Evaluation Report
for the project:
'Supporting Democracy in Multi-ethnic Macedonia - Strengthening Multiculturalism in Civil Society'
Project cycle: 2015-2017

Arvomaatti

KALEVI
SORSA
SÄÄTIÖ

Foreword

This evaluation report represents the views of Arvomaatti as an external evaluator of the project.

We thank the Kalevi Sorsa Foundation and project manager Samuli Sinisalo, as well as the Progres Institute and project coordinator Toshe Zafirov for collaborating.

Every effort has been made to ensure the correctness of the information.

In Espoo, 28.6.2018
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Arvomaatti Oy

List of abbreviations:

DUI:	Democratic Union for Integration (a political party)
EU:	European Union
FES:	Friedrich Ebert Stiftung
KII:	Key Informant Interviews
KSF:	Kalevi Sorsa Foundation
MFA:	Ministry for Foreign Affairs
NATO:	North Atlantic Treaty Organization
NSDP:	New Social Democratic Party
OFA:	Ohrid Framework Agreement
PI:	Progres Institute for Social Democracy
ToT:	Training of Trainers

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I Executive Summary

The project being evaluated is "Supporting Democracy in Multi-ethnic Macedonia - Strengthening Multiculturalism in Civil Society (2015-17)". This project was implemented by the Kalevi Sorsa Foundation (KSF) in cooperation with the Macedonian Progres Institute (PI) with the support of other partners. It is funded mainly by the Finnish MFA. The overall objective is strengthening multi-ethnic democracy and stability in Macedonia. The focal activities of the project have been trainings, advocacy events, and workshops. In these activities young people have produced and disseminated policy papers and strengthened the capacities of their civil society organisations. The project cycle evaluated here is through 2015-17. The project is a continuation of democracy projects in Macedonia which began in 2008.

A pivotal part of the work in the project has been to support the Youth Platform for Multiculturalism - a platform of Macedonian political youth organisations and other civil society organisations. The platform has organised various training and advocacy events that are in line with the project's objectives. Other crucial activities in the project have been political academies - programmes aiming to raise the political capacity of young people.

In the summarising table (table 1, below) we use the Results Oriented Monitoring (ROM) Review system of the EU, described in detail in subsection 1.2. The project is evaluated against the criteria of relevance, efficiency, effectiveness and sustainability. We include in the whole of the evaluation criteria the cross-cutting issues mentioned in the Agreement and originally defined by the Finnish MFA: gender equality, reduction of inequalities, and climate sustainability.

The grading scores:

Very good	Good	With problem	With deficiencies

Table 1: Summary of results of the evaluation:

Conclusions/Key findings	Recommendations	Cross-cutting issues
Relevance: Good		
The project has a relevant role as a part of Macedonia's societal development, Finnish development cooperation and work of the KSF.	If the project has a continuation in some form, the KSF could clarify the role of the project in the organisation's overall strategy.	The objectives of the project resonate well with most of the cross-cutting issues (gender equality and reducing inequalities) and do not

		compromise the third (climate sustainability).
Efficiency: Very good		
The use of the resources can be justified. The project has been managed and implemented efficiently. The design of the project advances the achievement of the project's purpose and objectives.	If the project were to have some form of continuation, eg. in the form of Network for Democracy (described later), the in-house capacities and cooperation between implementing organisations as well as wide use of voluntary work is recommended.	No specific suggestions considering efficiency on cross-cutting issues.
Effectiveness: Very good		
The actions seem to have worked toward the overall objective.The actions seem to have strengthened the societal capacity of the youth and changed attitudes to more tolerance, cooperation, and enhanced democratic awareness. The activities have built the capacity of the Youth Platform, raised awareness, created dialogue, trust, and cooperation. The participants and stakeholders would like to develop the visibility and influence of the Youth Platform.	KSF could support the Youth Platform in finding ways to increase their visibility and influence. This could be training in political communication at different levels. It could be useful to create a communications strategy with clear aims, processes, roles and practices. This strategy could be used as a template for the member organisations.	Gender balance has been taken into account, as well as encouraging the participation of people from difficult backgrounds. The environmental impact has also been accounted for throughout the project..
Sustainability: Good		
The key stakeholders seem to have sufficient personal and organisational capacities, as well as commitment and ownership to sustainably carry on the work. Funding of the Youth Platform seems to be a challenge, but it is being considered by the different stakeholders with the support of KSF.	With suitable partners, KSF could support the PI and Youth Platform in starting a Network for democracy in the (Western) Balkans, as well as an internet portal to support its work. In 2018, KSF and PI could encourage and train the participants in the Youth Platform to widen their	The Youth Platform is inclusive and encourages people from disadvantaged backgrounds to participate. Also, attention is paid to political, ethnic, and gender balances.

Political instability is seen as a threat among the stakeholders: changes in political currents could challenge the benefits of the Youth Platform and Political Academy.	financing and/or to strengthen the pooling of resources to provide the needed resources to continue with the activities. We understand that these actions are already planned.	

1 Introduction

1.1 The Project

What: The project "Supporting Democracy in Multi-ethnic Macedonia - Strengthening Multiculturalism in Civil Society" has an overall objective of strengthening multi-ethnic democracy and stability in Macedonia. Macedonia has been politically turbulent since its independence in 1991. A focal node of the political turbulence are relations between different ethnic and religious groups.

The project is a continuation of a series of project cycles which began in 2008. The continuation project builds upon the previous cooperation project (2013-2014) focusing on capacity building and cooperation of the political youth organisations and Civil Society Organizations.

According to the project document, "The aims of the project are to strengthen the voice of the youth in the society and change attitudes of young people (reduce prejudices and social distance and enhance democratic awareness). The immediate objectives of the project are to increase self-motivated activities among young activists, build capacities of inter-ethnic Youth Platform, raise awareness on multiculturalism, democracy and youth issues and create dialogue, trust and cooperation between the activists of political parties and CSOs. The practical means to achieve the objectives are activities of the Youth Platform such as capacity building trainings, workshops and study circles for young activists of the political parties and CSOs, advocacy moments to reach decision makers and publics in youth issues and training sessions on multiculturalism and democracy in political education program that trains the future politicians and decision-makers."

The focus of this project cycle has been in supporting the Youth Platform for Multiculturalism or the Youth Platform in its activities. Another crucial entity has been the Political Academy for Social Democracy programme for young people (Political Academy). In context of the project, the PI has also made political advocacy on the issues defined relevant by Youth Platform and to lesser extent by Political Academy.

The Youth Platform was founded in 2013 by major youth CSO's and political youth organisations of Macedonia with the support of KSF and Friedrich Ebert Stiftung. It currently consists of 12 different civil society organisations and seven different political youth organisations. Its activities are workshops, trainings, and other participatory and educative events, mainly for the young. Activities are implemented by PI with its Macedonian partners, with the support of the KSF and in cooperation with other European think tanks.

The Political Academy is a training programme on political issues targeted for future politicians and decision-makers. According to the project document, it "raises awareness and builds capacities of the future decision-makers to embrace tolerance and democratic

values". The PI and FES, in cooperation with the Olof Palme International Center, had organized the Political Academy for Social Democracy annually eight times before 2015. In 2015-17 the project has supported the Political Academy by organising one weekend training annually. The trainings have focused on multiculturalism and democracy.

Why: How we understand the purpose of the project is summarised in the following flow chart:
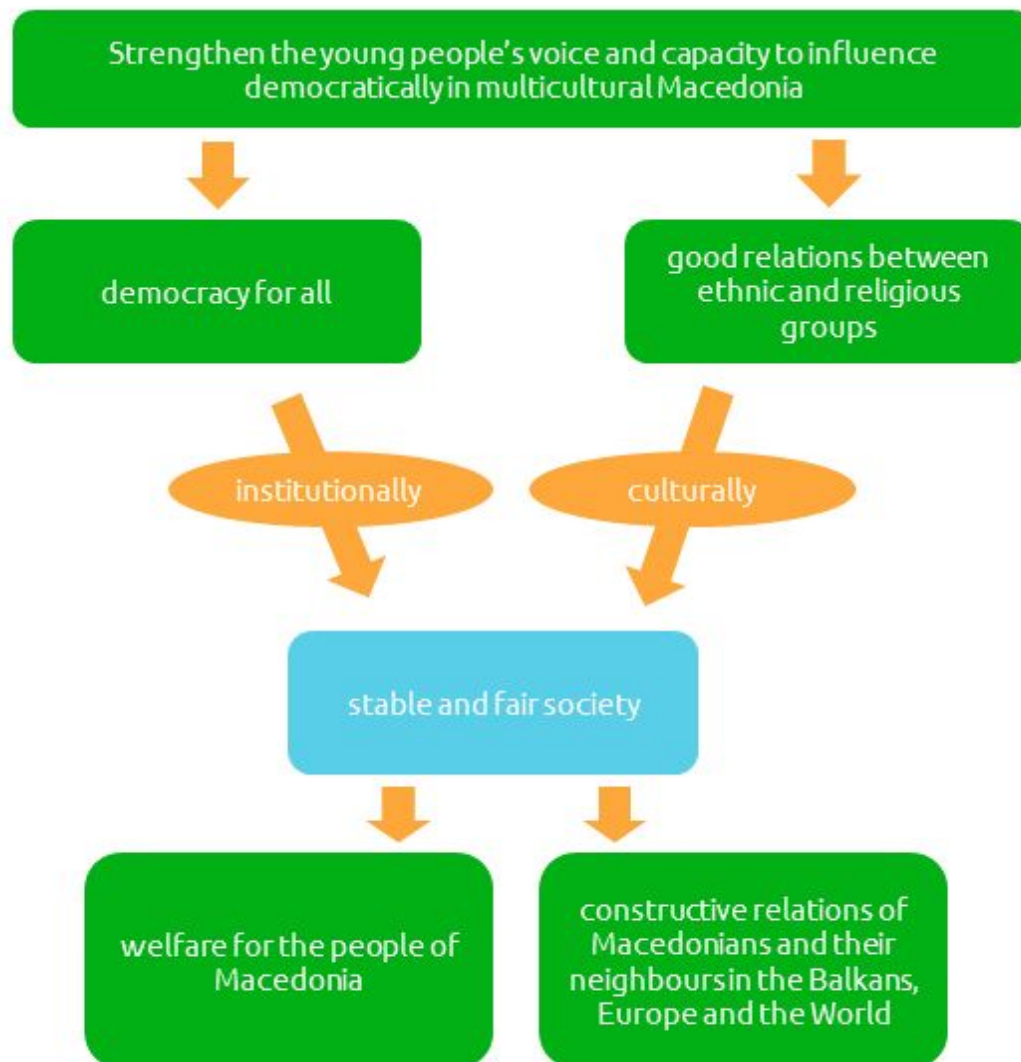
For whom: The project document describes the beneficiaries as follows:
   1) The direct beneficiaries are the participants to Youth Platform, Political Academy, and other activities, whose capacity and functions are strengthened as well as the youth organisations that benefit from a stronger voice,
   2) Junior trainers taught in previous projects, who gain experience as trainers.
   3) Young grass-roots activists of political parties and civil society in Macedonia who participate in activities of the Youth Platform.

4) Political parties and civil society organisation, whose young members are trained. These organisations can also benefit from policy and proposals developed by the Youth Platform.

5) Potential beneficiaries are all citizens of Macedonia, in particular members of minorities, who, if the project succeeds , will benefit from better inter-ethnic relations and civil society actors with increased democratic capacities.

We add one more "layer" of beneficiaries to this, namely Europeans, among them Finnish people. The Balkan countries are part of Europe. If societal development in Macedonia continues turbulently, and if the future of young people seems bleak, the whole of Europe will be affected by the ramifications. As examples from Albania[1] show, difficulties in the less developed European countries reflect onto the more developed ones.

Who: The project is coordinated and monitored by the KSF. The project is implemented in close cooperation and continuous dialogue with the main implementing partner in Macedonia, the PI. Additionally, Friedrich-Ebert-Stiftung (FES) and the Olof Palme Center gave their support to implementing the Political Academies.

The role of the KSF has been mainly to:
- support PI financially;
- support the strategic planning of the whole of the project;
- support the planning of the project activities;
- provide expertise on democracy and multicultural relations from Finland;
- and to help the Macedonian implementers - PI and its partners - in networking, finding relevant partners.
- report and communicate in Finland about societal situation in Macedonia, democracy promotion, proceeding of the project and on the other hand, provide ideas and information on democracy and societal development in general.

When: The project is a continuation of a project focusing on democracy in multicultural Macedonia that started in 2008. The project cycle reviewed here is 2015-2017.

1.2 The Evaluation

Purpose: According to the Agreement on the Evaluation, the primary purpose of the evaluation is "to achieve an independent and external assessment of the performance of the project [...] reflected against the objectives of the project and the goals set for Finland's development cooperation as well as the development needs and priorities of

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[1] See: Helsingin Sanomat 29.4.2018: "Kokonainen albanialaiskylä oli mukana käsittämättömän laajassa huumebisneksessä, kunnes poliisi saartoi sen ja alkoi päivien tulitaistelu" URL: https://www.hs.fi/ulkomaat/art-2000005660888.html and
Helsingin Sanomat 27.4.2018: "Poliisi on huolissaan albanialaisten huumerikollisten tulosta Suomeen". URL: https://www.hs.fi/kotimaa/art-2000005657497.html

Macedonia in the context of multiculturalism and democracy. The secondary purpose is to determine the lessons learned, and identify potential weak points." During the evaluation process we have pursued to meet these two purposes through four key evaluation criteria and cross-cutting issues.

