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**ANNEX 4: FINAL EVALUATION OF THE MILLENIUM
DEVELOPMENT GOAL ACHIEVEMENT FUND**

**Culture and Heritage for Social and Economic
Development
Republic of Albania**

Spanish MDG Achievement Fund for Culture and Development
A Government of Albania programme implemented by the United Nations
and financed by the Government of Spain

EVALUATION REPORT

01 August 2011

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GLOSSARY OF ACRONYMS

AoC	Alliance of Civilisation
CHSED JP	Culture and Heritage for Social and Economic Development Joint Programme
CRM	Cultural and Resource Management
CSO	Civil Society Organisation
IoCM	Institute of Cultural Monuments
JP	Joint Programme
MDG	Millennium Development Goal
MDG-F	Millennium Development Goal Achievement Fund
MoEd	Ministry of Education
MoFA	Ministry of Foreign Affairs
MoTCYS	Ministry of Tourism, Culture, Youth and Sports
NFA	National Film Archive
NGO	Non-Governmental Organisation
NHM	National History Museum
NSC	National Steering Committee
NTO	National Tourism Organisation
PMC	Programme Management Committee
PPP	Public Private Partnerships
SWOT	Strengths, Weaknesses Opportunities and Threats [technique]
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation

PREFACE

This final evaluation covers assistance to the Republic of Albania's culture and heritage measures financed under the joint programme *Culture and Heritage for Social and Economic Development*, a Government of Albania programme implemented by the United Nations and financed by the Government of Spain under the Spanish MDG Achievement Fund for Culture and Development.

This Evaluation Report has been prepared by Dietmar Aigner during the period May to June 2011 and reflects the situation at 09 June 2011, the cut-off date for the Report. The factual basis was provided by formal programme documentation, regular programme progress reports, other relevant sectoral and regional documents and materials, and interviews with the main parties, stakeholders and final beneficiaries.

EXECUTIVE SUMMARY

INTRODUCTION

The *Culture and Heritage for Social and Economic Development* joint programme (CHSED JP) is designed to strengthen the capacities of Albania in the fields of culture and development and to articulate Albania's cultural identity and heritage in the promotion of the country's image abroad. The JP, financed by the Government of Spain through the Millennium Development Goals Achievement Fund (MDG-F) with a contribution of US\$3.260 million was formulated as a partnership between United Nations Development Programme (UNDP) and the United Nations Educational, Scientific and Cultural Organisation (UNESCO), in close consultation with the Albanian Ministry of Tourism, Culture, Youth and Sports (MoTCYS) – the lead agency - and the Ministry of Foreign Affairs (MoFA).

THE INTERVENTION

The CHSED JP is built upon five achievable outcomes and based on national, sub-national and sectoral priorities for culture and development. Interventions include the provision of policy support, improvement of capacities in the field of the protection, promotion and management of cultural assets, safeguarding of the most valuable cultural heritage monuments and sites, and strengthening the cultural industries sector for socio-economic development and achievement of the MDGs. The programme started in July 2008. The CHSED JP was originally designed as a two-year programme, which subsequently was extended to December 2011 (40 months duration) to allow the completion of activities.

EVALUATION FINDINGS

Relevance: Overall, the CHSED JP is highly relevant and needed but it has been too ambitious in scope and coverage relative to its timeframe and resources. Otherwise, the programme documentation is sound and coherent, and the five defined priorities (outcomes) directly respond to national policies, systems and services. Where relevant, particularities and specific interests of women, minorities and ethnic groups have been taken into account. Overall guidance and supervision given by the MDG-F Secretariat in proper programming has been appreciated. Intense and inclusive participation of national, regional and local authorities and stakeholders at the design stage has been a main feature of programming.

Efficiency: Overall, programme implementation is characterised by extensive delays particularly in the component addressing the renovation of the NHM. Individual sub-projects have been mostly completed with a varying extent of efficiency. The JP management model is delivering the expected outcomes but with a high administrative burden. Programme steering by the PMC provides a sound platform for inter-agency and national partners' coordination. Over time the participating agencies have set up largely efficient coordination arrangements. Delays in implementation result mostly from extended consultation and decision making processes and the overall political environment, unforeseen in the programme design. Throughout its implementation the CHSED JP has demonstrated a high degree of competence and flexibility in order to respond to the relevant political and social-cultural context.

