but as well in general.
- There are divided opinions amongst project stakeholders and participants about who should be the focus of the intervention.
- There are few activities undertaken by Junior Trainers outside the framework of the project, furthermore there are opportunities to multiply effects of this project through work of the Junior Trainers in their respective organizations but it is unclear how this capacity can be sustained and utilized in the future.
- There was no planned set of activities for promotion of this intervention which resulted with fairly limited visibility of the implemented activities.

Recommendations:

- ▶ Efforts should be made to obtain participation of all relevant political parties and to increase the percentage of CSO representatives at the events.
- ▶ To sign a memorandum of understanding with selected Junior Trainers stipulating clearly the roles and responsibilities in the project.
- ▶ To apply rigorous selection procedure for the follow up activities as well in order to end up with motivated participants while at the same time applying the gender and mixed ethnicity criteria thus providing increased possibilities for multiplying effects of

the particular intervention.

- ▶ To continue the work with the most active and motivated Junior Trainers trained through this project either as trainers or as mentors to the new Junior Trainers developed through future interventions.
- ▶ For the follow up trainings it is recommended, as well, to develop criteria for participants that will ensure mixture of ethnic and geographical coverage in order to accommodate different level of awareness and attitude towards the issues covered with the trainings.
- ▶ Develop set of promotional activities for this intervention as part of the overall media plan of the project.

Intervention 2: Policy making workshops

Aim of the intervention. The initial idea of the policy workshops, as planned in the project proposal, was to address issues which are of regional interest and require higher involvement and mutual cooperation in order to provide sustainable development and to have an effect on stability of both Macedonia and Kosovo. The aim of the workshop series titled Welfare through Public Services was to empower activists of political parties to take responsibility to engage in intercultural and political dialogue and address common interests of different ethnic communities in Macedonia and Kosovo. The purpose of the workshops was to discuss the challenges regarding welfare and its distribution, to share experiences and to define policy responses to the existing challenges.

The aim of the intervention was set in a way that contributes towards achievement of the project objectives whereas the selected topics and their purpose are justifiable both as part of the overall project framework and as reflection to the realities of political contexts in Macedonia and Kosovo.

Participation. In each of the three workshops organized in the period May – June 2010 there were from 14 to 18 participants from political parties from Macedonia, SDSM (Social Democratic Union of Macedonia) and DUI (Democratic Union for Integration) and from Kosovo, PDK (Democratic Party of Kosovo) and PSD (Social Democratic party of Kosovo). The parties were asked to send members from different levels of their decision-making structures (youth, local level, party management etc.). Regarding the need to improve political dialogue, the workshops gathered parties from government (DUI from Macedonia and PDK from Kosovo) and from opposition (SDSM from Macedonia and PSD from Kosovo). The number of participating parties from Kosovo was expected to be larger, but due to the fast-changing political landscape of Kosovo, the number was reduced to the two abovementioned parties. Although the FES office Prishtina provided crucial support, the recruitment of adequate individual participants from the two parties proved challenging. This was particularly the case in meeting criteria related to the diversity and decision-making power set by the implementing partners. It is important to highlight the due to the political developments in Kosovo and internal administrative issues at that period the implementing partner from Kosovo was not able to provide representatives of political parties representing Serbs in Kosovo.

There were total of 46 participants at the workshop series of which 24 came from Kosovo (12 from PDK and 12 from PSD) and 22 were from Macedonia (10 from SDSM and 12 from DUI).

Topics and delivery. Following the needs and the interests of the participating parties from both countries following workshops took place in the period May – June 2010:

Workshop I: Health Care Principles in Practise,
Workshop II: Value(s) of Education, and

Workshop III: Good Social Services – Main Determinants and Future Challenges.

Specific topics of the workshops were selected in accordance of the needs and interests of the parties. It is obvious that the selection targeted more “soft” topics, which are of equal concern for all ethnic groups in Macedonia and Kosovo rather than issues like: interethnic relations, democratic culture, etc. The choice of the abovementioned topics, given the current political context in both countries and the lack of participation of Serb representatives from Kosovo as well as representatives from other ethnic communities from Macedonia could have compromised the aim and the purpose of the intervention.

The modules were designed in a way that provided possibilities for interaction amongst participants and discussion on the specific topics. In addition to that introductions into the respective topics were conducted by experts from Macedonia and Finland.

However, the lack of practicing democratic dialogue together with the inadequate selection of participants resulted with insufficient ability to engage in political dialogue even on these informal workshops. The PDK members were reluctant to cooperate and discuss some of the challenges and deficiencies in Kosovo, in respective areas targeted with the workshops, with their counterpart from Kosovo (the opposition party PSD). It is finding of the evaluation that this was not the case in terms of the representatives from the political parties from Macedonia (SDSM and DUI) where the level of debate and cooperation during working sessions was considered a success. Another aspect of this analysis shows that although the expectations regarding the outcome of the workshops were not fully met and PDK members have predominantly represented party lines rather the open debate, PI expressed overall satisfaction with the individual quality, in terms of knowledge and experience in the topics covered, of party representatives coming from Kosovo.

During the evaluation, the information provided is exclusively from the project management. The survey with participants at the policy workshops is the only one where there were no respondents whatsoever, nevertheless if from Macedonia or Kosovo. The questionnaire was translated into Albanian language in order to gain feedback from the participants. The fact that activities took place almost 3 years ago, together with the fast changing political scene in Kosovo has also contributed to a large extent to this fact. As well, there is neither evidence nor information about any further cooperation amongst political parties following each of the conducted workshops.

Conclusions:

- Policy workshops have provided unique venue for the participating parties from position and opposition in Macedonia and Kosovo to share experience and discuss policy solutions for the respective issues targeted with each of the workshops from the series Welfare through Public Services.
- The inability to provide presence of Serbian political representatives from Kosovo has made larger focus of the specific issues covered through the topics and the political dialogue rather than the interethnic aspect of the specific policy creation and interethnic relations in general.
- The screening and selection of participants from Kosovo was challenging due to lack of field presence and direct contact with the political parties.
- There was a tendency for the participants to use party statements and defending party policies instead of debate with arguments.
- There was no registered follow up activities by the participants neither on country nor on cross-border basis.
- This intervention contributed to the achievement of the project objectives to a relatively small extent.
- The result attributable to the intervention is the fact that different parties from the Government and opposition from Macedonia and Kosovo debated about challenges

and specific policy issues which in the current lack of political dialogue in both countries can be considered as success of the project.

Recommendations:

- ▶ It is recommended to revise the target beneficiaries of this intervention in the following three categories:
 - *Targeted entities.* Having in mind the existent divisions amongst party and ethnic lines, this type of policy workshop should explore possibilities for effective involvement of other credible stakeholders (relevant NGOs, experts) in order to motivate participants to constructively contribute to the debate rather than strictly defend party lines on specific policy issues.
 - *Multiethnic participation.* The fact that over 10% of the population of Macedonia⁸ belongs to an ethnic group different than Macedonian or Albanian and more than 8% of the population of Kosovo⁹ is non-Albanian the implementer must provide participation of political and civic representatives of smaller ethnic communities in both Macedonia and Kosovo.
 - *Profile of participants.* Having in mind the state of the interethnic relations and party animosities together with the chronic lack of democratic dialogue in both countries targeting party members (youth branches, women's clubs) that do not hold official party/government positions might decrease the interparty tensions and lack of communication and cooperation.
- ▶ Inclusion of participants from Kosovo. There is an overall opinion that the lack of direct presence in Kosovo, hampered to a large extent achievement of the set objectives both of this intervention and the project in general. As result any future plan for inclusion of political parties (and/or other target groups) from Kosovo should include plan for comprehensive selection and introduction processes of participants if such or similar activities.
- ▶ In case of implementation of similar intervention in the future it is recommended to plan and organize multiple activities with the selected group of participants. It is expected that this would increase the motivation, it would help avoiding the "seminar hoppers" as much as possible and with that it will significantly increase achievements and effects of the intervention.
- ▶ Set of activities and tools for promotion of this or similar type of intervention should be planed and budgeted in the future.
- ▶ If it is impossible to extend the outreach and the depth of the intervention as suggested in the previous recommendations it is highly recommended that this intervention in this format should be left out in the future. This recommendation is due to the analysis that the direct results of such intervention are not contributing significantly to the achievement of the objectives as set in the evaluated project and in addition their organization and implementation is resource-consuming for the implementers.

Intervention 3: Workshops on Democracy and Organizational Activities

Findings of the evaluation:

Purpose and Aims. The purpose of the workshop series titled Power and Responsibility – Democracy and Civil Society Organisations was to emphasise the impact on the democratic regimes and to strengthen the role of the civil society organizations in development of the

⁸ According to the official results of the Census from 2002.

⁹ Survey by the statistical office of Kosovo from 2000

democratic processes in targeted countries. The aims for this particular intervention were set as following:

- to raise knowledge about the significance of civil society in democratisation;
- to build capacity of young members of civil society organisations; and
- to share experiences, strengthen the dialogue and build cooperation between the actors of civil society.

The fact that both Macedonia and Kosovo are young democracies in transition have further emphasized the need for such an intervention which clearly supports the achievement of the direct (short-term) objectives and contributes to the achievement of the development (the long-term) objective of the project.