Criteria: The project is evaluated against the criteria of relevance, efficiency, effectiveness and sustainability. In this report, each of the criteria are reviewed in a separate section. In the beginning of each section are evaluation questions regarding the criterion at stake.

We include in the whole of the evaluation criteria the cross-cutting issues mentioned in the Agreement and originally defined by the Finnish MFA: gender equality, reduction of inequalities, and climate sustainability.

The methods used were document review, surveys, key informant interviews and learning café's, as well as (mainly qualitative) analysis of the data. Further details on the methodology and data sources can be found in annex II.I.

The approach has been participatory and inclusive. While evaluating, we have aimed at supporting the societal capacities of the different stakeholders of the project.

Guiding principles: The evaluation methodology applies the principles defined in Finnish MFA's Evaluation Manual (Finnish MFA, 2013), Human Rights Based Approach in Finland's Development Cooperation (Finnish MFA, 2016) and Result Based Management in Finland's development cooperation (Finnish MFA, 2015).

Grading system: We have analysed the main findings per each evaluation criterion using the grading system of Results Oriented Monitoring (ROM) Review system of the EU. It is built on the OECD evaluation criteria. The grading system is three-part:[2]:

1) Green: good/very good: Satisfactory situation, but might have room for improvement.
2) Orange: With problems: There are some issues, that threaten the overall performance of the project, but do not require a major revision of the logic and implementation.
3) Red: With serious deficiencies: There are such serious deficiencies, that - if not addressed - might lead to failure of the whole project.

Timeframe: The evaluation was conducted between February and June 2018.

Limitations: This evaluation cannot give precise information about evaluation criteria or questions. This is due to the complexity of societal questions. We aim to form a framework to justify our interpretations, not to gain certainty.

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[2] The system is described in detail in the ROM Handbook - Results Oriented Monitoring. European Commission, 2017. URL: https://ec.europa.eu/europeaid/sites/devco/files/rom-handbook-2017_en.pdf Page: 40 and Annex A2.

2 Relevance

Key questions:
Does the project have a relevant role as a part of developing Macedonian democracy, civil society, and societal welfare?
Does the project have a relevant role as a part of the whole of Finnish development policy?
Does the project have a relevant role as a part of KSF's work?
Was the project relevant in cross-cutting issues in development projects defined by the Finnish MFA, namely gender equality, most vulnerable groups, human rights, and democracy?

2.1 Overview on Relevance

The premise of the relevance is the question: Is there a need in Macedonia for such a project that we are reviewing? If there is not, all the other parts of relevancy are unnecessary to examine. However, this relevance is already quite extensively dealt with in former evaluations, in project documentaries, and support applications to the Finnish MFA. One indication of these arguments being defendable is that the Finnish MFA has considered this premise as so relevant that it has decided to support the project for eleven years - in a process where the MFA had to consider several applications and external evaluations. Therefore, we see it as necessary only to describe the findings from our data, and to describe the general overview of the Macedonian society.

The project document describes the implementation of the Ohrid agreement (OFA), that lays a foundation for the building of a multi-ethnic democracy in Macedonia: "The satisfaction for the achieved results on the level of legislation among political elites did not lead towards building a strong multi-ethnic society and a vibrant democracy. There is a clear tendency toward mono-ethnicity when it comes to civil society and political parties."

However, the situation has changed somewhat since the beginning of this project cycle. We gained the impression that multicultural democracy is seen as a more vital part of policies. This change is described in more detail at the end of subsection 2.1.1.

2.1.1 Societal development in Macedonia

In order to gain perspective on the role of the project in the whole of the Macedonian society, we discuss the relevance of the project in relation to:

1) the general societal situation in Macedonia
2) the priorities of stakeholders in the Youth Platform
3) Macedonia's political objectives

1 Relation to the societal situation in Macedonia:

The project's overall objective is to strengthen multi-ethnic democracy and stability in Macedonia. Are there problems with multi-ethnic democracy and instability in Macedonia? As described in the beginning of this section, it seems that there are.

Experts: problems with instability. All of the eight experts (external to the project) of Macedonian society we interviewed described the societal situation in Macedonia as politically turbulent and inter-ethnically challenged.

In the interviews we asked to identify the most pressing issues in Macedonian society - What are the issues that should be addressed politically now and in coming years? The answers were similar, and can be grouped as follows:

- Instability in the political system or state of democracy
- Unemployment, economic weakness, and instability
- Multicultural relations
- EU and Nato-memberships

Instability was seen as a problem that negatively affects all of the other issues/challenges. For example, it is difficult to create sound economic and employment policies if political decision-makers are mired in scandals, political power-games, recurring elections or stalls in the political system.

Multicultural relations were seen as interrelated with political instability with negative consequences, since in many cases the multicultural relations ignite the instabilities through for eg. clashes in ideological perspectives over issues concerning multicultural relations.

There are many examples of the turbulent state of democracy in Macedonia. As for eg. the annual report of the project from 2017 explains, there were prolonged government negotiations, a political stalemate, and a violent assault of demonstrators on politicians at the parliament building, all happening within spring that year.

> ▶▶ **Conclusion:** The societal reasoning behind the project and repeatedly assessed and evaluated by Finnish MFA is today as valid as ever. According to our observations, Macedonia does seem to lack the stable multicultural democracy that

> would be a prerequisite for policies for economic growth, employment, social and health care, education, and so forth.

2 Relation to the Youth Platform's key stakeholders and the Political Academy's participants views:

Stakeholders in the Youth Platform saw the most pressing issues in Macedonian society in a similar way as experts did. We examined these views through data from surveys, learning café sessions, and interviews with participants at events[3].

In the survey, as an open question, we asked the recipients what the big societal challenges in Macedonia are. The answers can be put in five categories:

        A: Livelihood: Unemployment and low economic welfare
        B: Fair governance: Democracy, rule of law, fundamental rights and freedoms
        C: Equal opportunities and social cohesion
        D: Western integration
        E: Constructive public discussion

We heard similar answers from group interviews with participants of events in Macedonia.

Table 2: Views of societal challenges: Mentions from the survey

Mentions	Claim
15	A: Livelihood
7	(Youth) Unemployment
5	Economic hardship
3	Emigration of young people (due to economic hardship, unemployment)
9	B: Fair governance
5	Tackling corruption and crime
2	Rule of law, fundamental rights and freedoms
2	Good governance and democracy
6	C: Equal opportunities and social cohesion
2	Multicultural cohesion
1	Equal opportunities
1	Education

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[3] Survey answers and participant-interviews contained views of participants in the context of the Youth Platform and Political Academy.

1	Social welfare
1	Culture
3	D: Western integration
2	EU and NATO memberships
1	European values
2	E: Constructive public discussion
1	Free media
1	Critical thinking

All in all, the participants reported through the survey that the most important issue concerned everyday livelihoods, which is entwined with the issue of employment. As discussed earlier, a stable multicultural democracy can be seen as one prerequisite for this.

At learning café sessions, the participants considered the most pressing issues in Macedonian society quite similar: unemployment, especially youth unemployment and emigration as a consequence of these. Also, they considered discrimination, segregation and lack of education as problems from the point of view of multiculturalism. The participants pointed out the high relevancy or societal demand as a strength of the platform.

The participants considered the lack of synergy, or scarcity of similar projects or activities in Macedonia as a threat to the work of the Youth Platform in the future. This is certainly a threat from the point of view of sustainability of the project, but it is also an indication of relevancy: when there is a societal demand for the project, it raises the question of whether that demand is already fulfilled. It seems it is not.

In addition to objectives, the means of the project seem to be viewed as relevant by the key stakeholders of the project activities. Describing is, that at the learning cafés we also asked the stakeholders of Youth Platform to identify what young people in Macedonia could do to enhance the democracy and multicultural relations. Most pressingly, the participants talked about trainings, working together with different groups e.g. by making joint policy papers, and the importance of building forums for working and discussing together. Practically they described work of the Youth Platform to be the best available solution to enhance democracy and multicultural relations

The support for promoting multicultural relations was seen in an equally positive way. Here is a comment that describes the general sentiment in survey responses:

> "Taking in consideration that passed 11 years in Macedonia we had very bad and devastating regime with enforcement of power from some individuals from the

government, promoting democracy is the key factor to rebuild the country and finally Macedonia to take its place in modern society and integration."
Event participant in survey

> ▶▶ Conclusion: Participants in Youth Platform and Political Academy activities view the objectives and means of the project relevant.

3 Relation to Macedonia's political objectives

According to our eight interviews with experts in Macedonian society (external to the project), the current government lead by prime minister Zoran Zaev since May 2017, is much more concerned with multicultural democracy as a building block for democracy than the previous government led by prime minister Nikola Gruevski. "Justice for everyone" and building "one society for all" are two of three key pillars of policies of the current government. This signals a decrease in the significance of ethnic identity, and depoliticization of the justice system. Also, the current prime minister, Mr. Zaev, has appointed a special advisor on multicultural relations.

In this sense, the situation is positively different compared to the beginning of the project cycle. However, there are no indications that the multicultural democracy would no longer have challenges, or that the work of the Youth Platform or last project cycle (2018) are unnecessary due to the governmental changes. Our conclusion is that now that these changes have been initiated, it is a fertile time to work on it.

> ▶▶ Conclusion: Project's objectives and means are in no conflict with Macedonia's political objectives, and seem to be congruent with them.

2.1.2 Finnish development policy

1 Is the project in line with the Finnish development policy?

When we compare the focal points of Finnish development policy and the objectives of this project, it seems that they are congruent.

The focal points of [Finnish development policy](#)are: 1) rights and position of girls and women, 2) development of the economies of developing countries in order to foster employment, industries and welfare, 3) democracy and well-functioning societies, 4) food security, availability of water, energy, and sustainable use of natural resources.

This project is especially in line with the focal point of democracy and well-functioning societies. In this,Finland promotes 1) strengthening of democracy in political institutions and equal opportunities of citizens to influence political decision making, 2) the administration and judiciary provide better public services, including education, and they

are accessible to citizens, 3) public services are more efficiently financed through taxation, 4) strengthening of civil society and freedom of speech. As the objectives are interdependent, the project ultimately provides advances in all.

▶▶ Conclusion: The project is in line with Finnish development cooperation, especially the focal point of democracy and well-functioning societies.

2 Is Finnish support relevant to Macedonians?

Is it relevant or desirable that the support comes from Finland? It seems that it is.

In the survey, we asked "Do you think Macedonia can benefit from support in promoting democracy?" Most of the respondents - 18 out of 22 - answered yes. The remaining 4 did not answer the question. The majority of respondents in group interviews, expert interviews, and learning café sessions considered that Macedonia can benefit from external support. They also considered that Finland - and Nordic countries in general - are good partners in democracy promotion, because 1) institutions, culture and practices regarding democracy are at a good level, 2) Nordic countries do not tend to have their own political agendas - the support is cooperative and inclusive, 3) it is easy to work with Finnish (or Nordic) people.

Some informants discussed that it is not possible to import a model of democracy from another country, that Macedonia should create its own. The direct export of a democratical model, however, is not the aim of this project. These kinds of discussions are perhaps part of the participants' process of forming an understanding of cooperation.

▶▶ We conclude that Finnish and Nordic support in promoting democracy is welcomed among those who act and work in the sphere of the project.

2.1.3 Work of the Kalevi Sorsa Foundation

As an independent actor, KSF sets its own goals. But as KSF gets support for this work from the Finnish tax payers through the Finnish MFA, it is relevant to ask: Is it crucial that they support the KSF in particular instead of some other actor?

Regarding this question, KSF has three strengths:
1) Value based capacity: Due to similar understanding on the importance of democracy, it is easy for these two to cooperate.
2) Capacity in administration and knowledge: During the previous project cycles 2008-15 KSF has shown its capacity to manage such a project. The project manager in KSF has personal and work experience from societal fields in the Balkans, social democracy and political work in general, as well as a relevant university degree. KSF

as an organisation has accumulated know-how in running a development cooperation project in Macedonia based on evaluations and annual reports, financial reports, and project support applications admitted in the Finnish MFA.

3) Willingness: Not all capable Finnish organisation are willing to run such a project in Macedonia - KSF is.

▶▶ **We conclude** that the KSF has independently identified the project as a crucial part of their work, and from the point of view of Finnish development cooperation it is relevant that of all possible organisations KSF should be funded, as it has the capacities and willingness to accomplish the aims of project.

2.2 Conclusions on Relevance

Table 3: Conclusions on Relevance.