Effectiveness: Most CHSED JP outcomes have been fully or at least partly achieved. The programme is making further progress towards effective achievement of programme objectives, Millennium Development and thematic window goals. Overall effectiveness should be good by the end of the extended programme period. Programme implementation has been adequately monitored by the PMC and the MDG-F Secretariat. Timing given in the programme document has been not realistic and frequent requests for extensions were

needed to deliver all the programme outcomes. Longer-term effects are still difficult to trace. There have been clearly immediate impacts for which the original programme design did not explicitly plan - in particular, the strongly increased public and political discussion in respect to Albania's culture and heritage. Socio-economic impacts can be seen, particularly at local levels. Details on the extent to which the individual outcomes have been already effectively achieved are given below:

Outcome 1: A transparent and accountable government, developing and implementing effective national policies on culture and cultural-related issues

The legislative work done on intangible heritage and its incorporation into the National Culture Strategy has been completed but the result has only been partly achieved because the National Culture Strategy awaits governmental approval. There is broad agreement that a sector strategy for culture needs to be put in place but the timing for formal adoption remains unclear. All related training activities, workshops, conference and other CHSED outputs have been completed. The architectural competition has not been successful. Lessons have been learned in order to make future calls for proposals more successful.

Outcome 2: An enabling environment is in place to ensure people's access to cultural heritage and participation in cultural heritage decision making at the local, regional and national levels

The transformation of the National History Museum (NHM) into a modern cultural institution with international standards will be mostly achieved by the end of the extended programme period but Government action is needed. It remains now with the Albanian authorities and the NHM management to promptly act on implementing the various recommendations provided. Commitment to do so has been largely signalled during this evaluation but it has not been guaranteed. The reconstruction of a part of the NHM provides a model for similar renovation in Albania. Albania's archaeological park system is being upgraded to better safeguard Albania's cultural heritage and ensure environmental sustainability, but visible Government action is needed. Renovation of the archaeological museum in Apollonia is underway which should be completed by the end of 2011. A key strategic document provided has been the study on fiscal management and governance of the archaeological park system in Albania. The Albanian film archives have been effectively upgraded and national films preserved for future generations

Outcome 3: Increased capacities to manage, preserve and present cultural heritage and cultural industries in an efficient, transparent, accountable and equitable manner

The objective of improving the skills level of staff employed at cultural sites in cultural heritage management, conservation and protection has been fully achieved but further Government action is needed. The various training activities, study tours and other events in this sub-component have resulted in an increased understanding and competence as concerns modern ways of cultural heritage management, conservation and protection. There appears to be a high degree of enthusiasm to put the newly gained knowledge into practice, but rapid adoption of change and the fiscal management process for the NHM and the archaeological parks is required. The objective of providing formal training and credentials available to cultural professionals is expected to be fully achieved. The Masters course on CRM is running well, coordinated by a highly motivated team at Tirana University.

Outcome 4: An increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies

Improving the quality of visitor experience improved at cultural heritage sites will be completely achieved. The upgrade of tourism facilities and information services has been almost completed. Support for Albanian artists and artisans in accessing new markets has been fully addressed. The artisan incubator in Gjirokaster provides a model for innovative promotion of artisan education and artisan works. The incubator planned in Shkoder failed and an opportunity to promote artisans in Northern Albania was lost, however. The Gjirokaster model can be replicated.

Outcome 5: A contribution to the National Strategy of the Alliance of Civilization (AoC) and an increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance

The objective of increased participation of Albania in global dialogue for cross-cultural and religious understanding has been achieved and has resulted in an increased awareness as concerns cross-cultural understanding and religious tolerance. Albania's implementation of the AoC strategy has been effectively supported and has influenced the quality of opinion expressed by the Albanian media. Less satisfactory is the situation as regards the two strategic documents developed by the CHSED programme in order to build a sound basis for increasing Albania's international recognition in respect of culture and cultural heritage. The cultural marketing strategy has a strong focus on immediate implementation, requested by the Albanian stakeholders since the strategy, with its first annual work plan for 2012, addresses direct support to the "2012 Visit Albania" promotion campaign. Similarly, the cultural diplomacy strategy is ready to be adopted and is also needed immediately for promoting Albania.

Sustainability: Most achievements of CHSED JP put great emphasis on follow up and sustainability. In particular at national level, the adoption of assisted strategies, concepts and recommendations is lagging behind. Strong national commitment is obvious but has not sufficiently materialized yet to confirm the sustainability of CHSED components. The main concerns relate to key outputs of the CHSED programme, such as the various national sector strategies and principal recommendations for improved governance, management and funding of Albanian institutions in the area of culture and heritage. Amongst others, the NHM appears blocked in proceeding with its reforms due to overall political considerations. There is no doubt about sustainability of the works being done for the ethnographic pavilion; the proposed modernization of the genocide pavilion will be challenging, particularly in terms of public debate about scope and content. Interventions delivered at local levels show basically good prospects for sustainability. There are also highly committed NGOs within the sector, well experienced with approaching national and donor funding.

CONCLUSIONS AND LESSONS LEARNED

Conclusions

The CHSED JP is a major intervention, with five comprehensive components and significant difficulties in implementation. Programme design was over-ambitious taking into account the modest size of the budget. Nevertheless, overall, the programme has been highly relevant to Albania, putting forward for the first time an external intervention with a clear focus on culture and heritage and its linkage with socio-economic development. But, at the programming stage, sustainability should have been more strongly explored. Programme implementation was complicated and delayed because of a lack of preparation for construction and modernization works. It has also suffered from long-lasting delays often, attributed to the political environment and technical complexities, and time extensions are still needed to complete all agreed works.