Participation. According to available data in 2011 each workshop gathered around 20 participants coming from: political parties from Macedonia – SDSM (Social Democratic Union of Macedonia) and Albanian party DUI (Democratic Union for Integration) and Kosovo – PDK (Democratic Party of Kosovo), AAK (The Alliance for the future of Kosovo), LDK (Democratic union of Kosovo) and AKP (Alliance of New Kosovo) and from the civil society organizations Youth cultural center (YKC) and Community Development Institute the of the (CDI) from Macedonia and local institute from Prishtina-Kosovo participated. It is important to underline that there was no specific application or selection process applied for participants at these training series but the abovementioned political parties and CSO were invited to nominate participants. This has resulted with participation of members of political parties who are not motivated as expected or do not share the values promoted through the particular workshops¹⁰. As well, parties and CSOs were advised to provide the same participants on both modules of the two series of workshops in order to have the continuity as required by the design set by the implementers.

The focus was given youth branches of the political parties listed above and to youth members of CSOs. This mix of participants, planned and obtained by the project was much needed and is justified due to the current state of competition rather than cooperation between the two groups. However, the focus of the project and consecutively the balance of participants was more on the side of political parties.

Topics and delivery. Having experienced CSO experts on each of the workshops surely contributed to the achievement of the aims set by the implementer. In addition the set concepts and modules for the workshops has provided predefined framework for both facilitators and participants to focus on the agenda and tasks. Aside from the sessions on the roles and responsibilities of the CSOs the remaining of the workshops was dedicated to interactive identification of issues in respective locations or areas of work and introduced the Study Circles as innovative tool for the participants' engagements during and between the workshops organized for members of CSOs and youth branches of political parties. The study circles were directed towards development and implementation of activities directed towards strengthening democratic capacities and processes towards further democratic development of both Macedonia and Kosovo. Implementation of this activity has opened possibilities for further cooperation amongst participating political parties.

Follow up activities. Following the first workshop series in 2011 the participants have implemented follow up activities that were result of the workshops:

- *Three debates titled “The importance of the youth in the participation of politics as well as raising the awareness for participation in elections“ – organized by participants from Kosovo targeting high schools in different cities in Kosovo. They were targeting high school students and had around 360 participants in total on all three events;*

¹⁰ Participant from a political party on one of the Focus Groups of the evaluation stated that: “debating on policy issues, and even more simple problems felt by all members in one community, was pointless because he will never oppose his party policies even if he personally does not agree with it”.

- *Public discussion on the topic: "Youth and democracy", organized by the participants on workshops from SDSM. Attendance on this event was close to 100 young activists that had possibility to discuss the proposed Law on Youth¹¹ ;*
- *Increasing the awareness of the citizens about the democracy and their rights, project planned by the participants from DUI. This follow up activity was not fully implemented due to, as reported, termination of the Census in 2011.*

Following the workshops in 2012 Study Circles were created by participant from different ethnic background and (on some cases) from different towns. However, there is no information that any of the ideas developed through the workshops was implemented after the workshops. Technical support was provided offered and provided in some cases by Progres Institute but there was neither additional support nor monitoring of how the initiatives have further developed.

Conclusions:

- The strategy for the workshops was changed (from those conducted in 2010) towards targeting local grass root activist from political parties and CSOs rather than high level, decision makers from selected political parties.
- There was no formal selection process of participants. They were delegated by political parties and CSOs from Macedonia and Kosovo respectively. The only criteria applied for participation was the request for the same participants to attend both modules from the workshop series, which was not always respected.
- The intervention provided venue for cooperation between political parties and CSOs as well as between different political parties from Macedonia and Kosovo respectively.
- Follow up activities organized and conducted in 2011 with over 460 participants in Macedonia and Kosovo, whereas there was no concrete outcome from workshops with the second generation of participants (2012). The activity "Increasing the awareness of the citizens about the democracy and their rights" related to the scheduled Census in Republic of Macedonia should have been implemented independent of the termination of the Census in 2011.
- Study Circles from 2011 were created and follow-up activities were organized on party lines.
- Study Circles from 2012 were comprised of participants from different ethnic and party background.
- Not all participants felt that they had a chance to express themselves due to language barriers.
- This intervention, overall, contributed towards achievement of the project objectives although there are potential improvement points if similar activities are planned for implementation in the future whether in Macedonia or in Kosovo.

Recommendations:

- ▶ It is recommended for this type of intervention which includes development of concrete products and follow-up activities to have more rigorous selection procedure in order to provide participation of highly motivated individuals.
- ▶ Targeted selection of participants which will reflect the ethnic composition of the respective towns represented on the workshops.

¹¹ The Government of Republic of Macedonia, more specifically the Ministry of Justice proposed the first ever Law on Youth in April 2011 with a lack of public debate and in a shortened parliamentary procedure. After reaction of large number of local CSOs the proposal was withdrawn and till date there was no new initiative for the same or similar law in the interest of the youth of Macedonia independent of their ethnic and political background.

- ▶ Provision of small pots of funding, that the project will provide to selected initiatives in a competitive process in order to support their implementation, would increase the motivation of participants and the quality of the developed projects or initiatives.
- ▶ If provision of simultaneous translation is considered ineffective for the designed modules or the funds are insufficient, the selection criteria for participants should be developed for all participants to be able to follow and proactively participate in the sessions (knowledge of the working language of the specific workshop to be a qualifying factor).

Intervention 4: Development of capacities and visibility of Progres Institute

Findings of the evaluation:

Although this intervention is not specified as such in the project documents and is very similar to one of the direct objectives, several of the activities can be linked directly and indirectly to this end. Some of those are parts of other interventions or activities contributing to the overall project objectives, however analysis of those might help in future planning of similar interventions.

Planning and implementation. Within the project period Progres Institute utilizing the experience and knowledge gained through the project gradually took over more responsibilities in planning, coordinating and implementing the activities of the project. This will enable the Institute to undertake planning and implementation activities on its own which will increase their potentials for sustainable development in the future.

In house knowledge and experience. As result the project Progres Institute developed through a comprehensive training process a pool of 13 Trainers in the field of Political and Intercultural Dialogue. Those together with the Manual on Intercultural learning previously developed by Progress Institute are crucial assets for further development of expertise and future successful interventions in this specific area of work.

Cooperation and Networking. Through this project Progress Institute was able to initiate cooperation amongst parties from position and opposition both in Macedonia and in Kosovo for the first time. Through organizing the workshops and trainings on specific topics, Progres Institute established itself as credible partner working on development and promotion of the much needed political and intercultural dialogue. In addition, inclusion of civil society organizations in activities of this project provides benefits on at least two levels. First one being the promotion of Progres Institute as a key broker between the CSOs and political parties, whereas the second is established cooperation and partnerships with CSOs as possibility for future partnerships and networking on issues of mutual interest. At the end established working relations with experts and academics in different areas of work which in the future can further contribute to the project and programs designed and implemented by the Institute.

Promotion and Visibility of Progres Institute.

Seminar: Ethnic Relations and Democratization – The Way Forward in Macedonia and Kosovo. Organized in Helsinki in May 2011 where the key project personnel promoted the activities and debated about the current state of interethnic relations and the challenges of the democratization in Macedonia. This seminar involved expert from Finland and Macedonia and was excellent international promotion of both Progres Institute and the project.

Roundtable discussion: The State of Democracy in Macedonia and Kosovo was organised in cooperation between the Finnish Institute of International Affairs and Kalevi Sorsa

Foundation as a follow up of the seminar above. This was again an excellent opportunity for promotion of Progres Institute and the project amongst participants consisted of professionals working on the field of development assistance.

Conference: *Supporting democracy in multiethnic democracies – sharing experiences*. Planned and conducted as closing event of the project, this conference gathered over 80 participants including politicians, academics, representatives of NGOs and foreign embassies. Their participation together with local media presence further contributed to the promotion of the Progres Institute and its work.

Conclusions:

- The capacity building of the Progress Institute was not supported with separate planned set of activities but rather as an added value of the interventions contributing to the achievement of other direct objectives and the overall objective of the project.
- There was no promotion/media strategy developed in support of the promotion of Progres Institute and the work conducted through this particular project.
- Implemented activities contributed towards strengthening the capacities of Progres Institute but, with the exception of the developed pool of trainers through the ToT program, it is difficult to measure these improvements and to what extent they are attributable to the implemented project.
- Progress has established itself as competent stakeholder in the fields of political and intercultural dialogue and important facilitator of the communication and cooperation of the CSOs and political parties.

Recommendations:

- ▶ Conduct assessments of existing organizational and implementation capacities of Progress Institute.
- ▶ Development of comprehensive capacity building plan that can be supported (or partially supported) by the project.
- ▶ Develop communication strategy and media plan for promotion of the Institute and the work conducted through this or other projects.
- ▶ Explore further the possibilities to provide additional funding for capacity building from other sources including the budget or Republic of Macedonia.¹²

3.2 Objectives

The project had one long-term development objective (purpose) was:

To promote multicultural democracy and to strengthen elements of stability in the Republic of Macedonia and the Republic of Kosovo

Whereas the four direct (short-term) objectives are as follows:

1. to empower activists of political parties and NGOs to take responsibility to engage to the intercultural and political dialogue and address common interest of different ethnic communities;

¹² In addition to the existing instruments for support of CSOs through the state budget, the Law on Party Research and Analytical Centres (PRAC) from February 2013 provides opportunity for state funding of such PRACs of the 4 largest political parties in Macedonia. The Law becomes effective in January 2015.