Key Questions: Does the project have...	Key Findings:
...a relevant role as a part of the development of the Macedonian democracy, civil society, and societal welfare?	Macedonia does seem to lack the stable multicultural democracy that is one prerequisite for policies for economic growth, employment, social and health care, education and so forth. The project has a relevant role, as it pursues stable multicultural democracy.
...relevant role as a part of a whole of the Finnish development policy?	The project is in line with Finnish development cooperation, especially the focal point of democracy and well-functioning societies. Finnish and Nordic support in democracy promotion is highly welcomed among those who act and work in the sphere of the project.
...a relevant role as a part of KSF's work?	From the point of view of Finnish development cooperation, it is relevant that KSF is funded for the project, as it has the capacities and willingness for the task.
Was the project relevant in cross-cutting issues?	One way of describing the objective would be enhancing equality (multiculturalism=equality between cultures, democracy=equality between individuals) in Macedonia. This resonates with cross-cutting issues of gender equality and the reduction of inequalities. The project actions have been environmentally and climate friendly.

2.3 Recommendations on Relevance

The strategic role in KSF: The KSF has independently identified the project as a crucial part of their work. If the project is going to have some kind of continuation we encourage the foundation to clarify the role of the project in its strategy. This would enhance the project's ability to find synergy within the KSF and have a clearer and more stable mission as a part of the foundation as a whole.

At the moment, the project's role as a part of KSF's strategy seems slightly vague. According to the [Action report for the year 2017](#), KSF had two focal points: 1) "Technology, working life and societal policy" and 2) "In the networked world: Finland - Nordics - Europe". The Macedonia-project could perhaps be a part of latter, but in the action report, it was not included in that section. Rather, it was a separate entity.

The role of the Macedonia-project in KSF raises questions: Why Macedonia? Why only Macedonia? How does it relate to the research that forms the bulk of the foundation's work, and deals mostly with Finnish politics, working life and the labour market?

The possible continuation could find synergies with the research programme that - to our understanding - forms the core competency of the KSF.

3 Effectiveness

Key Questions:
Has the project achieved its overall objective?
Has the project achieved its aims?
Has the project achieved its objectives?
Has the project made use of the means as planned?
Did the project have a relevant impact on cross-cutting issues in development projects defined by the Finnish MFA, namely gender equality, most vulnerable groups, human rights and democracy?

3.1 Overview on Effectiveness

3.1.1 Effectiveness in aims and overall objective

Overall objective:
Strengthening the multi-ethnic democracy and stability in Macedonia.

Aims:
- to strengthen the voice of the youth in the society
- to change attitudes of young people (reduce prejudices, social distance, and enhance democratic awareness)

In regard to the overall objective and aims, the project has worked to this direction. We conclude this with the data and insights we have had in our use during this evaluation process, and we consider the project as:
- Relevant and well managed: It is well designed and managed to meet a societal need in Macedonia as discussed in section 2 of this report.
- Coherent with Finnish development policy and the capacity of stakeholders, as discussed in section 2.
- Effectively implemented as discussed later in this section.
- Efficiently implemented in regard to resources as discussed in section 4.
- Sustainably established and implemented, as discussed in section 5.

Changes in attitudes and strengthening the voice of the youth: It seems, that the project has changed the attitudes toward more favourable to democratic practices and multiculturalism. Also it seems, that the project has worked to the direction of strengthening the voice of the youth.

We attempted to find out via surveys what the participants changed in their behaviour, thinking, or understanding of the society, i.e. how the event affected the participants. We gave them 11 options and a possibility to clarify[4]. The results are summarised in table 4.

We divided the types of change in three categories: mental, social, and organisational change. Mental means changes in interests and attitudes. Social change means social interaction, where a participant potentially influences other people. Organisational change means that the person has taken up roles in organisations. Over time, all of the changes mentioned can lead to changing attitudes towards people from other groups.

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[4] Further information in Annex II.I.

Table 4: Survey question: After the event You have been more interested in...

Mentions	Claims	Type
12	attending similar events	organisational
11	discussing societal issues with people close to me (such as family and friends)	social
10	following news and societal events	mental
10	spending time with people from other ethnic groups than mine	social
7	discussing societal issues with the general public (for instance, discussions in opinion sections of newspapers and web forums)	social
6	taking part in civil organisations	organisational
5	checking or changing my attitudes towards people from other groups	mental
5	taking part in political parties	organisational
4	spending time with people from other religious groups than mine	social
4	thinking about my attitudes towards different ethnic or religious groups	mental
2	None	none
19	Mental	
32	Social	
23	Organisational	

The survey indicates that the change experienced by the participants seems to be socially multiplying in nature. It does not only stay in the minds of participants, but goes further into society through social interaction and organising. In this sense, the survey gives us an indication of strengthening the voice of the youth.

This is consistent with the findings from discussions with event-participants in Macedonia. In our interviews, the participants indicated they would want to learn, meet and influence.

They also experienced that the event gave them the possibility to fulfil their expectations. Table 5 in the next subsection describes this.

> ▶▶ Conclusion: It seems that the actions have strengthened the voice of the youth, changed their attitudes toward more favourable to democratic practices, and strengthened their capacity to act as agents of change in Macedonian society.

3.1.3 Effectiveness in Objectives

Objectives:
- To increase self-motivated activities among young activists
- To build the capacities of the inter-ethnic Youth Platform
- To raise awareness on multiculturalism, democracy, and youth issues
- To create dialogue, trust, and cooperation between the activists of political parties and CSOs.

Our findings from participant interviews, surveys, and learning café sessions indicate that the activities during this project cycle have built the capacity of the Youth Platform, raised awareness and created dialogue, trust, and cooperation. These are also prerequisites of self-motivated activities among youth[5].

The participants both wanted/expected and experienced three major things: learn, meet and influence. The results from the survey as well as informal discussions with the participants supported this analysis. Table 5 shows some recurring topics from our interviews and discussions under the themes of learning, meeting, and influencing.

Table 5: Themes and topics regarding needs and experiences of the participants on events.

What participants wanted and expected	What participants experienced
Learn	
Learn new and upgrade skills on politics, democracy, multiculturalism, human rights, democracy	Learnt from good trainers; interesting participants; well-crafted and serious enough exercises
Meet	
Meet interesting people	Met new people due to enough socialising
Influence	
Influence the society with a lasting impact	Influenced through learning; spread of

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[5] We did not track in detail how much the participants organise self-motivated activities, as they can be many kinds of formal and informal activities outside the context of the project, and we needed to focus on project-related activities in this evaluation.

	knowledge; networks; joint exercises and writings; more contact with the government

The will and possibility to learn, meet, and influence, expressed by the participants, resonate positively with the objectives. These are the prerequisites for self-motivated activities. They are also prerequisites of awareness on multiculturalism, democracy, and youth issues as well as dialogue, trust, and cooperation.

The findings from the learning cafés support this conclusion. The participants seemed to consider the most significant resource of the platform to be the cooperation and partnerships gained in and between participating organisations.

> ▶▶ Conclusion: Our findings indicate that there has been both will and possibility to learn, meet, and influence in the context of the project activities. This resonates positively with the objectives of the project.
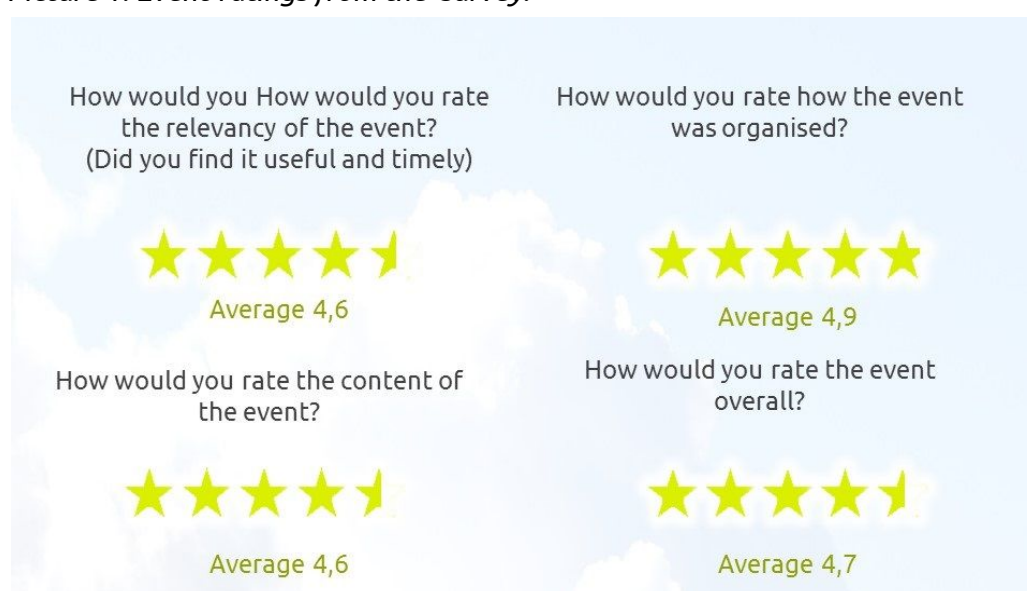
3.1.4 Effectiveness in Means

Means:
- Activities of the Youth Platform such as capacity building trainings, workshops, and study circles.
- Training sessions on multiculturalism and democracy in the Political Academy.
- Advocacy moments to reach decision makers and publics.

The participants' view on the events is positive.

Picture 1: Event-ratings from the survey.

How would you How would you rate the relevancy of the event? (Did you find it useful and timely)
★★★★⯪ Average 4,6

How would you rate how the event was organised?
★★★★★ Average 4,9

How would you rate the content of the event?
★★★★⯪ Average 4,6

How would you rate the event overall?
★★★★⯪ Average 4,7

This is important: If the participants considered the events as unsuccessful, they would not foster the change towards more stable multicultural democracy in Macedonia (due to the project).

When we asked the respondents to clarify their ratings, the organization of the event received praise. Respondents considered the events as societally relevant, and experienced that they met or exceeded their expectations. This is congruent with views of the participants summarised in table 5.

Picture 2: Word cloud from descriptions of events by the participants

Criticism: Visibility and influence. The only critical remarks about the events and their outputs (e.g. policy papers) in our data regarded the connection with the government, influencing, and dissemination of information. This came up especially in the context of the Youth Platform, but also in the context of the Political Academy.

The issue of visibility and political influence has many aspects:
- Visibility of the work among youth organisations – and thus inspiration for different organisations to join and contribute.
- Dissemination of the outcomes (policy papers) among the political decision makers - and thus possibility to implement suggested policies.
- Relations to the government and political decision makers in general.

In group interviews with participants at the grassroots training and the Political Academy, it came up that they would like to see better implementation and dissemination of the policies formulated together. In our interviews, an expert who is deeply familiar with the project pointed out that the methods were relevant, but not motivating enough - there were "really good ideas for cooperation but no mechanism for implementation". In learning cafés, the low visibility and influence of the Youth Platform was seen as a weakness. Although the participants viewed the Youth Platform as a success, they identified needs for improvement. The most pressing issue was their visibility and political usage. This came up in the conclusions of both learning café sessions.

In learning café sessions we asked the participants to identify what could be done better in the Youth Platform. The ideas fell under five partially overlapping categories. They

wanted to improve: 1) visibility, 2) influence, 3) scope, 4) conditions and 5) content. These categories came up in both sessions. The most pressing issues were the intertwined visibility and influence.

Table 6: What could be done better in the Youth Platform? Results from the learning cafés.

Improvement in:
Outreach and Influence
- The platform should be more visible, and disseminate outcomes better.   - Outcomes should be more visible for the decision makers.   - Multiculturalism on the community level should be promoted.   - Better online presence/cooperation.   - More should be invested in media campaigns.   - Vulnerable groups should be reached more effectively.
Scope
- More events and activities   - More long-term activities   - Increase street activism   - Encourage and empower spin-off organisations   - Impacting the society other than politically: e.g. a project on advancing young people's entrepreneurial skills
Conditions
- Strengthen the member-organisations   - Membership: to have more active membersin the platform   - Small grant initiatives for the participants or member organisations
Content
An international comparison and cooperation in the context of the Western Balkans and the EU: Aiming to identify and disseminate best practices in promoting democracy and multiculturalism.

The challenge with visibility and influence can be addressed and reviewed from many angles. Stakeholders of the Youth Platform and participants at the Political Academies might be inexperienced in politics and need further understanding of political processes and their complex and slow nature in comparison to many other social processes[6]. Also, there might be a need for communication skills and practices of the stakeholders and participants. Finally, we question whether influencing is necessary in the context of project activities. Or is it more pressing that the stakeholders and participants learn about democracy and multiculturalism and gain a capacity to form their own opinions and influence in the future?

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[6] in particular, this explanation is based on our interpretation and personal experience in politics.

As the aim of the platform is to increase the political capacity of young people, political communication could be a natural part to be strengthened in the trainings and other activities. It could also be useful to use these trainings or workshops to create a communications strategy with clear aims, processes, roles, and practices. This could be used as a template for the member organisations.

Is influencing needed? The key outcomes of the political trainings and workshops seem to be in strengthened personal and organisational capacities in building multicultural democracy. This does not necessarily require any implementation of policy papers.

Table 7: Problems, explanations, and possible solutions considering visibility and influencing of policy outcomes of the project, especially activities of the Youth Platform.

Problems	Explanations	Possible solutions
- Visibility of the work among youth organisations. - Dissemination of the policy papers among the political decision makers. - Relations to the government and political decision makers in general.	- Need to understand the nature of politics better. - Need to improve skills in political communication. - Need to improve processes, roles and practices considering political communication. - Especially in the past: before current government, there was a weak connection with the government	- Training on the (slow) nature of political process. - Training, workshops on political communication. - Strengthened relations with political decision makers. - A communications strategy for the Youth Platform (and thus a template for the member organisations) and possibly for the Political Academy.