2. constructive discussion between civil society actors of Albanian ethnicity and Macedonian ethnicity as well as smaller ethnic communities about problems affecting multiethnic societies;
3. decrease in extreme nationalistic sentiments and development of constructive ways of expressing identities as well as improve skills and competencies to engage in intercultural dialogue and manage common issues in multiethnic environment;
4. to build capacity of the Progress Institute to work in the future independently for promoting multiculturalism and dialogue and cooperation between different ethnic communities.

Following results were planned with the original proposal towards achievement of the direct objectives of the project:

- a) Improved capacities of civil society actors to take responsibility to address common issues and to engage intercultural dialogue.
- b) Transferred skills and capacities of intercultural dialogue and managing diversity.
- c) Enhanced and improved cooperation and dialogue between the groups of different ethnicities.
- d) Increased capacity of the Progres Institute to promote multiculturalism and dialogue and cooperation of different ethnic groups.

Findings of the evaluation:

Although the results set with the proposal for achievement of the direct objectives are developed as group and can logically be assigned to the respective direct objective (or to several objectives) there is no direct link that would allow the evaluation to explore their achievements separately. Therefore the analysis is conducted through all results of the interventions attributable to the respective objective.

Objective 1: To empower activists of political parties and NGOs to take responsibility to engage to the intercultural and political dialogue and address common interest of different ethnic communities.

The activities undertaken through interventions described above have provided results that have contributed to the achievement of this objective to a large extent.

Development of a pool of 15 Junior Trainers that were trained through a comprehensive workshop series who then assisted by Senior Trainers have trained 229 participants on 14 training events (of which 4 had regional presence) together with the series of workshops including 91 attendees from civil society organizations and youth branches of invited political parties gives a total of 335 beneficiaries that were directly treated with the project and were empowered with skills, knowledge and experience on issues related to political and intercultural dialogue.

However, the motivation and consecutively the contribution within each of the treatment groups differed as previously described¹³. Therefore, the level of engagement in political and intercultural dialogue within the framework of the project varied whereas sustainability of the established communication links outside the framework of the project, with few exceptions, have not been identified. In addition, the political developments in both Macedonia and Kosovo have contributed to a large extent to the lack of concrete actions related to political and intercultural dialogue.

Conclusions:

¹³ Please see findings of the evaluation under section 3.1: Interventions.

- The implemented activities within the project interventions contributed to achievement of the objective to a high level
- The format of the proposal did not include logical framework and it was difficult to follow the activity⇒result⇒objective intervention logic.
- There was no additional financial support for implementation of the initiatives/projects developed with the study circles.
- Selection criteria were adequate but most of the selection process was not controlled by the implementers.

Recommendations:

- ▶ Include activity⇒result⇒objective intervention logic when planning and setting objective.
- ▶ Clear set of objectively verifiable indicators with means of verification should be developed prior implementation of the activities for achievement of this objective.
- ▶ Additional financial and technical support for the projects and initiatives that are product of the training sessions and workshops.
- ▶ Provide support to establishment and development of processes of political and intercultural dialogues rather than one-off activities/initiatives¹⁴.

Objective 2: Constructive discussion between civil society actors of Albanian ethnicity and Macedonian ethnicity as well as smaller ethnic communities about problems affecting multiethnic societies.

Although all of the project interventions were contributing directly (Interventions 1, 2 and 3) or indirectly (Intervention 4) to the achievement of this objective, by the end of the project it was achieved on a medium level.

Although the trainings and the workshops were designed to enable proactive communication and cooperation amongst different ethnic communities in Macedonia it was not completely possible for this to be achieved due to several reasons.

Primarily, the selection of participants resulted in representation of Macedonians and Albanians (from Kosovo and Macedonia) whereas participation of other larger ethnic groups in Macedonia (Turkish, Roma, Serbs) was limited to few of the events. As well, due to extremely sensitive inter-ethnic situation in Kosovo at the beginning of the project implementation, there was no participation of ethnic minorities whatsoever from Kosovo (Serbs, Roma, etc). Furthermore, the model of delegating participants from CSOs and political parties have resulted in number of cases that instead of constructive debate participant were defending respective party lines and policies.

Another factor contributing to this end was the fact that following the workshops conducted in 2011, activities were developed for implementation on party lines rather than multi-party and multi-ethnic initiatives. In addition, following the workshops of 2012 when there were multi-

¹⁴ There are two concrete examples that are directly linked with the project implementation:

The *first* one is the initiative from one of the trainings from the youth from Gostivar (Macedonian and Albanian) to create a Youth Council of Gostivar which will include as well the Turkish and Roma youth from the municipality that would work across party and ethnic lines for the benefit of all youth in Gostivar municipality. Providing support in establishment and functioning of such formal or informal body would support the political and intercultural dialogue in Gostivar on a continued and sustainable manner.

The *second* one would be the possibility to cooperate with one of the two CSOs participating in the project (CDI Tetovo) in their pioneer work with the Committees on Inter-Community Relations (CICR) whose existence and work in multiethnic municipalities is regulated by the Law on Local Self-Government. Supporting the development of effective and efficient CICR in targeted municipalities would contribute greatly to achievements of the project objectives.

ethnic initiatives developed by participants, there was no funding support available for their realization.

Furthermore, the political context in the project period was packed with interethnic tensions and incidents as well as almost continued party confrontations both on ethnic lines but even more amongst parties with same ethnic background. However, as part of the planning process the implementers thoroughly assessed risks for the project implementation and the project was designed to provide flexibility in introducing adequate changes in the implementation.

Conclusions:

- Forums for proactive cross-ethnic debates and cooperation were provided with the interventions of the evaluated project.
- There was lack of presence of representatives from the smaller ethnic communities from Macedonia on number of events.
- There were issues of joint interest tackled on the workshops but there were not sufficient resources for further discussions and possible interventions.
- Delegated participants not always provided constructive contribution in the thematic debates and discussions on different problems.

Recommendations

- ▶ Ensure adequate representation of smaller ethnic communities from Macedonia.
- ▶ Target adequate representatives from all stakeholders on the specific issue which is subject of the discussion. Developing a profile for expected participants on activities like the thematic workshops from each of the targeted entities (political parties, CSOs, experts) would help respective stakeholders in recruitment of participants with adequate expertise and experience.
- ▶ Provide continued support for the multiethnic debates on issues and initiatives tackling problems affecting all members from the targeted areas.
- ▶ Plan media/promotion tools and activities to enhance the message about the importance of the open dialogue and joint efforts to solve mutual problems.
- ▶ Construct clear and verifiable indicators¹⁵ of success.
- ▶ Identify risks and assumptions and prepare strategies to mitigate risks and to manage assumptions.

Implementation of such projects is frequently hindered by political developments and instability. The implementer should develop strategies and plan alternatives that will secure overcoming already identified risks while still not compromising the achievement of the results and objectives of the project. (i.e. obtaining participation of key stakeholders)

Objective 3: Decrease in extreme nationalistic sentiments and development of constructive ways of expressing identities as well as improve skills and competencies to engage in intercultural dialogue and manage common issues in multiethnic environment.

¹⁵ Example: Objective 2 Constructive discussion between civil society actors of Albanian ethnicity and Macedonian ethnicity as well as smaller ethnic communities about problems affecting multiethnic societies;

Indicator 1: Number of organized events (debates public discussions / forums on inter-ethnic issues

Indicator 2: Number of participants with breakdown on gender and ethnic background

Indicator 3: Number of political parties represented at the events

Indicator 4: Number of CSOs represented at the events

Indicator 5: Identified issues and needs identified on national and local level

Sources and methods for data collection: List of Participants, Evaluation of the events, List of identified issues, Reports, photos, etc.

Although the project is 3-years long and its results are aimed at achievement and surely contributing towards, it would require continued, multiyear and orchestrated efforts from number of entities in the political arena (including CSOs, political parties, institutions, and donors) and favourable local and regional context for achievement of such an objective. During the project period there was a dramatic deterioration of the interethnic relations in Macedonia. There were numerous incidents which either were ethnically motivated or were given ethnic connotation. These incidents were followed by huge and violent rallies in Skopje and Gostivar but protests took place in other ethnically mixed municipalities. These dramatic incidents have further hampered the implementation of the planned activities and achievement of this particular project objective. It is important to underline that participants of the Focus Group Discussions (FGDs) organized in Gostivar have stated (both Macedonians and Albanians) that there were no interethnic issues or conflicts amongst the youth in the town even at that time of high interethnic tensions. As well, on FGDs in Bitola both Macedonians and Albanians stated that there are no serious interethnic problems but as one participant said: “there are individuals on both sides who create problems due to lack of knowledge and understanding of the existing diversities and their values”.

Vast majority of participants at interviews and FGDs stated that discussions related to interethnic projects should involve all relevant stakeholders including conservative parties, however at the same time participants coming from political parties from Bitola, Tetovo and Gostivar believe that their inclusion at this type of activities would increase the tensions which can potentially endanger achievement of outcomes of the events themselves. Representatives from DUI expressed the same sentiments for both VMRO DPMNE (which is their coalition partner) and DPA which is the main opposition party of the Albanians from Macedonia. On the other hand, SDSM members from these towns were less reluctant on the idea of expanding current outreach to representatives from other political parties. Contrary to this, on FGD in Skopje there were much more positive about expanded participation in such events and their effect on a longer run on decrease of the nationalistic sentiment.

Feedback from the participants showed that participants from multiethnic municipalities are much more tolerant when it comes to expressing political and cultural identities of the other ethnic communities than those coming from or predominantly mono-ethnic municipalities. This was confirmed by participants from municipalities like Centar and Aerodrom (Albanian minority is represented¹⁶ with only 3.2% and 1.4% respectively) where Macedonians from this municipalities said that prior the events they attended they were much more prejudiced about Albanians but they changed opinion following the possibility to interact and work with them on the trainings.

Conclusions:

- The objective was originally set very high and focusing on the second half “developing constructive ways in expressing identities would have reflected more realistically the magnitude of the intervention.
- Participation from Macedonia was limited to SDSM and DUI with presence of two CSOs (although more CSOs were directly invited to participate), one from Bitola (YCC) and one from Tetovo (CDI),
- Mix of participants from different municipalities was achieved
- Participants from more ethnically mixed municipalities are much more aware and have more positive attitude towards other ethnic groups compared to those coming from more ethnically homogeneous municipalities.
- Smaller ethnic communities were not sufficiently represented.

¹⁶ Following the new territorial organization of Republic of Macedonia from 2004, previously municipality was part of the Kisela Voda municipality.

Recommendations:

- ▶ Include activity⇒result⇒objective intervention logic when planning and setting objective
- ▶ Ensure adequate participation of smaller ethnic communities on multiethnic activities, debates and initiatives
- ▶ Open the application process to other representatives of other political parties, CSOs or independent individuals (not linked to the stakeholders mentioned earlier)
- ▶ Ensure mix of participants from places with different ethnic composition for implementation of similar activities in the future
- ▶ Support more long-term multiethnic initiatives through support of initiatives for new or existing formal (i.e. Committees on Inter – Community Relations) and informal bodies that promote political and intercultural dialogue on all levels.

Objective 4: To build capacity of the Progress Institute to work in the future independently for promoting multiculturalism and dialogue and cooperation between different ethnic communities.

Findings of the Evaluation:

As reported under chapter 3.1 (Intervention 4) although there were no separate direct activities towards this end, all of the interventions conducted through the project have increased the capacity of Progress Institute to work on promotion of multicultural and political dialogue amongst representatives of different ethnic groups .

Implemented activities have beyond any doubt contributed to the achievement of this objective to a great extent. Representatives of Progress Institute together with the project partners as well as other relevant stakeholders unanimously agree that strengthening PI capacities have been one of the most successful components of the project. Predominantly this finding relates to the implementation capacities of PI.

Progres Institute is founded in 2007 and as young organization continues to develop its capacities. During the implementation PI has gradually increased its role in planning, organizing and implementation of activities. Through implementation of this project the organization become more recognizable whereas personnel involved in the implementation of the project (mainly the Project Assistant) developed individual skills and competences that will be an asset for the future work of the Institute. The evaluated project was a partnership project that included large number of stakeholders in Macedonia and Kosovo as well as different interest and habits. Therefore, the planning and organizing every event was a demanding task which was successfully managed by the project team.

Expertise developed and sustained

During the project period Progres Institute developed a pool of trainers that will be used in the future for further promotion of its mission and values. The 13 Junior Trainers, trained through this project have joined the pool and will represent an asset for the future interventions in promoting the values and importance of political and intercultural dialogue in a multicultural democracy in transition such as Macedonian. The trend of growing segregation on ethnic lines and scarcity of intervention in this regard even further increases the importance of the expertise and experience acquired through implementation of this project.

Multiplying effects and sustainability

One of the added values of the project is that multiculturalism and intercultural dialogue are now part of the wider programming of the PI. Sessions of multiculturalism have been incorporated in the official curricula of the Political Academy, an educational project of PI designed as academic program for young people from Macedonia.

Networks and coalition building

As result of the evaluated project, Progres Institute has established new networks and further expanded its cooperation with existing partners. This project provided possibilities of cooperation with political parties and CSOs from Kosovo which provided regional aspect in the work of PI. Established links and cooperation with CSOs are essential in increasing networking and coalition building capacities of PI directed towards increasing the legitimacy and credibility in promoting the values and the mission of the organization.

Conclusions:

- The project has increased the implementation capacities as well as knowledge and skills of key project personnel of PI.
- Expertise developed through the ToT series is sustained through creation of pool of trainers and inclusion multiculturalism in the official curricula of the Political Academy organized by the PI.
- Networking and coalition building capacities of the Institute have been significantly increased as result of the project.

Recommendations:

- ▶ It is recommended that PI enables continued utilization of the capacities developed in the field of political and intercultural dialogue through engaging Junior Experts and to provide possibilities for further capacity building of those interested in continuing with their personal development.
- ▶ Increase the outreach to representatives of smaller ethnic communities from Macedonia.
- ▶ Consider inclusion of other relevant political parties in activities related to intercultural and political dialogue.
- ▶ Expand cooperation and establish networks with credible CSOs from Macedonia and the region.
- ▶ Work on sustainable strengthening the organizational capacities of the Progress Institute¹⁷

¹⁷ Please refer to Chapter 3.1; Intervention 4 – Recommendations.

4. Overall Evaluation Issues

Relevance, Efficiency, Sustainability, Crosscutting Issues

4.1 Relevance

Macedonia is young democracy in transition which faces numerous problems in developments of its democratic capacities and processes. Starting with the independence from Yugoslavia in 1991 through the conflict in 2001 ended with the Ohrid Framework Agreement (OFA) and its implementation the last 22 years were marked by increasing political confrontations and interethnic tensions and incidents on different scale. Macedonia is a multiethnic society with Macedonians representing 64.2% of the population whereas Albanians 25.2% and other ethnic communities 10.6% (Turks, Roma, Serbian etc). Although being considered key in the stabilization of interethnic relations the critics of OFA are all over the place. Considerable number of Macedonians believe it discriminates Macedonians and leads towards dissolution of the country, Albanian opposition and some intellectuals are claiming that the privileges deriving from OFA are neither enough for Albanians nor are implemented after 12 years whereas smaller ethnic communities are unanimous in statements that the OFA made Macedonia more bi-ethnic (Macedonian/Albanian) than multiethnic society. Macedonia is a complex web of interethnic relations where the most of the tensions are between the two largest ethnic groups but there is also increasing intolerance which is not limited to the majority-minority scheme but affects relations among minorities themselves. Last few years the levels of incidents that were ethnically motivated (or have been given ethnical connotation) have increased to a serious proportion. Polls are showing that the perceptions about the state of the interethnic relations are the same if not worse the 2001.

On the other side, Macedonia is a deeply politicized society where the culture of political tolerance and dialogue is not tradition. There is a perception that even parties in the government (VMRO DPMNE and DUI) are not communicating well. Expectedly the same can be applied to the parties in the opposition. Political confrontations are frequent and hostile. Result of this was that in the last 15 years, at different stages, every one of the four largest political parties (VMRO DPMNE, SDSM, DUI and DPA) boycotted the Parliament. The trust in political parties has dropped around 20% from 2008 to 2010¹⁸ and the trend is decreasing.

During the FGDs and Interviews, stakeholders have unanimously confirmed that the need for such or similar intervention does not only exist but it has increased over the last 3 years.

From all of the said above the project is not only relevant but essential for Macedonia in attempts to overcome the challenges and worrying trends in interethnic relations and political dialogue.

Kosovo on the other hand is the youngest country of Europe that declared independence in 2008. Coming from the NATO intervention in Yugoslavia in 1999 and history of ethnic cleansing and even more conflicts amongst Albanians and Serbs through the fact that it is not recognized by the UN and has very weak institutions, it has even more challenging context than Macedonia. Being, as well, multiethnic and post-conflict society with not resolved status and functioning of the state, through the minor return of the non-Albanian refugees and different visions about the future of Kosovo are making cross ethnic dialogue and cooperation challenging on a long run.

In addition, the lack of democratic experience and tradition, together with political and

¹⁸ Trust in Macedonia, MCIC (December 2010)

business motivated confrontations are hampering the cross-party cooperation even between parties from same ethnic background.

As result project interventions of this kind, especially providing the neutral setting, are very relevant and have potential to contribute to the improvement of political and intercultural dialogue in Kosovo.

Conclusions:

- The project need was correctly identified and is an adequate response to the development needs of both Macedonia and Kosovo
- Situation in the field of interethnic relations and political dialogue since the approval of the project has deteriorated in Macedonia and is at a status quo in Kosovo. However, neither of the situations can be attributed to the project.
- The project is to date not only relevant, but essential to the needs of Macedonia and Kosovo in terms of developing democratic processes and practices through promotion of intercultural and political dialogue.

Recommendation:

- ▶ To continue and expand the project intervention in terms of the outreach and depth of it through modifications in the design as recommended in other sections of this report.