▶▶ Conclusion: The means have been effective, although the participants and stakeholders would develop the visibility and influence of the platform and project activities, such as outcomes of the Political Academy. Expert views supported this idea.

3.2 Conclusions on Effectiveness

Table 8: Conclusions on Effectiveness.

Key Questions:	Key Findings:
Has the project achieved its overall objective?	The actions seem to have worked towards this objective.
Has the project achieved its aims?	The actions seem to have strengthened the voice of the youth, changed their attitudes and strengthened their societal capacity.
Has the project achieved its objectives?	Our findings indicate that the activities during this project cycle have built the capacity of the Youth Platform, raised awareness and created dialogue, trust and cooperation. These are prerequisites for self-motivated activities among youth.
Has the project made use of the means as planned?	The means have been effective, although the participants and stakeholders would like to develop the visibility and influence of the platform.
Did the project have a relevant impact on cross-cutting issues?	There has been an approach of gender balance. Also, organisers of events have encouraging people from challenged backgrounds to take part. The project and actions of the Youth Platform have been environmentally and climate friendly.

3.3 Recommendations on Effectiveness

Opportunities for fostering visibility and influence might be training and planning on political communication at different levels. It could also be useful to use these trainings or workshops to create a communications strategy with clear aims, processes, roles, and practices. This could be used as a template for the member organisations. In more detail possible solutions are shown in table 7.

4 Efficiency

Key Questions:
Can the costs of the intervention be justified by the results?
Has the project been managed and implemented efficiently?

Does the allocation of resources foster cost-efficient management and implementation of activities?
Does the project's design advance the efficient achievement of its purpose and objectives?

4.1 Overview on Efficiency

The main elements here are cost-efficiency and efficiency of administration. The evaluation on efficiency is a mixed approach with qualitative and quantitative analysis of the information available on the project activities, management, outputs, budget, costs, and finances.

Table 9: The project's planned and implemented activities in 2015 - 2017.

Planned activities	Implemented activities
2015	
2 capacity building workshops for coordinators of the Youth Platform	3 weekend workshops for capacity building of coordinators of the platform
3 advocacy moments (including public discussions, hearings, round tables between decision-makers and the Youth Platform)	3 advocacy moments
4 trainings for grassroots level activists of member organizations of the Youth Platform	2 trainings for grassroots level activists of member organizations of the Youth Platform
1 module of the Political Academy focusing on Multiculturalism and Democracy	1 module of the Political Academy focusing on Multiculturalism and Democracy
2016	
2 capacity building workshops for coordinators of the Youth Platform	2 local level trainings.
2 national trainings and 3 study circles for advocacy strategy	2 national trainings
3 advocacy moments	5 advocacy moments

1 module of the Political Academy focusing on Multiculturalism and Democracy	1 Political Academy/forum for public bodies
2017	
2 capacity building workshops for coordinators of the Youth Platform (project design and management)	2 educational weekends on multiculturalism for activists in the Youth Platform
3 advocacy moments	4 advocacy moments/public discussions on policy papers
1 module of the Political Academy focusing on Multiculturalism and Democracy	1 Political Academy weekend for young decision-makers

The number of participants in the activities were 671, from which the gender division is approximately equal. This is a major increase compared to the previous project cycle (375 participants). The target groups were reached in high numbers and the activities were performed almost as planned; only including minor differences e.g. between activities planned per year.

Chart 1: Division of the ethnicity in the implemented activities during 2015 – 2017.
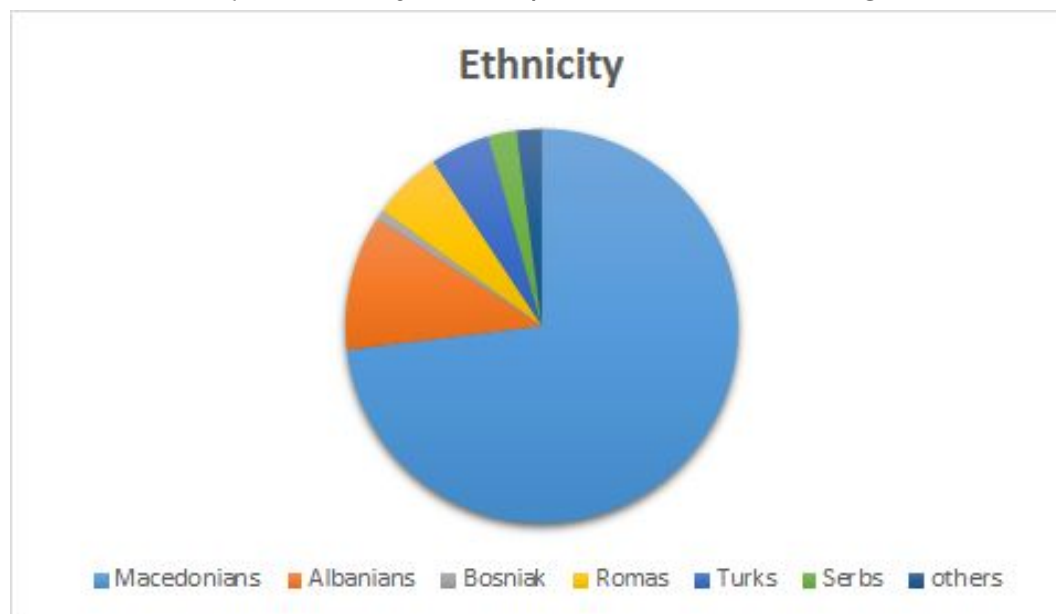
The budget: The first category of Personnel costs included planned costs of personnel, travel of Finnish personnel and voluntary workers. The category of Activity costs included for e.g. the Political Academy workshops and advocacy moments. The cost category of Monitoring and evaluation included costs of external services, bookkeeping and auditing, travel and information. The Administrative costs category included salaries and related

costs for administrative personnel, office costs and statutory audit costs of KSF. The project did not plan or eventually report any costs in the category of Materials, procurements and investments. The budget breakdown shows that the project did not conclude with any investments or constructions, not being an infrastructure project. It was one of raising awareness and building capacity through networking and disseminating knowledge.

Major financing for the project was from the Finnish MFA. Other financing was planned from cash contributions and from voluntary work. The major contributor was needed for the efficient implementation, however the efficient cooperation between the partners was as crucial.
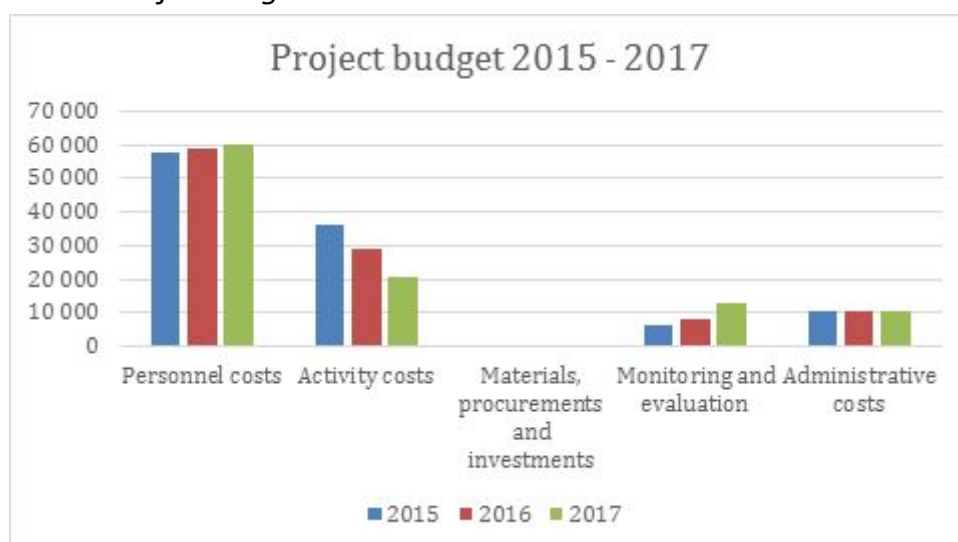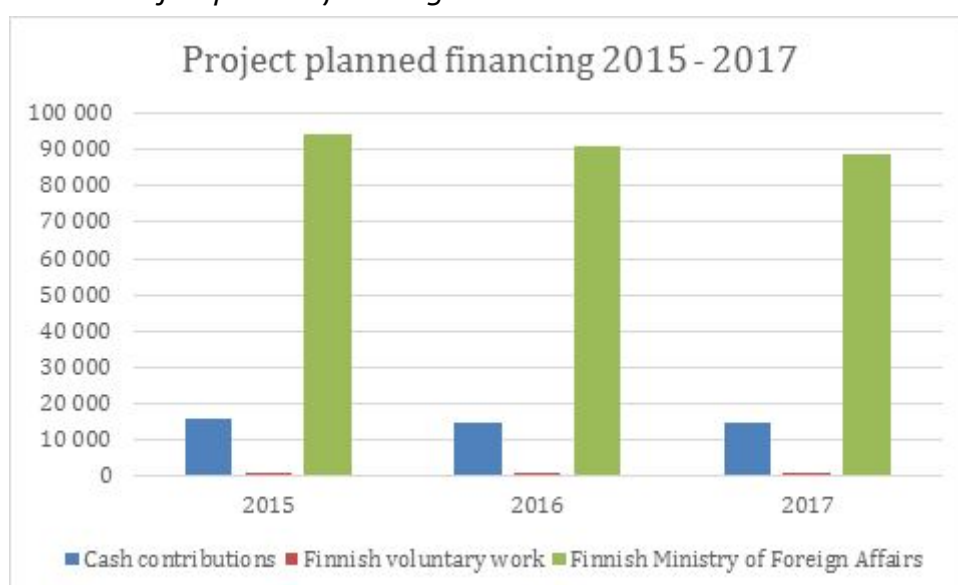
Chart 2: Project budget 2015 - 2017.

*Chart 3: Project planned financing 2015 - 2017.*

The project's overall reported costs were 310 117 EUR. The main costs were in the Personnel costs category (177 604 EUR) and this was almost equally divided between project cycle years. As the second biggest category, the costs of the implemented activities can be seen in the Activity costs category (84 910 EUR). These two cost categories were the biggest, as expected for the type of project in question. In general, the reported costs follow the budget quite precisely and no major differences exist.

Chart 4: Final expenses during 2015 – 2017.
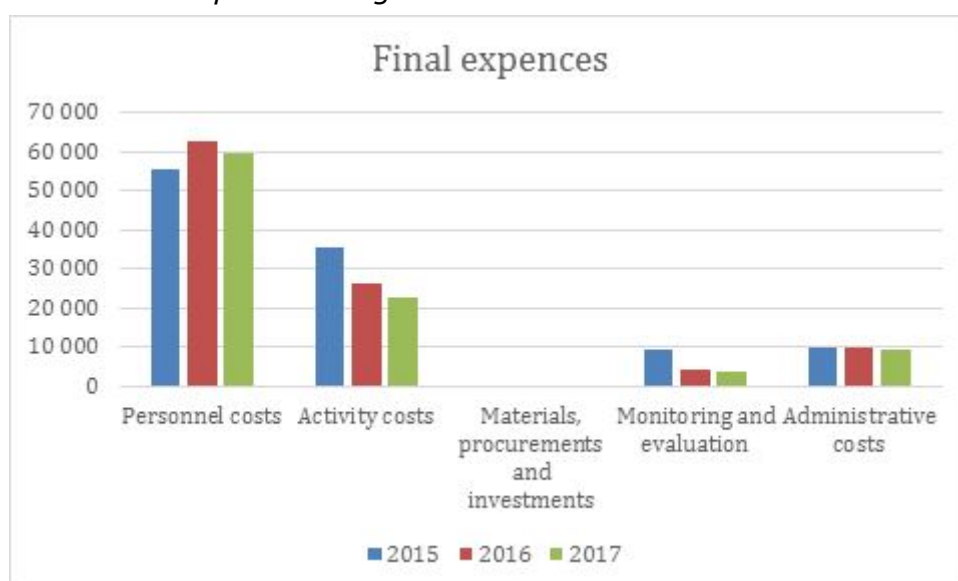
The main project financier is MFA, in total of 263 599 EUR. Other financing included cash contributions, voluntary work, and external contributions. Only the category External contributions was not initially planned. It amounted to 3 000 EUR, and was a contribution from a Finnish societal fund, Kansan Sivistysrahasto.

Chart 5: Project financing during 2015 - 2017.
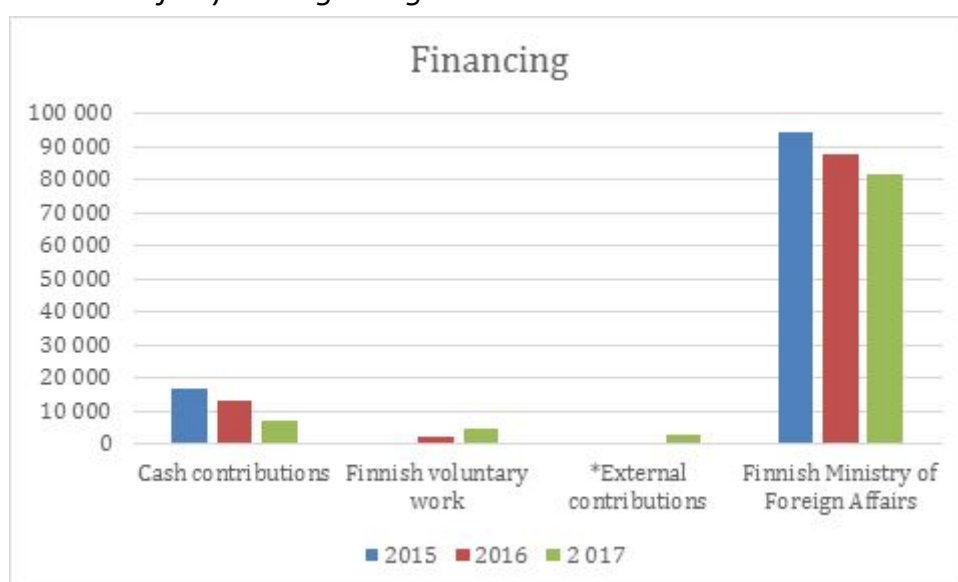
Implementation in the project and actions of the Youth Platform has been efficient and environmentally and climate friendly. The trips of the participants to the events have been reimbursed according to the most affordable form of travel. Almost always, this meant public transport such as trains.

An independent auditing was performed annually. The last report confirmed the correctness of the bookkeeping. Together with the financial report, these correlated with the goals and activities implemented in the project.

4.2 Conclusions on Efficiency

Table 10: Conclusions on Efficiency.

Key Questions:	Key Findings:
Can the costs be justified by the results?	The use of the resources can be justified: The usage of the resources was based on the project's aims and objectives.
Has the project been managed and implemented efficiently?	It was managed and implemented efficiently. The financial administration has been careful and efficient. An independent audit was performed annually showing the accuracy of the bookkeeping.
Does the allocation of resources foster cost-efficient management and implementation of activities?	Resources were used efficiently. The project was cost-effectively implemented. The available resources were used according to the project plan. This shows the effect of control of the budget and spending, and the good level of the project's administration.
Does the project's design advance the efficient achievement of its purpose and objectives?	- The design is streamlined and careful. - The logframe-model provided by the Finnish MFA supports the design. - The effective and participatory partner in the target country was a necessity for the successful implementation.

4.3 Recommendations on Efficiency

In case of some form of continuation for the project:
- There is a need for further cooperation and a need for a wider support network. So far, there has been only one main financier in the project. However, the financing has been stable.
- Continuation of the use of voluntary work and in-house capacities.

5 Sustainability

Key Questions:
Is there a prospect of a long term positive impact for the project?
Will the benefit of the project be maintained after the termination of external support?
What are the possibilities and strengths that will enhance sustainability?
What are the risks that can compromise sustainability?
Was the project sustainable on cross-cutting issues in development projects defined by the Finnish MFA, namely gender equality, most vulnerable groups, human rights, and democracy?

5.1 Overview on Sustainability

As stated in the Agreement, sustainability is analysed in terms of:
1) Capacities of institutions and personnel to carry on activities in the long-term,
2) Commitment of beneficiaries (especially members of the Platform)
3) Maintenance of ownership (independence of external support),
4) Long-term social and cultural applicability of the developed concepts and activities in Macedonia and possible other contexts.

5.1.1 Sustainability in institutions and personnel

We review the sustainability in institutions and personnel from three viewpoints:
1) Inclusion: We see the inclusion of different groups as a prerequisite for sustainable results, as the aim of the work is to include more people as equals to act as decision makers and beneficiaries of the society.
2) Willingness among the stakeholders to develop and promote their work,
3) Capabilities of personnel and the implementing organisations.

1 Inclusion
A crucial aspect of sustainability is the project's ability to influence the political culture and the capacity of young people as a whole — not to give priority to any political, religious, or ethnic group. This priority of inclusion can be derived from the project's aims. According to the project document, the aims are "to strengthen the voice of the youth in the society and change attitudes of young people (reduce prejudices and social distance and enhance democratic awareness)".

In the sense of ethnic and religious as well as socio-economic inclusion, the participants considered that the organisers made it easy for everyone to participate in the group interviews.

The participants reported that the organisers did everything in their capacity to encourage people from difficult socio-economic backgrounds to participate. The project documentation and interviews with the project managers support this view. For example, there are no expenses for participants when attending the trainings and workshops. The information about the events was widely distributed in conventional media, social media, and different networks. Gender balance was always pursued in the events. The organisers try in the selection process to ensure that both genders have equal possibilities to participate.

The views of key actors of the Youth Platform support those of the participants. In learning café sessions the key actors of the Youth Platform considered that the openness and mix of member organisations are a strength of the platform, as well as diversity in the political, geographical, and ethnic spectra.

However, participants acknowledged that it is not easy to participate from communities that are in the weakest position in society. This was seen as a societal problem, not an organisational problem. It is easy to understand this point of view. It takes a certain social capacity and level of education to be able to participate in political training, and to eg. craft policy papers. The youth in the weakest communities do not necessarily have these resources. In our opinion, it is not possible for the Youth Platform or the project to change this state of disadvantaged communities. They can however contribute to a more equal society in the long term.

All in all the project actors seem to have a very good starting point for inclusion and non-discrimination in the religious and ethnic sense. Slightly more challenging is the political inclusion. With this we mean the inclusion of all the different parties[7] and their youth organisations to the project. We emphasise that we did not detect any problems with this dimension. The key actors KSF and PI have the same ideological affiliations. However, there are several active members from youth organisations from other than social-democratic parties in the Youth Platform[8].

We gained the impression that the KSF and PI pay attention to political inclusion:
- Every political youth organisation is welcomed and actively encouraged to participate in the Youth Platform,
- the resources of the Youth Platform are shared,
- the outputs in form of policy papers are shared.

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[7] In practice this would mean parliamentary parties.
[8] These are for e.g. youth organisations of DUI and NSD.

2 Capabilities of personnel and organisational capacities

During our interaction with actors of the Youth Platform, we saw a high level of enthusiasm and commitment.

The key actors[9] seem to have a high level of personal capacity. We could not measure this in any means, but most of the personnel we discussed with had university degrees and many years of relevant work experience. Also, the Youth Platform and Political Academy seem to have good practices for cooperation and sharing resources.

One concern is the budget. In our key stakeholder interviews and learning café sessions it came out that the support of the KSF has been crucial. However, we understood that there are already plans to replace this funding as it finishes at the end of 2018. These measures are a combination of different projects, pooling of resources, and strengthening the capability of the members to find funding through trainings. Also, we provide some initial ideas in funding the continuation of the activities in annex II.III.

3 Willingness to develop

In learning café sessions the key actors considered the enthusiasm of the young people to develop their society as an integral strength of the platform. This view was also supported by experts in our interviews.

In learning café sessions we asked the participants to identify what could be done better in the Youth Platform. Even though the general perception of the platform was positive, the participants came up with many ideas on how to develop the work. This can be seen as a positive feature or success of the platform as such: the key actors are keen to develop, to participate and discuss its future. It shows that they are engaged and future-oriented in relation to the platform.

> ▶▶ Conclusion: The Youth Platform and Political Academy are inclusive and encourage people from disadvantaged backgrounds to participate. Attention is paid to ethnic and gender balance, and especially in the case of the Youth Platform, to political balance as well. The key stakeholders seem to have sufficient personal and organisational capacities to sustainably carry on the work. The funding of the Youth Platform seemed to be a challenge, but it is being paid attention to by the different stakeholders with the support of KSF.

5.1.2 Commitment and ownership of beneficiaries

We review the commitment and ownership of the Youth Platform and Political Academy from the points of view of event participants, and key actors on the organising side of the activities. We consider that the main ingredients of commitment and ownership are the

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[9] We interviewed and discussed with several active organisers of the activities of the Youth Platform from different member organisations.

enthusiasm of the young people in facilitating societal change, positive experiences from the events, champions who disseminate the message of democracy and multiculturalism, and cooperation between different stakeholders.

Enthusiasm: In the learning café sessions, the key actors of the Youth Platform witnessed the enthusiasm of the young people in participating in positive change in society as a work opportunity. The estimation of the key actors is that the youth are interested in the activities, but do acknowledge that this is not necessarily a permanent situation.

Positive experiences: As discussed in section 4.1.4, the participants view the activities of the Youth Platform and Political Academy very positively. We consider this as an important prerequisite for a sustaining a legacy for the project, as it encourages the participants to further strengthen their societal capacity and foster democracy and multiculturalism.

Champions: Several participants and facilitators have participated in different activities over two or three years. This, and the information gained in interviews indicate that there is a commitment to the platform, in addition to the desire to give many people the opportunity to participate. Also, in discussions with the project managers, experts, and participants, we learned that there are several people who had participated in the activities of the Youth Platform and subsequently moved onto responsible careers in public administration and international organisations. They are still connected to the platform by supporting it and advancing its values in their new roles. We also interviewed one of these persons. The Political Academy has already before this project cycle shown its ability to invite future leaders and boost their capacity. The project document describes that "In recent years many participants of the Political Academy have stepped forward in decision-making bodies of the political parties they come from. For example the Social Democratic Party (SDUM) elected a vice-president in 2013, who is an alumnus from the Political Academy. The President of the Social Democratic Youth has also participated in the Political Academy as well as democracy workshop series organised by the project in 2011."

We can conclude that it seems the Youth Platform and Political Academy have promoted a group of "champions" of democracy and multiculturalism: people who do not act on behalf of the platform, but carry its aims and values of promoting multicultural democracy and stability to different facets of societal decision-making.

Cooperation: The key actors of the Youth Platform demonstrated ownership and commitment to the platform in our discussions. They had designed and implemented most of the activities as a collaboration. When the young people are committed and the key organisers have the capabilities to sustain the work of the Youth Platform, as discussed in subsection 5.1.1, we consider that the ownership of the platform can be maintained. There is also good cooperation in the context of the Political Academy, as organisers are different international think tanks with seemingly fluent working relations and participants come from different backgrounds, including various political backgrounds.

> ▶▶ Conclusion: According to our observations, there is commitment and ownership among participants and key actors of the Youth Platform and Political Academy. This is due to enthusiasm of young people to participate in societal change, positive experiences from the events, champions who disseminate the message of democracy and multiculturalism, and fluent cooperation that enables new undertakings.

5.1.4 Social and cultural applicability

In this subsection we examine the long-term social and cultural applicability of the developed concepts and activities in Macedonia and possible other contexts.

Threat: Political instability: Even if the concepts are applicable in Macedonia, the reason why they are founded in the first place seems to be their enemy. The key objective in the project is to support the stabilising of the Macedonian democracy. It is not easy to obtain results in this the circumstances of political instability. This was expressed in the learning café sessions, as the key actors identified lack of political will before current government as a weakness of the platform, and political instability and change of government as threats of the platform. Also, they identified as an opportunity that the current government offers room for influence.

All this points to a direction where change of political currents could jeopardise the pursuit of a stable multicultural democracy and the work of the platform. Our impression is that the stakeholders consider the work of the platform to be applicable to the future of Macedonia, but not if the political current changes to a direction where multiculturalism or democracy in the European sense are not desirable societal goals.

Strengths and Opportunities: Strong training and working concept: As discussed earlier, the actions of the project have been in many regards successful. The participants seem to benefit of the events, there are concrete outputs that are disseminated, and the organising coalition seem to have mutual trust and understanding. Also, the key actors of the Youth Forum saw the good training / working concept as a strength of the platform. In this sense, the developed concepts and activities seem to be applicable in Macedonia in the future as well. Because the (Western) Balkan countries share many challenges in democracy and multiculturalism, the practices could be applicable in the wider region as well. This will be discussed in further detail below in this subsection.

Further, the key actors saw the enthusiasm of young people to improve society as an opportunity. These views indicate that the Youth Platform would be built on a lasting cultural and societal foundation. The interviews with experts of Macedonian society and the project managers support this view.

When we directly asked in learning cafés if the key actors of the Youth Platform see their work lasting and spreading in society, they were unambiguously positive, based on the following arguments:

- Will last, "because we have a sound multicultural concept", meaning that the platform works in an inclusive and equal way.
- Will last, because the work so far has changed attitudes. The training and working concepts have proven to be effective and the work done has changed the society to a direction where further work is easier.
- Will spread with memorandums on the cooperation with NGOs and municipalities, youth councils etc. The platform already has different structures for cooperation and dissemination of information.

Suggestion: From platform for multiculturalism to network for democracy: a way of making wider use of the concepts and practices developed in the project would be to form a practical network for promoting multicultural democracy in the Balkans. In this network, the Youth Platform and PI could be participants and providers of good practices in democracy work in civil society. The Political Academy could be an example of a good practice. KSF could have a similar kind of supporting role it has with the project that is evaluated here, as it has a deep understanding of the challenges and possibilities in the region, as well as fluent working relations.

Democracy is a multifaceted principle. Some elements seem to be common for successive democracy-building. If we reflect the focal points of Finnish development policy as discussed earlier, we can conclude that democracy is a principle of equality in peoples' possibilities of welfare and influence that cross-cuts several layers of society, such as institutions (political structures of democracy); law; administration; taxation: civil society; and Information (free media and freedom of speech). This project focuses especially in the layer of civil society.