4.2 Efficiency

The total budget spent under the project is 371,656.61 EUR. The funding was provided as follows:

1. Ministry of Foreign Affairs of Finland	80.93%
2. Kalevi Sorsa Foundation	14.28%
3. Friedrich Ebert Stiftung	04.78%

During the project period the number of direct beneficiaries was 335:

- Junior Trainers	15
- Trainings	229
- Workshops	91

The conservative calculation of ratio funding per directly treated person 1,108.87EUR which may initially indicate questionable cost-efficiency of the project. However, it has to be noted that some of the beneficiaries have received multiple treatments by the project (Junior Trainers received ToT series encompassing 7 workshops and Workshop participants attending at least 2 workshops). As well, less conservative count of beneficiaries will include around 500 additional persons in the treatment group (360 participants on the workshops in Kosovo, 100 on the event organized by SDSM, and 31 on the trainings conducted voluntarily by the Junior Trainers. At the end, the Final Conference and the events in Finland (seminar Ethnic Relations and Democratisation – The Way Forward in Macedonia and Kosovo and Roundtable discussion: The State of Democracy in Macedonia and Kosovo) organized through this project gathered around 140 participants. Overall, around 975 people were directly or indirectly treated by the project, which represent cost of 381EUR per person.

At the end analysis of the structure of expenses shows that 91.69% of the funding spent was utilized for direct cost and only 8.31% were charged under the indirect costs. Using close to 92% as direct costs for planning, organizing and implementation of project activities is another indicator for high level of cost-efficiency of the evaluated intervention.

The project design was correctly framed and the applied flexibility in alternating and re-dimensioning of the interventions has provided possibilities for more efficient utilization of funding towards achievement of the purpose and the objectives of the project.

Conclusions:

- The results are justifying the costs of the project implementation.
- The project has been managed and implemented in an efficient manner
- The flexibility in the redesigning of the project has enabled more cost-efficient utilization of funding.

Recommendations:

- ▶ Increasing the funds for additional human resources on the side of Progress Institute would further increase the cost-efficiency in achievement of the project purpose and objectives.
This would aim at releasing more time for the Project Assistant to do more programmatic work as well as to intensify the support and monitoring of the follow up activities. Also, this change is expected to have large impact on the improvement of the effectiveness of project interventions
- ▶ Additional funding for support of the initiatives developed by the treatment groups would also increase the cost efficiency of the intervention by increasing the achievements of the project.

4.3 Sustainability

The project intervention in terms of sustainability varies for different components.

The implementation capacities of Progress Institute have been developed through realization of this project. As result of this, PI was able to undertake continually increasing responsibilities in planning and organizing numerous activities foreseen with the implementation plan of the project. As well, the project contributed significantly to the individual capacity building of the staff members from Progres Institute. Namely the Project Assistant gained valuable knowledge and experience in organizing and management of events and further developed administrative skills. The Project Assistant is an asset to the organization that significantly contributes to the sustainability of the effects this intervention made on the Progres Institute as main implementing partner and will continue to enhance them in the future.

Commitment of beneficiaries.

Through inclusion of the 15 Junior Trainers in the pool of trainers, PI has obtained a resource that can be sustained and utilized on a regular basis in the future. As reported from the survey 3/4 of the respondents have stated that they do plan to deliver trainings on topics they were trained by this project. In addition, Progress Institute may continue their further development and to use them as mentors for new Junior Trainers.

The participants on the training series Political and Intercultural dialogue – Youth Activism towards Multicultural Society and workshop series Power and Responsibility – Democracy and Civil Society Organisations will as well contribute to the sustainability especially through possibilities to share their experience and knowledge within their respective party youth branch or CSO. However, they are not to be expected to have the same impact on the future sustainability of the Intervention as the Junior Trainers.

The least effective and consecutively the least sustainable intervention is the one conducted through the policy workshops. Luckily the project team detected the ineffectiveness of the targeted beneficiaries and changed the focus in the following two years on grassroots level of activist from political parties and CSOs.

Independence from external support

Vast majority of the functioning CSO are heavily dependent on external funding provided by donor agencies and partner organizations. The researches in this area have shown that over 95% of their funding comes from international donors. With this reality, in a situation where individual donations are minimal¹⁹ and state funding either difficult to be accessed or insufficient for serious interventions it is highly unlikely that the PI will be in situation to implement activities in this area of work without additional financial support. It is expected that only those intervention not requiring financial support (internal CSOs and Party workshops and trainings voluntarily delivered by Junior Trainers or sessions delivered by workshop attendees). In terms of the financial sustainability, aside from further efforts for expanding the existing pool of donors of PI possibilities for obtaining state funding should be further explored. Law on Party Research and Analytical Centres (PRAC)²⁰ which will become effective in January 2015 provides opportunity for PRACs of the four biggest parties in the Parliament to be funded through the budget. However, the PRACs will not be separate legal entities but will function within the respective political parties and will have only separate sub-account. The budget allocations will be between 75,600EUR and 81.200EUR pending on the results of the last Parliamentary elections. The restrictions and monitoring of the spending of the PRAC are regulated with the Law on Financing of Political Parties²¹ which is restrictive in terms of inability of the parties to be funded by foreign Governments, international institutions, organizations and individuals as well as other restrictions regulated with the abovementioned Law. All key stakeholders of PI expressed positive attitude towards the possibility limited funding to be provided from the state budget but unaware of the restrictions and needs for transformation and change of the legal status of PI. However, when these conditions suggested, there was an opinion that, nevertheless, all possibilities should be carefully investigated and then the responsible organs of PI should make necessary decisions. In case PI opts to remain to the current status, effective and efficient cooperation with the respective PRAC, given the resources available to them from 2015, should be strategically planned.

On a individual level, from the FGDs it is obvious that number of participants have raised their knowledge and awareness to a large extent whereas the attitude towards the issues have changed only in limited cases due to highly motivated individuals. On the organizational/party level the developed interventions and activities can be replicated in the future both in Macedonia and in Kosovo.

De-blocking of EU and NATO accession process will relax both the interethnic and inter-party relations. Whereas continued stalemate of this processes together with the economic crisis and turbulent political situation in the region can further deteriorate this relations and the state of the democratic development of Macedonia.

4.4 Cross-cutting issues

Gender equality.

The project introduced gender balanced criteria on all levels of the project implementation (project team, trainers, participants). Even for those events where political parties and CSOs

¹⁹ The Law on Donations and Sponsorships has not improved the situation for the CSOs.

²⁰ Official Gazette of R. Macedonia, number 23; 14 February 2013.

²¹ Official Gazette of R. Macedonia, number 76/04; 86/08; 161/08; 96/09; 148/11; 142/12; and 23/13.

were allowed to nominate participants they were told to provide gender balance in the nominated candidates. The abovementioned can be verified through the submitted breakdown of participants:

Of the Of the 335 participants 60 % were men and 40 % women. On individual events, as well there was satisfactory gender balance.

Most vulnerable groups

Through several segments, the project put an emphasis of the Roma participation. Around 3% of the total number of participants on the events was Roma and 2 out of 15 Junior Trainers (13.33%).

Good governance and democracy

All aspects of the project are related directly to supporting the establishment and development of good governance and strengthening the democratic capacities and processes. Constructive debate amongst all players in the political arena promoted with this project, the cross-border and cross-ethnic lines cooperation together with the knowledge and awareness rising about the multiculturalism and intercultural dialogue are supporting the stability and democratic development of beneficiary countries.

4.5 Coherence and complementarity

The evaluated project is in line with the Western Balkans - Finland's Development Policy Framework Programme 2009-2013 and falls under the first thematic priority (Stability and security). Furthermore the project specifically relates to the priority area 1: Democratic and accountable society that promotes human rights of the Finland's Development Policy Programme 2012.

Although there are significant differences on all levels, both Macedonia and Kosovo, as post-conflict multiethnic societies in transition, do face serious challenges in the areas of political and intercultural dialogue. As result, the context as well as the state in the specific areas targeted with this project intervention must be assessed separately.

Following the armed conflict in 2001 and the signing of the Ohrid Framework Agreement (OFA) lot of funding, predominantly from international donors, have been invested in rehabilitation and reconciliation programs with focus on programs for enhancing the interethnic cooperation and for implementation of provisions of the OFA embedded in the Constitution and laws of Republic of Macedonia. However, the last 5 years are marked with continued decrease of funding provided for similar projects, whereas the institutions focused largely on preventing conflicts rather than promoting dialogue and interaction. The implementation of the government's Strategy for Integrated Education in multiethnic municipalities is financially supported by USAID Macedonia whereas several instruments (i.e. European Instrument for Democracy and Human Rights – EIDHR) of the European Commission) are ongoing whereas UNDP's Enhancing Interethnic Community Dialogue and Cooperation ended in 2012. As well, there are small interventions in support of the establishment and work of the CICR as regulated with the Law on local Self-government. In addition, very few interventions are directed towards promotion of cross party cooperation in a situation of frequent tensions and inter-party confrontations. All of the abovementioned assures the coherence of the intervention and its complementarity with other interventions. Worsening of the interethnic relations and decreased perceptions about the state of the democratic processes in Macedonia combined with the increasing scarcity of funds available for similar projects, makes this intervention not only highly relevant but essential as well.

On the other hand, Kosovo attempts for intercultural and political dialogue are occurring in extremely complex political environment. Following the war of 1998-99 and NATO

intervention with the events from 2004 and the self-proclaimed independence in 2008 combined with the small percentage of returnees, still existent ethnic hatred and very weak institutions are making Kosovo still a bit far from fertile soil for such projects. International funding still largely focused on rehabilitation and security programs in support of the return of refugees and IDPs and even more on building the capacity of Kosovo's institution as a new state. Nevertheless, activities like Interethnic dialogue and reconciliation in Kosovo (IDRK) is funded by USAID and other donors as well as Interethnic youth leadership and community building funded by British Embassy. Although, following the last improvements in the relations between Belgrade and Prishtina, the climate for similar projects slightly improves still the lack of trust mainly amongst Albanians and Serbs represent a risk which is difficult to mitigate at this stage.