In the follow-up of the work started in this project, we should consider the possibility of networking with other projects, programmes, and actors who are fostering other elements of democracy. As Macedonia is a small country with few such actors, and on the other hand, as the Balkans have similar challenges with democracy and multiculturalism, it could be feasible to form a (Western) Balkans-wide network.

The ideas of the key actors of the Youth Platform support this idea. The key actors saw the possibility and will to enlarge the scope of actions as an opportunity for the platform. That good practices could be utilized regionally in the Balkans was another noted opportunity.

This kind of Network for Democracy would have many positive features:

- Wider resources due to pooling, cooperation, and exchange of the best practices
- Positive impact on stable democracy in Macedonia
- Wider societal impact geographically of the achievements of this project
- Synergy, as different societies in the region would reinforce each other's progress
- Strengthened cooperation in the region between civil society and political actors.

The steps could be:

> 1A) Mapping the relevant actors or projects who/that promote multicultural democracy in Balkans
>
> 1B) Mapping the building blocks of stable multicultural democracy using international examples.
>
> 2A) Contacting the actors in the Balkans and - if agreed with stakeholders - forming a network to promote stable multicultural democracy in the region.
>
> 2B) Forming of a project for financing, administering, and managing the building of the network in a controlled way.

To ensure the sustainability of the work in the network, it could form an internet portal as a meeting and discussion point for different stakeholders, dissemination point for materials and best practices, as well as a guide for good practices in managing, financing, and administering the work for democracy and multiculturalism.

> ▶▶ Conclusion: Political instability is seen as a threat: Changes in the political current could challenge the benefits of the Youth Platform and Political Academy. The platform and academy have strengths that signal its sustainable future. Good training and working concepts are in place. In the future, a strategic option could be a network for democracy in the Balkan region.

5.2 Conclusions on Sustainability

Table 11: Conclusions on Sustainability.

Key Questions:	Key Findings:
Is there a prospect of a long term positive impact of the project?	The key stakeholders seem to have sufficient personal and organisational capacities to sustainably carry on the work.
Will the benefit of the project be maintained after the termination of external support?	The funding of the Youth Platform seems to be a challenge, but attention it is being paid to it by the different stakeholders in the Youth Platform with the support of KSF.
What are the possibilities and strengths that will enhance sustainability?	There is commitment and ownership among participants and key actors of the Youth Platform and Political Academy. This is due to enthusiasm of young people to participate in societal change, positive experiences from the events, champions who disseminate the message of the platform, and cooperation that enables influence of all the

	partners in the platform. Also, considerable strengths seem to be the training and working concepts.
What are the risks that can compromise sustainability?	Political instability is seen as a threat among the stakeholders of the project activities: Changes in political current could challenge the benefits of the Youth Platform and Political Academy.
Was the project sustainable on cross-cutting issues?	The Youth Platform and Political Academy are inclusive and encourage people from different backgrounds to participate. Attention is paid to political, ethnic, and gender balances.

## 5.3 Recommendations on Sustainability

- With suitable partners, KSF could support the PI and Youth Platform in building a region-wide network for democracy.
- A part of the network could be an internet portal for democracy in the Balkans
- KSF and PI, with suitable partners, could encourage and train the participants in the Youth Platform to learn to finance the activities of the platform and/or encourage the participants of the Youth Platform to strengthen the pooling of resources and cooperating to provide the needed resources to continue with the activities (see also annex II.III).

6 Overall: SWOT of the project

In the swot-analysis below we have combined the following elements:
- Views of the key actors of the Youth Platform from the learning café sessions
- Views of the participants of the Youth Platform and Political Academy activities
- Views of the project managers and coordinators from interviews and discussions
- Our own observations from various available sources.

Picture 3: Strengths, weaknesses, opportunities, and threats of the project. Issues specifically concerning the Youth Platform are marked with "YP".
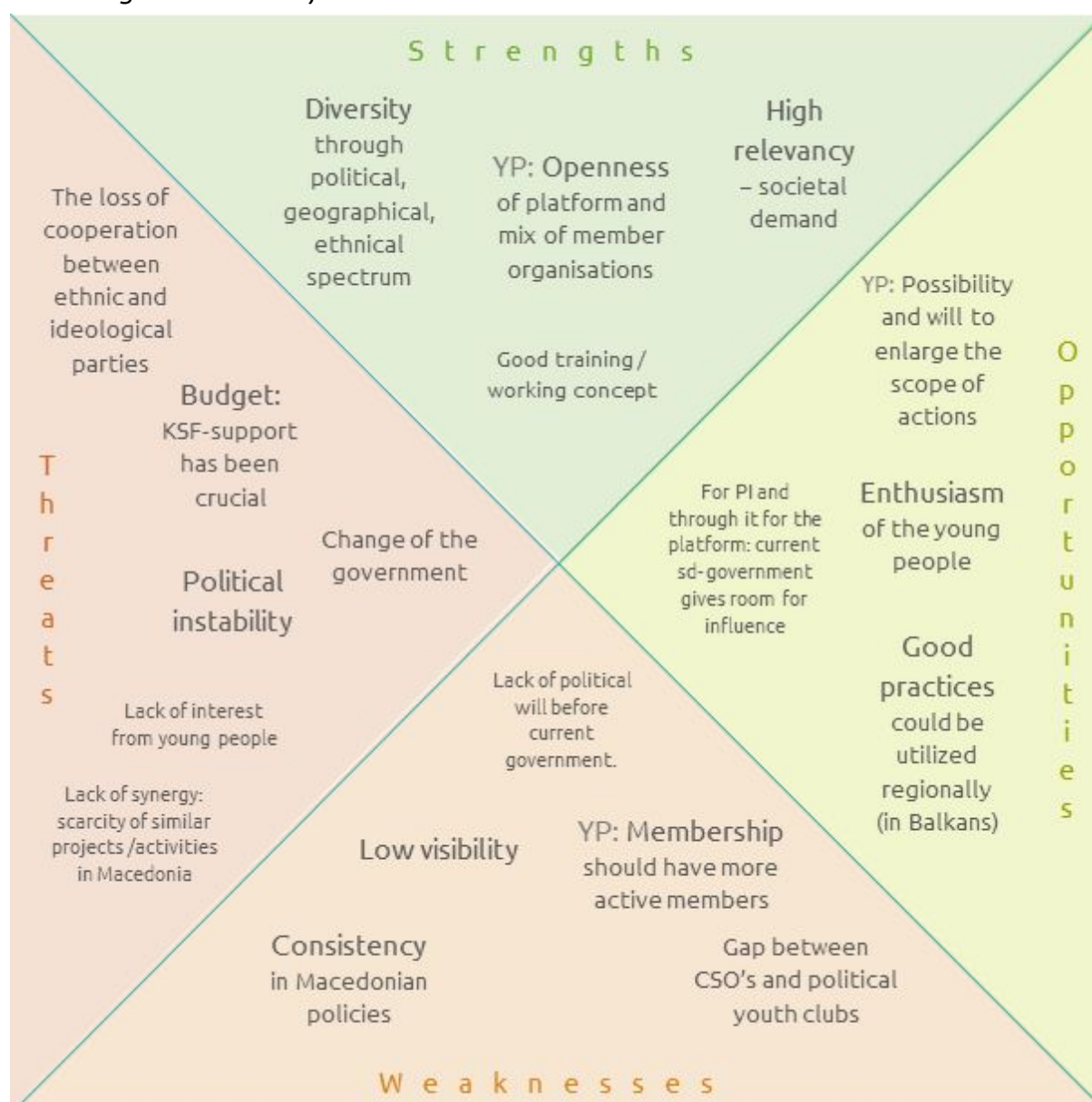
References and Useful background information

Petar Atanasov (2017): 'Macedonian Multiethnic Puzzles; From Nationalism, Multiculturalism and 'Alexander-mania' to Ethnic Democracy', Republic of Moldova: LAP LAMBERT Academic Publishing.

Aleksander Lj. Spasov & Danko Nikolic (2018): 'Democracy needs Democrats – the Role of Political Foundations in the Democratic Development of the Western Balkans', former Yugoslavian Republic of Macedonia/Skpoje: Progres Institute for Social Democracy (Policy Paper).

Ministry for Foreign Affairs : 'Evaluation Manual', Finland/Helsinki: Development Evaluation/MFA.

II Annexes

II.I Description of Methodology

1 Document Review

Description of the method: In order to get a perspective on the project in regard to planning, funding, management, administration, and communication, we have reviewed the following documentation considering the project cycle 2015-17:
- Project plan and logical framework
- Annual reports
- Budgets
- Financial reports
- Project support applications (from KSF to Finnish MFA)
- Lists of participants
- Evaluation report from the previous project cycle
- Available training materials, such as products of trainings, policy papers and written lecture materials
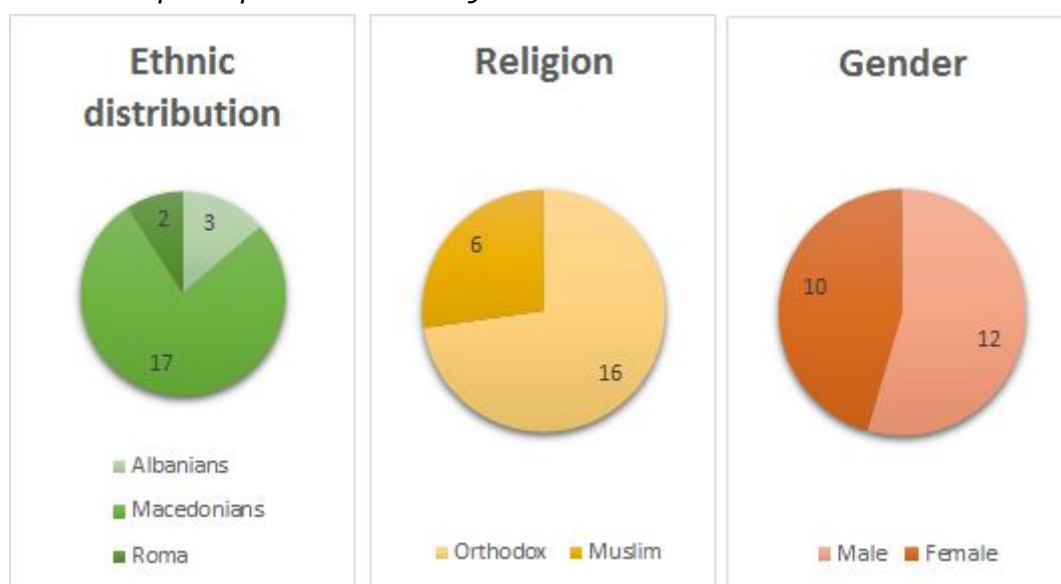
2 Surveys

Description of the method: We conducted a series of surveys to understand the events from the participants' and facilitators' point of view. The events are focal points, or nodes of all activities of the project, where trainings were held or policy papers were crafted. In order to answer most of the evaluation questions — such as 'Effectiveness: Did participants experience any positive change due to events?' — it has been crucial to ask participants and facilitators about their opinions. We complemented the understanding gained through surveys by interviews with participants in two events in Macedonia, as well as by interviewing experts and project managers.

We posted the survey to a total of 438 participants of the project activities in 2015-17. These activities included trainings and workshops of the Youth Platform, trainings in the context of the Political Academy, and advocacy moments. We directed every email to a group of participants and facilitators in one event and mentioned the event in the cover letter. We received 22 answers.

We analysed the data in a simple quantitative method, counting mentions and answers on key issues. We also used light qualitative content analysis, i.e. grouping open answers, seeking repeating key ideas, and connecting these to the other data and general understanding of the Macedonian societal context collected in the evaluations process.

Chart: Who participated in the survey?

Outline of the survey:

Background: ethnic background; religion; gender; age; level of education; role at the
event *(closed-ended questions)*

Event: How would you rate the…
event overall; the content of the event; relevancy of the event (whether it
useful and timely); how the event was organised *(closed-ended questions: 1-5
stars)*

Would you like to clarify why you gave these ratings? *(open-ended)*

Are one or several of the following true: After this activity, have you been
more interested in:
1. following news and societal events;
2. discussing societal issues with people close to me (such as family and
friends)
3. discussing societal issues with the public (eg. discussions in opinion
sections of newspapers or web forums)
4. spending time with people from other religious groups than mine
5. spending time with people from other ethnic groups than mine
6. thinking about my attitudes towards different ethnic or religious groups
7. checking or changing my attitudes towards people from other groups
8. attending similar events
9. taking part in civil organisations
10. taking part in political parties

Would you like to clarify? *(open-ended)*

Democracy and multiculturalism:

What do you think are the big societal challenges in Macedonia?
(open-ended)
What is good in Macedonia for all its citizens? (*open-ended*)
Do you think that Macedonia can benefit from support in promoting
democracy? *(open-ended)*
Do you think that Macedonia can benefit from support in promoting
relations between different ethnic or religious groups? *(open-ended)*

Limitations: We do not consider the N of 22 as a representative sample. However, when complemented with information from participant interviews, the survey gives information about how the participants feel and think about the project activities, and how have they changed their actions. As we are not aiming at scientific accuracy, we consider this as sufficient background information for our conclusions regarding the evaluation questions.

The low answering rate is most likely due to several reasons:
- Especially in the case of participants to events in 2015, recipients might have felt it was such a long time ago that it was no longer possible to assess it. We tried to mitigate this problem by asking general questions rather than anything specific.
- The survey was in English, i.e. not in the recipients' mother tongue. We tried to mitigate this problem by providing translations in Macedonian. Recipients were allowed to answer in Macedonian.
- The survey had many questions. It is possible that some recipients did not want to use time for the survey.
- Some e-mail addresses that participants had given were no longer valid. In some cases it may not have been possible to decipher correct e-mail addresses based on handwritten lists.

3 Key Informant Interviews

Description of the method: We interviewed in groups and/or individually three kinds of key informants during our field trip to Macedonia from 18-22 April 2018, or face to face in Finland, or via internet meeting from Finland in the spring of 2018:
1) Participant interviews:
   a) 5 participants in the Political Academy training session organised in Bitola on 20.4.2018.
   b) 4 participants in the grassroots training session organised in Bitola on 21.4.2018.
2) Expert interviews: 8 experts of Macedonian society and multiculturalism in Macedonia, Skopje and Bitola from 19.-21.4.2018.
3) Project manager interviews: 1 project manager (Samuli Sinisalo) from KSF, and 2 project coordinators from PI.

Informal discussions with different stakeholders held during our field trip have been useful and informative.

We used the data in two ways: First, we structured the data and analysed it using the light qualitative content analysis described above (in the description of the survey). Second, we used the unstructured data to gain a general understanding of the project, societal conditions in Macedonia, and to answer some specific questions that could be directly answered by for e.g. project managers.

General outline of interviews: In addition to questions/issues in the general outline, we asked different interviewee groups some specific questions that were relevant from their point of view: What is/are...
- the most pressing issues in Macedonia? *(open-ended)*
- Democracy and multicultural relations: How important is their advancement in Macedonia? *(structured question: we asked interviewee to express their opinion in graphical form)*
- the state of democracy in Macedonia? *(open-ended)*
- the state of multicultural relations in Macedonia? *(open-ended)*
- the role of external help in development of Macedonian society? *(open-ended)*

Limitations: Looking back, we consider that we could have pursued more participant interviews during our field trip in order to gain a more precise understanding of the usefulness of the events. However, this would have been difficult to arrange. Combined with data from the surveys, we consider that we have a sufficient amount of data to make conclusions about the evaluation criteria.

4 Learning cafés

Description of the method: The Learning café is a participatory method, a workshop where participants reflect on certain themes in order to learn about and process topics around "café tables", i.e. in small groups of peers. The purpose is to bring forth ideas and increase awareness through participatory group discussions.

During our field trip, we held two learning cafés for key actors from the Youth Platform. The actors were from different member organisations of the Youth Platform. We had in total 10 participants. They represented a diverse set of roles, including a president of a member organisation, co-founder of the platform, a trainer/facilitator in events, a participant in events, and an author in policy papers.

Outline of learning cafés: We organised the sessions with the same structure. The groups discussed and wrote down key issues in the following themes considering the Macedonian society (theme A) and the performance of the Youth Platform (themes B to D):

Picture: Themes in learning café sessions.

A
Challenge

What should be done (by the young)?

B
Resources

What resources do/could you have?

C
Actions

What did you do?

D
Performance

What could be done better? | *What were the best successes?* | *Will your work last?* | *Will it spread?*

Limitations: Our impression was that the discussions in the learning cafés were honest and constructive. However, we have to acknowledge that the participants had an incentive to discuss the actions of the platform in a positive light in order to promote the continuation of the Finnish support. Despite this, we considered the discussion as sincere and saw a real opportunity to voice critical views about the work of the platform.

II.II Inception report

1 Introduction

1.1 Description of the Project

The purpose of the project from its beginning has been the strengthening of a multi-ethnic democracy in Macedonia. The focus has been on enhancing the capacity of civil society, cooperation between the political parties, and in strengthening the voice and the political capacity of the youth. The need for this comes from the societal development in Macedonia. The project follows the objectives laid out in Finnish development policy, which focuses on building and strengthening democracy, thereby enabling better functioning societies.

The project started in 2008. Macedonia had gained its independence in 1991 despite controversies between ethnic groups. In 2001, seven years before the project began, there had been an Albanian insurgency and armed conflict within the country. By 2008, according to many observers - such as BBC and OSCE[10] - the Macedonian democracy and multi-ethnic relations were improving but not in a stable state. During the project's running time, there were major societal challenges, including violent clashes.

With this background, the project has worked to promote Macedonian democracy in four phases. According to previous evaluations, the project has so far met its objectives well[11]. The focus of this evaluation is in the fourth phase, 2015-2017.

During this phase, the project continued strengthening multi-ethnic democracy and stability in Macedonia. According to the project document, the project builds upon the previous cooperation project (2013-2014) and focuses on capacity building and cooperation of the young activists of political parties and civil society organizations. The aims of the project are to strengthen the voice of the youth and change attitudes of young people to reduce prejudices and social distance, and enhance democratic awareness. The immediate objectives of the project are to increase self-motivated activities among young activists: build the capacities of the inter-ethnic Youth Platform; raise awareness on multiculturalism, democracy, and youth issues; and create dialogue, trust and cooperation between the activists of political parties and civil society organisations (CSOs). The

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[10] OSCE - Organization for Security and Co-operation in Europe: Elections in the former Yugoslav Republic of Macedonia. Internet page. Referred in 28.3.2018. https://www.osce.org/odihr/elections/fyrom?page=1

BBC: Macedonia Profile - Timeline. Internet page 22.2.2018. Referred in 28.3.2018. http://www.bbc.com/news/world-europe-17553072

[11] Evaluation of the project: Supporting Democracy in Multi-Ethnic Macedonia. A pdf-document July 2015. Referred in 28.3.2018. http://sorsafoundation.fi/wp-content/uploads/2015/08/Evaluaatioraportti2015.pdf

practical means to achieve the objectives are within the activities of the Youth Platform, such as capacity building trainings, workshops, and study circles for young activists of the political parties and CSOs, advocacy moments to reach decision makers and publics in youth issues, and training sessions on multiculturalism and democracy via political education programs that train future politicians and decision-makers.

The project is coordinated and monitored by the KSF. The project is implemented in close cooperation with PI.

1.2 Purpose and Scope of the Evaluation

The primary purpose of the evaluation report is to achieve an independent and external assessment of the performance of the project 'Supporting Democracy in Multi-ethnic Macedonia - Strengthening Multiculturalism in Civil Society' reflected against the objectives of the project and the goals set for Finland's development cooperation as well as the development needs and priorities of Macedonia in the context of multiculturalism and democracy.

The secondary purpose of the evaluation is to determine the lessons learned, and identify any potential weak points. This year, 2018, is the last year of the project's continuum and this evaluation is important for creating a sustainable exit strategy for the project. The results of the evaluation report will be used by Sorsa Foundation to fine-tune the activities for 2018 to ensure the maximum effectivity of the project and to formulate a sustainable future for the 'Platform for Multiculturalism'."

Key evaluation questions are as follows:

- Relevance: Does the project have a significant and justified role as a part of the Finnish development policy, the KSF's work, and development of the Macedonian democracy and civil society as a whole? If yes, what is this role?
- Efficiency: Were the resources used efficiently during the project? Can the use of the resources be justified?
- Effectiveness: Did the project deliver the effect it aimed to deliver - were the aims and objectives met?
- Sustainability: Societal and environmental sustainability will be discussed: Is there a prospect of a long-term positive impact of the project? If there were benefits, are they restricted to the project's running time?
- Cross-cutting issues: The project's attention to and impact on gender equality and vulnerable groups, as well as human rights and democracy will be discussed.

The evaluation will give recommendations and present key possibilities and risks in the following areas:
- Overall strengths of the project
- Overall weaknesses of the project
- Operational/functional possibilities and risks
- Cooperational possibilities and risks

- Financial possibilities and risks

2 Evaluation Framework

2.1 Approach

Arvomaatti will apply a participatory, gender-sensitive, ethnically balanced, and results-oriented approach. The approach is objective and developmental.

The project continues for one year (2018) after the project cycle under evaluation (2015-2017). Therefore, the evaluation will be more summative than formative, but can propose some measures for the last half-year. An important aim of the evaluation is to create a sustainable exit strategy for the project.

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.

2.2 Risks and Solutions

Potential risks during the evaluation process, and ways to mitigate them:

Risks	Risk Mitigation Methods
Bureaucratic/legal risks: Disputes between the parties regarding the terms of reference of the agreement.	- Forming good working relations between parties (Arvomaatti, KSF, and PI). - Continuous communication between the parties, eg. weekly meetings or calls.
Data collection risks: - Insufficient amount of informants reached. - Missing or unsufficient project documents.	- Accessing a broad spectrum of different informants and data sources, eg. documents. - Continuous communication between parties.
Risks associated with content creation: - Insufficient understanding of topics and context of the project by consultants. - Insufficient analysis of data. - Misinterpretation data.	- Continuous communication between parties. - Data triangulation: Use of broad spectrum of data sources. - Researcher triangulation: Use of time and energy of 2 researchers/consultants (Nalbantoglu and Saarukka). - Possibility to use additional

	researchers/consultants at Arvomaatti's expense.
Risks associated with cooperation between parties	- Forming of good working relations between parties. - Continuous communication between the parties.

3 Evaluation Methodology

3.1 Indicators

The project will be evaluated against the following criteria: relevance, efficiency, effectiveness, and sustainability. Additionally, the evaluation will include an assessment on cross-cutting issues of Finnish development assistance, which are gender equality, reduction of inequalities, and climate sustainability.

3.2 Data Collection and Data Analysis

For the evaluation report Arvomaatti will complete the following:

Document and Data Analysis:
- Analysis of relevant data and documentation, such as: the project's plan and logical framework; action and financial report(s); available training materials, such as products of trainings and written lecture materials.

Data collection will include:
- Key Informant Interviews (KII's)
- Thematic group workshop in Macedonia with participants/trainers/consultants using the 'learning cafe'-method
- Survey with direct beneficiaries using a structured questionnaire (with predominantly closed-ended questions).

A trip to Macedonia will be included in the evaluation process. Arvomaatti will send 2 consultants to Macedonia to conclude the thematic group workshop(s) and KII's in cooperation with The KSF and PI.

3.3 Key Data Sources

Project Coordinators/Representatives of Implementing Organisations

The Youth Platform: 6-12 key informants from different organisations, with variation in the level of activity, meaning not all of the informants are active in - or even excited about - the platform.

Interview format (tentatively): group interview/learning cafe

The Progress Institute: 1 key informant
Interview format (tentatively): individual structured interview

The Olof Palme Institute: 1 key informant
Interview format (tentatively): individual structured interview or together with informant from FES

The Friedrich Ebert Foundation: 1 key informant
Interview format (tentatively): individual structured interview or together with an informant from the Olof Palme Institute

Active promoters: People who have participated in some kind of facilitating role (eg. speaker, trainer, panelist) in several events under the project.
1-3 key informants
Interview format (tentatively): structured interview with 1-3 interviewees

The Kalevi Sorsa Foundation: Project Coordinator
Interview format (tentatively): individual structured interview

Trainers in capacity building workshops, national trainings, and advocacy moments.

6-12 people

Preferably from different time-periods of Training of Trainers (ToT) activities

The diversity within the trainers is significant: participants from different training sessions; different ethnic/linguistic backgrounds; different ToT participation times; different genders; (if possible) different political backgrounds.
Interview format (tentatively): group interview/learning cafe

Project documents that describe the planning, execution, finances and administration, personnel, attendees and beneficiaries, and results and products of the project.

3.4 Summary: Evaluation Planning Matrix

Tentative Evaluation Planning Matrix:

Evaluation question	Indicators	Data collection	Data source

Relevance	1) Experienced relevance: How do the trainers, participants, and other informants consider the project to be relevant?	1) Interviews, group interviews (learning cafe) and surveys.	1) Key informants.
	2) Reasoned relevance: How does the KSF justify the relevance of the project?	2) Review of project documents.	2) Document analysis.
	3) Relative relevance: How does the project relate to the principles of Finnish development policy?	3)Review of objectives and principles of Finnish development policy.	3) Document analysis.
Efficiency	Cost-benefit ratio.	Spend analysis.	Financial documents.
Effectiveness	1) Has the project achieved its overall objective? 2) Has the project achieved its aims? 3) Has the project achieved its objectives?	Combination of data available from interviews, surveys and document analysis	Key informants, documents
Sustainability	1) Experienced sustainability: Do the partakers of the project consider that the future of democracy and multiculturalism is sustainable?	1) Interviews and surveys.	1) Key informants.
	2) Reasoned sustainability: Does the project plan lay out a justifiable future for the sustainability of the objectives?	2) Review of project documents.	2) Document analysis.
	(Potentially: 3) Relative sustainability: Does democracy and multiculturalism have a sustainable ground in Macedonia according to international observers?)	(3) Media review, and potentially review of governmental documents.)	(3) International and Macedonian media; potentially strategic documents of the Government of Macedonia.)
Cross-cutting issues	Did the project enable the participation of different ethnic groups, genders, and vulnerable groups?	Interviews and surveys.	Key informants, participants and trainers in particular.