5. Lessons Learnt

The design of the evaluated project was based on implementers' experience from the period 2008 – 2009 as well as on the assessments of current political situation in Macedonia that identified negative trends related to the intercultural and political dialogue. Although at a first glance there are similarities between Macedonia and Kosovo that are attractive for combined interventions the similarity ends with the facts that both are post-conflict, multiethnic societies in transition. The contextual analysis together with a comprehensive assessment of political and interethnic relations as well as capacities of institutions and regional dynamics provide implementers with sufficient data about existing differences and consequently alternative strategies that needs to be applied.

In both Macedonia and Kosovo the need for this project was correctly identified, however it was obvious that there are significant differences as well as factors that can influence the achievement of the project objectives. Although to a limited extent the intervention for Kosovo can be considered influential, one of the lessons learnt from the implementation is that the lack of direct presence of the implementers in the area of intervention significantly increases the risks for the implementation of the project and its success.

Political parties in the region are almost exclusively ethnically based. Even further, the parties that promote more nationalistic rhetoric have bigger success in elections. As well, dramatic polarisation on party lines in all segments of the society together with existing legislative solutions and practices that are enhancing ethnic divisions are leaving very little space for promotion of civic values such as dialogue and participation. On the other side, existing civil society with constantly challenged legitimacy is widely perceived as elitist club of internationally funded individuals and groups of interest or as party megaphones at disposal to parties as their opinion-makers. In addition, there is a widespread mistrust amongst players in the civil society sector and political parties that needs careful management that will effectively transform this relation from competition to cooperation for the benefit of all. Joint actions, like the one subject of this evaluation, are beneficial and can provide results with tangible impact that can be sustained.

Pending on the context, both one-off events and more comprehensive, systematic processes can provide results. While one-off events proved to be more beneficial in raising awareness and establishing adequate links and communication, when working with already sensitized and knowledgeable group, the lack of continued engagement can lead to disappointment and increased cynicism within members of the same group. Therefore the interventions including multiple treatments (such as the ToT and the follow up trainings) are much more appropriate for this group of direct beneficiaries. In the same regard, support of systematic and more long-term processes will provide larger impact of the interventions as well as increased possibilities to sustain the achievements.

Selection of adequate participants is crucial for achievement of purpose and objectives of the project. In areas where a lot of training programs have occurred there is always a risk of training fatigue and therefore training programs should be tailor-made, innovative and reflect on day-to-day realities. In addition, when values are topics of the training programs it is of utmost importance to develop selection criteria that will obtain participation of progressive and highly motivated individuals.

Promotion of this type of value-based projects in sensitive environments is not only important for the visibility of the implemented actions but it contributes significantly to the achievement of the purpose and objectives set in project design.

6. Sources of information

Following sources were used during the preparation of the evaluation:

- Project Application;
- Annual Reports 2010 and 2011;
- Final Report;
- Annual Financial Reports 2010, 2011 and 2012;
- Various reports, concepts, designs and other materials produced by the project;
- Key Informant Interviews (KIs) with
 - Project Coordinator, KSF– 2 interviews;
 - Acting Project Coordinator, KSF – 1;
 - Project Assistant, Progres Institute – 1;
 - Project Coordinator, FES Office Skopje – 1;
 - President, Progres Institute – 1;
 - Senior Trainers, Consultants (ToTs, Trainings, Workshops) – 1;
 - Participants, Trainings, Workshops - 1
- Focus Groups Discussions (FGD):
 - Junior Trainers – 1 FGD
 - Participants (Trainings, Workshops) – 5;
- Surveys:
 - Participants on Trainings
 - Participants on Workshops
 - Participants on Policy Workshops
- Policy papers and documents.
 - Law on Party Research and Analytical Centers
 - Law on Financing Political Parties
 - Law on Local Self-Government
 - Law on Donations and Sponsorships
 - Study of Multiculturalism and Interethnic Relations in Education, UNICEF November 2009
 - Survey Trust in Macedonia, MCIC (December 2010)
 - Official report of the Census in Macedonia from 2002.
 - Survey by the statistical office of Kosovo from 2000
 - Western Balkans - Finland's Development Policy Framework Programme 2009-2013
 - Ethical Code of Conduct by the MFA of Finland for Government Supported Development Cooperation

II. ANNEXES

1. Project Partners
2. ToR of the Evaluation
3. Evaluation Plan
4. Survey Questionnaires
5. FGD guide
6. Evaluator

ANNEX 1 - Project Partners

Kalevi Sorsa Foundation

The Kalevi Sorsa Foundation is an independent and open social democratic think tank. The Foundation was established in the summer of 2005 and strives to promote interaction between research and politics.

The Foundation's aim is to encourage public debate that promotes equality and democracy. It produces relevant information for public debate, policy preparations and political decision making, by organising debates, seminars and through its own research and publications.

The Foundation's research and development projects focus on a few topics that are topical and central to future challenges. Furthermore, the Foundation aims to promote public, ideological and political debate and exchange of ideas as well as bring forth new ideas and innovative solutions. The Kalevi Sorsa Foundation supports democratisation and promotes economic knowledge and fair economic development in young democracies through its own development projects, grants and by supporting research, information and education.

In Macedonia, KSF is active since 2008 where it works in partnership with the Progress Institute for social democracy and with FES. As of 2010, KSF has increased the level of activities in Macedonia and continuously contributes to the development of the democratic capacities and processes through work with CSOs and youth branches of political parties.

Progress Institute for Social Democracy

The Progress Institute is a political institute, established as a think tank in 2007, promoting social-democratic values in Macedonia by helping the local social-democratic parties to create, implement and promote their policies. The institute offers trainings, organizes seminars and conferences, creates policy papers and conducts research. The aim of these activities is to strengthen the capacity of the Macedonian social democrats to create, implement and promote their programs and policies. The Progress Institute is encouraging the international cooperation among the fellow foreign organizations and parties by exchanging experience, knowledge and experts.

Friedrich Ebert Stiftung

The Friedrich-Ebert-Stiftung is a German private, independent association, which was founded in 1925 to support political education in the spirit of democracy and pluralism, to assist gifted young persons to perform their academic career independent from their parent's income, to contribute to international rapprochement and cooperation. Today, worldwide support to Democracy and Development, to contribute to peace and security, to make globalization more solidary and to foster the enlargement and deepening of the European Union – these are the guidelines of FES' international engagement. FES maintains offices in 70 countries of Africa, Asia, the Middle East and Latin America. Another 33 FES-offices do exist in countries of Western Europe, Central and South-East Europe, the CIS countries and also in the USA and Japan. In the reform states in the eastern part of Europe, the Friedrich-Ebert-Stiftung is involved in supporting the process of democratization, the transition to a market economy and the establishment of a civil society, in particular in the fields of labour market, social, environmental and media policies. It supports these countries in the process

of accession to the EU. It cooperates in this process with partners from various societal groups and organizations, such as trade unions, political parties, educational and research institutions, public administrations, and also city and local governments.

Goals and Objectives of FES Macedonia.

The Friedrich Ebers Stiftung in Macedonia supports the transformation process of the state in the following areas:

- socio-political dialogue (democratization)
- implementation of the peace agreement
- conflict prevention
- minority policy
- Euro-Atlantic integration (EU and NATO)
- Regional and international cooperation
- Social dialogue and labor relations

The Friedrich Ebert Stiftung, in its work is guided by the basic values of social democracy: freedom, justice, solidarity and international cooperation. Friedrich Ebert Stiftung is also performing this task in the Republic of Macedonia where it has an office since 1996.

ANNEX 2 - Terms of Reference of the Evaluation

1. Background

1.1. Subject and objectives of the project

The evaluation covers the project Political and Intercultural Dialogue – From Conflict to Common Interest, which was conducted in cooperation between Progres Institute for Social Democracy, Kalevi Sorsa Foundation and Friedrich-Ebert-Stiftung, Office Skopje in Macedonia and Kosovo in 2010-2012.

The project aims to promote multicultural democracy and strengthen elements of stability in Macedonia and Kosovo. A challenge to development in these countries this project aims to address is a tendency towards mono-ethnicity and weak dialogue as far as civil society, and especially political parties are concerned. There was identified a need to create forums, in which actors from different ethnicities can discuss about problems affecting multi-ethnic societies, mutual collaboration and future for political discussion leading towards democracy.

The aim of the project is to create confidence and establish cooperation between civil society actors of different ethnicities in Macedonia and Kosovo. The objective is to empower activists of political parties and NGOs to take responsibility to engage to the intercultural and political dialogue and address common interests of different ethnic communities. The aim of the project is also to build capacity of the Progres Institute to work in the future independently for promoting multiculturalism and dialogue and cooperation between ethnic communities. (Attached is Appendix I Project plan.)

1.2. Project activities

During the last three years the project has organised trainings and workshops for civil society activists. Different concepts have been developed according to different target groups.

The activities organised during the project period 2010-2012 are following:

2010

Workshop series Welfare through Public Services

In spring 2010 the project organised a workshop series titled Welfare through Public Services that gathered political actors from Macedonia and Kosovo to discuss the future of welfare services. The workshop gathered members of the parties from different levels of their decision-making structures (youth, local level, party management etc.) The workshops addressed concrete cases drawn from reality of Macedonia and Kosovo in the fields of education, health care and social services.