	Were human rights respected and fostered?		53

4 Work Plan

The evaluation will be completed by two consultants from Arvomaatti - Ilmari Nalbantoglu and Petri Saarukka - during spring 2018 with the following work plan:

Activity	Month															
	March				April				May				June			
Finalisation of the agreement	■															
Preparation and specification of the planned work		■	■													
Submission of the Inception Report				■												
Questionnaire to recipients (incl. 4 weeks submission DL)					■	■	■	■								
KII interviews and Learning Cafe workshops (Macedonia)							■									
KII interviews in Finland								■	■	■						
Analysis of the outputs and preparation of the Draft Report										■	■	■	■			
Submission of the Draft Report													■			
Feedback and finalisation of the Final Report														■	■	
Submission of the Final Report																■

II.III Ideas on further funding

1 Starting points

The steps for finding new funding:
1) Mapping of funding channels
2) Project plan: crystallisation of the objective, aims, means, responsibilities, time frame and context of the project
3) Choosing the right channels for the plan
4) Contacting Financiers
5) Applications

2 Public Financing

Business Finland

Description: If the project includes private companies as partners, there are several financing options available under the Business Finland umbrella. The key question is which direction the KSF would like to take the continuation of the project. For e.g., the project could have an educational company as a partner: this could open up the Business Finland funding as well as private funding.

Further information: Business Finland: https://www.businessfinland.fi/suomalaiset.fi/etusivu/

The next step: Deciding the direction of the continuation.

3 Funding from Foundations

Description: Foundations provide financial aid for multiple purposes. They require lighter administrative tasks than public funding. Especially if the continuation of the project has a research dimension - that would perhaps suit the overall strategy of KSF - grants from several foundations are possible.

Further information: Aurora-database: https://www.aurora-tietokanta.fi/hakualat/

Next Step: To find a suitable foundation among c. 300 Finnish foundations.

4 EU and other international funding

EaSI — Programme for Employment and Social Innovation:

Description: A financing instrument at the EU level to promote a high level of quality and sustainable employment, guaranteeing adequate and

decent social protection, combating social exclusion and poverty, and improving working conditions. Macedonia is in the funding area.

Further information: European Commission:
http://ec.europa.eu/social/main.jsp?catId=629&langId=en&callId=537&furtherCalls=yes

Next steps: 1) familiarizing with the programme requirements, 2) applying by 13.7.2018 or 3) following the calls for proposals in the EaSI Programme

IPA:

Description: EU funding and cooperation instruments related to the EU's neighbourhood and enlargement policy. The Instrument for Pre-Accession Assistance (IPA) is a funding instrument for co-operation with the applicant countries. If the project continuation has a geographically wider scope, and for e.g. cooperation in the Balkan region, the IPA could be a possibility.

Further information: European Commission:
http://ec.europa.eu/regional_policy/fi/funding/ipa/how/

Next Step: Further familiarize with the programmes.

World Bank

Description: The World Bank Group supports the European Union accession path of the Western Balkan countries, and helps them to address their main development constraints, such as governance, institutions, and public sector reform.

Further information: World Bank — Western Balkans Programme
http://www.worldbank.org/en/region/eca/brief/vienna-see-program-overview

Next step: Further familiarize with the programme.

Undef

Description: Support for large Democracy projects (minimum: $100,000). This might come into question for the continuation for the project in the whole Balkan region with several partners in coalition.

Further information: UN: https://www.un.org/democracyfund/application-materials

The next step: The next funding window is expected to be open from mid-November to mid-December 2018 at www.un.org/democracyfund/

II.IV Introduction of the Evaluator

Arvomaatti is a private company specialised in project consultancy. Our services include advice, reporting, and implementing work in planning, financing, administration, management, communication, and evaluation of projects. We have three partners, of which two, Ilmari Nalbantoglu and Petri Saarukka participated in this evaluation and are introduced below. Third partner is Harri Puska. Harri is specialised in financial management. In addition to Arvomaatti partnership, Harri runs his own businesses, including an accounting firm, agricultural company and an import-export company.

Ilmari Nalbantoglu works in addition to his Arvomaatti partnership as a public affairs expert at the Finnish Olympic Committee. He also runs his own communications agency, Avara. Ilmari started his career in politics, where he worked for ten years in various positions, including as special advisor to two Finnish Ministers of Finance and a political advisor to MP's and presidents of the Social Democratic Party. Ilmari has throughout his career oriented in international development, politics, and global issues. Ilmari is a Master of Social Sciences (Sociology).

Petri Saarukka works in addition to his Arvomaatti partnership in the Finnish governmental sector as a Finance Manager. Petri's core competence is in handling administrative and financial issues. He is experienced in project administration in domestic and international projects and has developed various project administration services and tools. Petri has several years of working experience especially from the Baltic Sea Region Programme, other EU programmes (ERDF, ESF, LIFE+, Framework Programs & Tacis/ENPI), World Bank programmes (IDA & NDF) and MFA's ICI projects. Petri is a Master of Sciences (Administration) and Bachelor of Business Administration.

II.V Text of the Agreement on Evaluation (Terms of Reference)

1 Parties

The Client
Kalevi Sorsa Foundation
Siltasaarenkatu 18-20 C, 6. krs.
00530 Helsinki, FINLAND

Contact persons:

Samuli Sinisalo, Project coordinator
samuli.sinisalo@sorsafoundation.fi

Later referred as Sorsa Foundation/Party

The Service provider

Arvomaatti Oy
Pl 113
65101 Vaasa

Contact persons:

Ilmari Nalbantoglu
ilmari@arvomaatti.fi
phone: +358 50 574 1112

Petri Saarukka
petri.saarukka@arvomaatti.fi
Phone: +358 40 179 3006

Later referred as Arvomaatti/Party

2 Subject and Objective of the Agreement

Arvomaatti will provide an evaluation report to the Sorsa Foundation as agreed in this agreement and present it to the relevant actors in Sorsa Foundation. The obligations Arvomaatti and Sorsa Foundation have agreed upon are specifically described in this agreement.
The evaluation report covers the project 'Supporting Democracy in Multi-ethnic Macedonia - Strengthening Multiculturalism in Civil Society (2015-2017)', which was conducted in cooperation between Progress Institute for Social Democracy and Kalevi Sorsa Foundation during 2015 – 2017.

The primary purpose of the evaluation report is to achieve an independent and external assessment of the performance of the project 'Supporting Democracy in Multi-ethnic Macedonia - Strengthening Multiculturalism in Civil Society' reflected against the objectives of the project and the goals set for Finland's development cooperation as well as the development needs and priorities of Macedonia in the context of multiculturalism and democracy.

The secondary purpose of the evaluation is to determine the lessons learned, and identify any potential weak points. This year, 2018, is the last year of the project's continuum and this evaluation is important for creating a sustainable exit strategy for the project. The results of the evaluation report will be used by Sorsa Foundation to fine-tune the activities for 2018 to ensure the maximum effectivity of the project and to formulate a sustainable future for the 'Platform for Multiculturalism'.

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

- identify lessons learned;
- 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's activities and measurement of achieved objectives;
- gain tools for formulation of a successful exit strategy for the project and a sustainable future for the Platform for Multiculturalism after the project is finished.

The project will be evaluated against the following criteria: relevance, efficiency, effectiveness and sustainability. Additionally, the evaluation will include an assessment on cross-cutting issues of Finnish development assistance, which are gender equality, reduction of inequalities and climate sustainability. These criteria are explained more specifically below:

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 in the context of multiculturalism and democracy? What is the relevance of the project in regard to the development policy programme of the Government of Finland? Has the situation changed since the approval of the project?

Efficiency

The 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's design advance the efficient achievement of its purpose and objectives?

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 a description of changes during the project by taking the initial situation into consideration. Are the results making a contribution toward multicultural democracy and stability in Macedonia?

Sustainability

Sustainability refers to the 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 (especially members of the Platform)

3) Maintenance of ownership (independence of external support),

4) Long-term social and cultural applicability of the developed concepts and activities in Macedonia and possible other contexts.

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

Cross-cutting issues

How has the project addressed the cross-cutting issues of the Finnish development policy, i.e. gender equality, reduction of inequalities and climate sustainability?

Methodology required

Arvomaatti, acting as the service provider, will apply a 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.

For the evaluation report Arvomaatti will complete the following:

· Document and Data Analysis:

- Analysis of relevant data and documentation, such as: the project's plan and logical framework; action and financial report(s); available training materials, such as products of trainings and written lecture materials.

Data collection will include:

· Key Informant Interviews (KIIs) with:

- Project manager and possibly another representative from KSF

-       Project coordinator and possibly other representatives from Progress Institute
-      Representatives from Platform of Multiculturalism
-      Representatives from participants to other project activities, such as trainings, advocacies, political academy, potentially including trainers in the mentioned activities

·   Thematic group workshop in Macedonia with participants/trainers/consultants using 'learning cafe'-method

· Survey with direct beneficiaries using a structured questionnaire (with predominantly closed-ended questions).

A trip to Macedonia will be included in the evaluation process. Arvomaatti will send 1 or 2 consultants to Macedonia in order to conclude the thematic group workshop(s) and KII's. Sorsa Foundation and Progress Institute will provide the needed materials and assistance to Arvomaatti for the successful finalisation of the workshop(s) and KII's in Macedonia.

3 Responsibilities of the Contracting Parties

Sorsa Foundation will submit all the relevant and available material related to the evaluation of the project. Sorsa Foundation will provide the information on its behalf and on behalf of its project partners. Sorsa Foundation will assist Arvomaatti in contacting and organising interviews and other in arrangements in the evaluation process. Sorsa Foundation will ensure the correctness of the information and material it provides.

4 Reporting, Schedule and Invoicing

The inception report will be prepared before the fieldwork and research of the material of the evaluation. The inception report will include the approach, work methodology and work plan of the evaluation as well as outline of the evaluation report. The inception report will explain preparatory arrangements accomplished before its submission, a description of the methodology and justification for choosing it, a detailed work plan and list of major meetings. The inception report will be submitted in February 2018.

A draft of the evaluation report will be submitted to the Sorsa Foundation in the beginning of June 2018. Sorsa Foundation will submit its comments within 2 weeks of receiving it. The comments shall be taken in consideration in the final version of the evaluation report.

The final evaluation report will be submitted by the end of June 2018. The final report will answer the questions presented in this agreement (chapter 2) and further discussed in the inception report as well as during the rest of the evaluation process. If the comments to the draft report of the Sorsa

Foundation will be delayed the submission of the final evaluation report is prolonged correspondingly.

The working language is English. All the evaluation reports and comments will be in English.

Length of the report: between 20-30 pages (plus possible annexes).

The Sorsa Foundation will pay a fee for the services provided. The fee for the services described and agreed upon is 6.200,00 euros. All payable taxes are the responsibility of the service provider. The fee is a total compensation of all evaluation expenses generated by Arvomaatti during the evaluation process. The first payment (30%) will be paid once the agreement is signed by both Parties, and the final payment (70%) when the final evaluation report is submitted by Arvomaatti and approved by the Sorsa Foundation. The approval cannot take place later than four weeks following the submission of the final report.
Arvomaatti will send invoices accordingly.

Address for electronic billing:
Kalevi Sorsa -säätiö sr,
 Business ID: 1999220-6,
 Electronic billing address: 003719992206
 Intermediary: 003721291126

Address for paper billing:
 Kalevi Sorsa -säätiö sr

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6 Possible delays

Both Parties are obliged to inform each other immediately of possible delays regarding the successful execution of the responsibilities agreed in this agreement. Possible delays will be negotiated and agreed.

7 Confidentiality

Parties negotiate and agree on confidential information separately during the evaluation process.

Arvomaatti can use subcontracting in the evaluation whenever it is needed for the completion and finalisation of the evaluation report.

Neither Party is responsible if confidental information leaks out due to data system breaks or similar issues.

Arvomaatti and Sorsa Foundation agree that both Parties have the right to use the evaluation or the name of the other Party as a reference for marketing purposes. Other use than marketing purposes will be negotiated and agreed upon separately.

8 Validation and Termination of the Agreement

This agreement is valid from the date the last Party has signed the agreement until the end of June 2018 or until the responsibilities of this agreement as outlined above have been fulfilled.

Either Party has the right to terminate the agreement in a one month termination period. The termination period starts from the signed termination announcement to the other Party. Compensations for the work done by either Party have to be negotiated and agreed, otherwise, disagreements will be settled as stated in chapter 9.

9 Other clauses

This agreement will be governed by and construed in accordance with laws of Finland.

The transfer of this agreement to a third Party requires common approval for both Parties (the Sorsa Foundation and Arvomaatti).

Possible changes in the agreement can be concluded through an acceptance of both Parties and which are confirmed with signatures.

Possible disagreements concerning the interpretation of the agreement or other issues are agreed to be solved as smoothly as possible through negotiations. If common understanding cannot be found, possible disagreements will be handled in the District Court of Helsinki.

10 Copies of the Agreement

This document is drawn up in English as two duplicate originals, one for each Party to retain.

11 Signatures

Helsinki _____

_____
Kalevi Sorsa Foundation

_____
Arvomaatti Oy