Training the trainers on intercultural and political dialogue

In autumn 2010 a training courses on training the trainers was launched. In the trainings 15 new participants were trained by increasing the capacity of young people active in civil society to transfer the skills of managing diversity and intercultural dialogue in multicultural environments in Macedonia. These new trainers have on their turn continued the training activities of the project in 2011 and 2012.

2011 & 2012

Training series Political and intercultural dialogue - Youth activism for multiculturalism

In spring/summer 2011 9 dialogue-training sessions were organised for young grassroots level local activists of political parties and NGOs on multi-ethnic municipalities in Macedonia. In these training sessions new trainers were training with the support of an experienced trainer. The purpose of these training sessions was also to support new trainers, trained in the project to gain training experience.

Training series Cross-border trainings on multiculturalism

In spring 2012 5 cross-border training sessions on multiculturalism were organized in Macedonia for young activists of NGOs and political parties from Macedonia and Kosovo. The trainings were conducted by the new trainers trained in the project earlier.

Advanced trainings for new trainers

In autumn 2011 two advanced training courses were organised for new trainers in order to continue to support their capacity to work as trainers. The training was designed based on special wishes expressed by the would-be trainers in their feed-back forms collected by the organisers. The first training course was focused on advocacy and lobbying of multiculturalism. The second training course covered multiculturalism in post-conflict societies in order to develop the skills of the trainers to work with participants coming also from the other countries of Western Balkans.

Workshop series Power and Responsibility – Democracy and civil society organisations

First workshop series (2 workshops) was organised in autumn **2011** for young grassroots level activists of political parties and NGOs from Macedonia and Kosovo.

Second workshop series (2 workshops) was organised in autumn **2012** for young grassroots level activists of political parties and NGOs in Macedonia.

Conference

As a closing event of the project, a conference Supporting democracy in multi-ethnic society: sharing experiences was organised in Skopje on the 15th of November 2012.

1.3. The roles of the partners of project

Planning of the activities has been carried out in cooperation with all the partners of the project, Progres Institute for Social Democracy, Kalevi Sorsa Foundation and Friedrich-Ebert-Stiftung, Office Skopje. Common planning meetings between the partners have been held for planning the concepts and schedules of events. All the partners have also been involved on the stage of examination.

Progres Institute has been main organiser of the events (trainings, workshops and conference). Project assistant has been responsible for all the practical organisations, i.e. inviting participants, making reservations, contacts, preparing the budgets for the events, other practical organisations etc.

Apart from being involved on preparatory planning stage, the FES Skopje office has provided logistical support and assistance in practical organisations, e.g. preparing the budget, making reservations and scrutinizing participation.

The role and responsibility of Kalevi Sorsa Foundation and the project coordinator have been to take care of the overall management of the project; to coordinate the cooperation; to prepare concept and plan activities together with the local partners; and to provide guidance and support for the implementation. The project coordinator has been assisted in this work by the steering group, which consists of Finnish experts.

2. Purpose and objectives of evaluation

The purpose of the evaluation is to achieve an independent and external assessment of the performance of the project Political and Intercultural Dialogue – From Conflict to Common Interest reflected against the objectives of the project and the goals set for the Finland's development cooperation as well as the development needs and priorities of Macedonia and Kosovo in the context of multiculturalism and democracy.

The objective of the evaluation is to achieve understanding of the value and validity of concept and results of the project. The evaluation will help implementing organisations to:

- identify lessons learnt;
- improve the approach and implementation of the activities in terms of responding to the needs of beneficiaries effectively;
- improve follow-up actions of the project activities and measurement of achieved objectives;
- gain tools for future planning.

The results of the evaluation will be published, and presented in different forms to the public. The purpose is also to make the results useful to organisations and people working on the field of democracy support and contribute to the debate of democracy work in Finland, Macedonia and Kosovo and possible other countries.

3. Scope of the evaluation

The three-year project Political and Intercultural Dialogue –From Conflict to Common Interest will be evaluated in full including all the activities organised in a framework of the project in 2010-2012.

The evaluation will study purpose, objectives, implemented activities, results and resources of the project, and assess the findings in the contexts of 1) logical framework of the project, 2) policy framework (Finland, Macedonia and Kosovo) as well as 3) similar projects focusing on democracy support and multiculturalism in Macedonia and Kosovo.

Material of the evaluation consists of the documents produced in the framework of the project, including project and action plans, reports, concepts of activities, training material and other relevant documents as well as interviews of organisers and participants of the project and other relevant stakeholders.

In the implementation of the project Macedonia and Kosovo have been included with different proportion and focus. Both countries should be assessed according to their actual role in the project.

4. Evaluation issues

The project will be evaluated against the following criteria: relevance, efficiency, effectiveness and sustainability.

Relevance

Relevance concerns whether the project is in line with the needs of the beneficiaries and the policy environment. Are the results, purpose and overall objectives of the intervention consistent with the needs and aspirations of its target group? Does the project address the development needs and priorities of Macedonia and Kosovo in the context of multiculturalism and democracy? What is the relevance of the project in regard of the development policy programme of the Government of Finland? Has the situation changed since the approval of the intervention project document?

Efficiency

Efficiency criterion concerns how well the various activities have transformed the available resources into intended results in terms of quantity, quality and time. Can the costs of the intervention be justified by the results? Has the project been managed and implemented in an efficient manner? Does the allocation of resources foster cost-efficient management and implementation of activities? Does the project design advance efficient achievement of the purpose and objectives of it?

Effectiveness

Effectiveness describes how well the objectives have been achieved. Has the intervention achieved (or to what degree has it achieved) its objectives (objectives and results) or will it do so in the future? An assessment of effectiveness should include description of change during the project by considering the context of initial situation. Are the results making contribution toward multicultural democracy and stability in Macedonia and Kosovo?

Sustainability

Sustainability refers to continuation and functionality of the results and benefits of the project after the external support has come to an end. Will the results and benefits produced by the project be maintained after the termination of external support? Assessment of sustainability should be analysed in terms of:

- 1) Capacities of institutions and personnel to carry on activities in the long-term,
- 2) Commitment of beneficiaries,
- 3) Maintenance of ownership (independence of external support),
- 4) Long-term social and cultural applicability of the developed concepts and activities in Macedonia and Kosovo and possible other contexts.

What are the possibilities and strengths that will enhance sustainability? What are the risks that can compromise sustainability?

5. Cross-cutting issues

How the project has addressed the cross-cutting issues of the Finnish development policy, i.e. gender equality, most vulnerable groups and good governance and democracy?

6. Methodology

The evaluator will apply participatory, gender-sensitive, ethnically balanced and result-oriented approach.

The proposed methodology of the evaluation is designed to meet the requirements set for this particular evaluation. This approach is considered appropriate for identifying results attributable to the evaluated project and for achieving all objectives of the evaluation.

The methodology includes:

- Document analysis:

- Project documentation from the application period as well as complete documentation developed during the implementation of the activities of the project (including: activity reports, annual reports, financial reports, action plans, concept of the activities, training material etc.);
 - Analysis of relevant documentation (strategy papers, reports, legislation, action plans, researches);
- Interviews with:
 - Project coordinator;
 - Project Assistants;
 - Representatives from Progres Institute and Friedrich-Ebert-Stiftung.
 - 4 group interviews with participants of TOTs (8-10 participants), trainers TOTs (3-5 participants), participants of trainings conducted by junior trainers in 2011 and 2012 (10-12 participants) and moderators and experts of workshops (3-5 participants).
 - 3 thematic focus groups with 6-10 participants of thematic workshops.
 - Survey with direct beneficiaries.

7. Reporting

Inception report will be prepared before the field work and research of the material of the evaluation. The inception report shall include approach, work methodology and work plan of the evaluation. The inception report shall explain preparatory arrangements accomplished before submitting the inception report, description of methodology and justification for choosing it, a detailed work plan and list of major meetings.

The draft report will be submitted to the Kalevi Sorsa Foundation and Progres Institute for Social Democracy within 3 weeks of the completion of the field work. The draft report follows the same outline as the final report (More detailed in attached Appendix II).

Kalevi Sorsa Foundation and Progres Institute for Social Democracy will submit the comments on the draft evaluation report within 2 weeks after receiving the draft. The comments shall be included to the final evaluation report.

The final evaluation will be submitted within 1 week of receiving the comments of the Kalevi Sorsa Foundation and Progres Institute for Social Democracy. The final report shall answer the questions put forward in ToR and further discussed in the inception report as well as during the rest of the evaluation process. The report shall fulfil the requirements as set out in Appendix II.

Working language is English. All the evaluation reports, i.e. inception report, draft report and final report and comments to the reports shall be submitted in English. Summary of the evaluation included in final report should be provided in English and in Macedonia.

Length of the report: between 20-30 pages (without annexes).

ANNEX 3 – Evaluation Plan

no	Activity	Participants	Deadline
1	Initial meetings and document review	Project Coordinator, Project Assistant, Consultant	March 2013
2	Final ToR agreed	KSF, Progres Institute, Consultant	March 2013
3	Contract signed	KSF, Progres Institute, Consultant	March 2013
4	Inception Report submitted	Consultant	April 2013
5	Analysis and research of relevant documentation	Consultant	May 2013
6	Evaluation tools finalized	Consultant	May 2013
7	Entry interviews with key project personnel		
		Project Coordinator, Consultant	May 2013
		Project Assistant, Consultant	May 2013
8	Group interviews		
		ToT Participants (8-10), Consultant	May 2013
		Trainers at ToTs (3-5), Consultant	May 2013
		Training participants (10-12), Consultant	May 2013
		Training participants (10-12)b, Consultant (if needed)	May 2013
		Experts and Facilitators (3-5), Consultant	May 2013
9	Focus Groups		
		Participants of Thematic Workshop 1, Consultant	May 2013
		Participants of Thematic Workshop 2, Consultant	May 2013
		Participants of Thematic Workshop 3, Consultant	May 2013
10	Surveys sent to direct beneficiaries	Project Assistant, Consultant	June 2013
11	Analysis of survey results	Consultant	June 2013
12	Interviews with key stakeholders		
		President of Progres Institute	June 2013
		Representative of FES Skopje	June 2013
		Representative of FES Prishtina (if needed)	June 2013
13	Exit interviews with key project personnel		
		Project Coordinator, Consultant	June 2013
		Project Assistant, Consultant	June 2013
14	Draft Report submitted	Consultant	July 2013
15	Feedback on the Draft Report	KSF, Progress Institute	August 2013
16	Final Report submitted	Consultant	August 2013

ANNEX 4a - Survey Questionnaire 1

Training and workshop participants

1. Gender
 - a. Male
 - b. Female

2. Ethnic background
 - a. Macedonian
 - b. Albanian
 - c. Turkish
 - d. Roma
 - e. Serbian
 - f. Vlach
 - g. Bosniac
 - h. Other

3. In the activities of the project "Political and multicultural dialogue – From conflict to mutual interest" implemented by Progres Institute, you have been involved as:
 - a. Representative of political party
 - b. Representative of CSO

4. Which trainings you attended through the project (multiple selections are possible):

5. What made biggest impression on the trainings?
 - a. The training program
 - b. The trainers with their knowledge and skills
 - c. Socializing with other participants
 - d. Follow up activities

6. What do you think about the content of the training
 - a. Excellent
 - b. Good
 - c. Weak

7. After trainings were conducted your knowledge on presented topics are:
 - a. Significantly increased
 - b. Partially increased
 - c. Negligibly increased

8. Did you had possibility to practice the acquired skills and knowledge?
 - a. Yes
 - b. No

9. Are there possibilities/plan in the near future to practice the knowledge and skills acquired on the trainings?
 - a. Yes
 - b. No

10. How do you assess the follow up activities?
 - a. Successful
 - b. Somewhat successful
 - c. Unsuccessful

ANNEX 4b - Survey Questionnaire 2

Policy Workshops

1. Gender
 - a. Male
 - b. Female
2. Age
 - a. 15 – 19
 - b. 20 – 24
 - c. 25 – 29
 - d. 30 – 34
 - e. Over 35
3. Ethnic background
 - a. Macedonian
 - b. Albanian
 - c. Turkish
 - d. Roma
 - e. Serbian
 - f. Vlach
 - g. Bosniac
 - h. Other
4. In the activities of the project "Political and multicultural dialogue – From conflict to mutual interest" implemented by Progres Institute, you have been involved as:
 - a. Representative of political party
 - b. Representative of CSO
5. Which policy workshop you attended through the project (multiple selections are possible)
6. What made biggest impression on the trainings?
 - a. The training program
 - b. The trainers with their knowledge and skills
 - c. Socializing with other participants
7. What do you think about the content of the training
 - a. Excellent
 - b. Good
 - c. Weak
8. After trainings were conducted your knowledge on presented topics are:
 - a. Significantly increased
 - b. Partially increased
 - c. Negligibly increased
9. Following the policy workshop, have undertaken some activities on the topic you attended?
 - a. Yes
 - b. No
10. What was the effect of the regional character on the participants of the policy workshops?
 - a. Exchange of experience
 - b. Planning joint activities
 - c. Socializing with participants

ANNEX 4c - Survey Questionnaire 3

ToT

1. Gender
 - a. Male
 - b. Female
2. Ethnic background
 - a. Macedonian
 - b. Albanian
 - c. Turkish
 - d. Roma
 - e. Serbian
 - f. Vlach
 - g. Bosniac
 - h. Other
3. In the activities of the project "Political and multicultural dialogue – From conflict to mutual interest" implemented by Progres Institute, you have been involved as:
 - a. Representative of political party
 - b. Representative of CSO
4. Prior applying on this project, did you had any previous experience as trainer?
 - a. Yes
 - b. No
5. What is your opinion about the topics covered on the ToT modules?
 - a. The topics were appropriate for a ToT
 - b. The topics were somewhat appropriate
 - c. The topics were not appropriate
6. What made biggest impression on the trainings?
 - a. The training program
 - b. The trainers with their knowledge and skills
 - c. Socializing with other participants
7. After trainings were conducted your knowledge on presented topics are:
 - a. Significantly increased
 - b. Partially increased
 - c. Negligibly increased
8. After completion of the ToT do you feel you have obtained necessary skills to deliver trainings on the selected topics?
 - a. Yes
 - b. Partially
 - c. No
9. Following the ToT, did you had an opportunity to deliver tyrainings outside ofthe frame of the project?
 - a. Yes
 - b. No
10. Are there possibilities/plan in the near future to practice the knowledge and skills acquired on the ToT?
 - a. Yes
 - b. No

ANNEX 5 - FGD Guide

The purpose of these focus groups was to explore results of various training activities planned and conducted by the project. We therefore wished to know whether, in the first place, the participants remember the activity accurately; then, how they rate the quality of the activity (intervention), and what the impact of the activity (intervention) was on both the individual level (of the participant, in terms of knowledge and behaviour) and on the level of the community and/or institutions (such as policies or institutional practices). The FGD were designed to evaluate:

- To what extent can we classify the activity as successful? (changes individual knowledge, individual behaviour, group behaviour)
- What factors appear to have influenced the degree of success? (including type of event, quality of event, etc)

Introductions: Moderator/Consultant

Ground rules:

1. YOU TO DO THE TALKING.
2. THERE ARE NO RIGHT OR WRONG ANSWERS.
3. WHAT IS SAID IN THIS ROOM STAYS HERE.
4. WE WILL BE TAPE RECORDING THE GROUP. We want to capture everything you have to say.

We don't identify anyone by name in our report.

Questions:

1. What comes to mind first when I mention Activity X?
2. What was the central topic of Activity X?
3. How you heard about the opportunity and what was your motivation to apply/attend?
4. Where was it held, and how long did it go on?
5. What was your role in Activity X?
6. How would you assess the quality of Activity X in terms of
 - Topic – was it useful? Interesting?
 - Facilitators
 - Organization (i.e. how well organized)
7. What came out of Activity X/what did Activity X achieve
8. What was the effect of Activity X on you? Please describe/ explain.
9. What did you learn at Activity X?
10. Have you
 - used what you learned at Activity X and gotten a positive result? OR
 - used it but not gotten significant results, OR
 - not used it?
11. Is there anything else you would like to tell us about Activity X?

ANNEX 6 – Evaluator

Dimitar Spasenoski has been active in the Civil Society Sector in Macedonia over 15 years with extensive experience in management and evaluation of large scale programs and projects. In addition, Mr. Spasenoski is Consultant in the fields of Advocacy and organisational capacity building and has delivered numerous trainings in Macedonia and in the region.

In the past 15 years Dimitar Spasenoski has managed implementation of projects, for different international NGOs and Intergovernmental Organisations, funded by international donors including: USAID, DfID, UNDP, UNHCR, Danida, KfW, EAR, and SDC. More specifically Mr. Spasenoski managed the Civil Society Strengthening Project funded by the European Agency for Reconstruction (EAR) and implemented by the Danish Refugee Council (DRC). Within this project Mr. Spasenoski managed the assessment process of six national networks of CSOs and with a team of international and national consultants managed the implementation of capacity building plans of these organizations.

Furthermore, in the field of evaluation of projects and Programs his portfolio also includes:

- Works as Evaluation Specialist for Management Systems International in conducting impact evaluation of the USAID Civil Society Project, 2013 - ongoing
- Conducted External Evaluation of the Project Youth Development through Non-formal Education, funded by PCF - 2010
- Contributed to the External Evaluation of the Project for Inclusion of Roma Children in kindergartens implemented by the Ministry of Labour and Social Policy of Republic of Macedonia and funded by the Roma Education Fund – August 2009;
- Conducted External Evaluation of the project Local Volunteer's Services, implemented by Youth Cultural Centre from Bitola and funded by USAID, NED and FOSIM – May 2009;
- Contributed to the evaluation of programs of the Civil Society Department of the EAR implemented in Republic of Macedonia (for the period 2002 – 2007) – February 2008.

In the field of Advocacy, since 2005, Mr. Spasenoski delivered over 40 trainings on Advocacy for NGOs, MPs, Local Council Members, Youth Leaders and Young Politicians in Macedonia and in the region. As well, he delivered ToTs on Project Cycle Management, Youth Participation and Creation of Local Youth Strategies for NGOs and municipal representatives.

Mr. Spasenoski is Program Manager for the Macedonian Institute for Parliamentary Democracy (IPD).