The MoTCYS, within its limitations in terms of competencies and funds, has always acted as a clearly committed partner. The programme outputs will be mostly achieved and they will contribute to the largely effective achievement of the set goals. Most project activities have been finished or are close to completion. Programme impacts are still difficult to trace however. Positive immediate impacts that appear can be seen in an increased public and political discussion in respect to Albania's culture and heritage. The decision-making process for the NHM renovation was an unexpected, difficult to manage, but positive unplanned impact. The Masters course for Cultural Resource Management will offer by the end of this year the first graduates to the local labour market. Other educational aspects still need to materialize once revised curricula have been brought into practice.

Socio-economic impacts would have been more visible if the culture marketing strategy had been implemented, which however, is still not the case. The same is true for the cultural diplomacy strategy, where administrative reasons still delay the establishment of a cultural diplomacy department in the MoFA. Despite the initial uncertainties with the joint programme management and coordination approach, the cooperation between UNESCO and UNDP greatly improved and ensured a high degree of joint work.

The evaluation reveals a high degree of enthusiasm among the local community involved in culture and heritage issues. This should be a crucial driving factor for future interventions in the area. There remains some uncertainty however, as to whether the socio-economic benefits resulting from culture and heritage policies and interventions have been fully appreciated and exploited by the national authorities.

Lessons learned

Joint programming and joint programmes

CHSED programming and implementation confirms the need to establish realistic work programmes and adequate budgets. The CHSED JP shows that effective joint work is possible and successful. Despite all implementation difficulties, the joint programme approach has been the right decision for both agencies involved and facilitates well a One UN identity in Albania. However, the impact of significant implementation delays on participating agencies' resources and planning should not be underestimated.

Culture and Heritage

Programming of culture and heritage activities has to carefully assess the technical aspects of modernizations works at the programming stage, including realistic feasibility studies, technical assessments, land ownership issues, etc. The artisan incubator project in Gjirokaster is an example of good practice and deserves dissemination.

The designers of joint programmes should recognise that, within a longer-term vision that moves in the desired development direction, results are identified within the donor timeframes, and at the same time set the stage for continued commitment to achieve the broader, longer-term vision in line with national policies.

RECOMMENDATIONS

General recommendations vis-à-vis joint programming

- Programming of future joint programmes should include a sustainability strategy as an integrated part of the programme document. The current programming section on sustainability as well as the sustainability strategy document are insufficient and provide only general statements in respect to the durability of project outputs.

Recommendations to UN partners

Programming of future joint programmes in the area of culture and heritage should:

- Focus on support given for the implementation of the respective sectoral strategies (national culture strategy, cultural marketing strategy, cultural diplomacy strategy);
- Have a direct link to defined culture objectives and indicators, in order to trace directly the contribution of UN assistance towards Albania's goals;
- Strongly recognize the national interest and the variety of opinion in this area;

- Consider a more pronounced developmental perspective with plans to strengthen the poverty/ economic benefits orientation and possibly focus more on rural areas.

Recommendations to national authorities

The MoTCYS should:

- Accelerate its efforts in adopting the recommendations from the various policy papers prepared (cultural marketing strategy, fiscal management and governance structure of the archaeological park system, fiscal mechanism to support the financing of culture and heritage). The PMC should receive a detailed report on Government decisions as to how the individual outputs will be implemented;
- In line with the provisions given in the cultural marketing strategy, immediately start implementing some of the recommendations made, focusing on: (i) streamlining the role of the MoTCYS; (ii) developing inter-departmental and inter-institutional coordination; and (iii) strengthening the role and capacities of the National Tourism Agency;
- Request the NHM to immediately start with implementing some of the recommendations made in respect to organization, management and resources. Not all recommendations necessarily require political approval prior to their implementation, some can be launched even within the currently limited scope of responsibility and competence;
- Share follow-up responsibilities for the CHSEDC JP with all partners at the local and regional level, particularly in the target areas.

The Government of Albania should:

- Under the leadership of the MoTCYS, immediately intensify the dialogue with donors concerning co-funding of activities planned for the “Visit Albania 2012” year;
- Immediately proceed with approving the necessary administrative provisions and funding for setting up the Cultural Diplomacy Department within the Ministry of Foreign Affairs. If the decision is further delayed, the Ministry should start implementing the cultural diplomacy strategy using existing organisational structures;
- Increase its efforts in stimulating local and regional culture and heritage initiatives;
- Immediately ensure the Council of Ministers’ approval of the national culture strategy.

MAIN REPORT

1. INTRODUCTION

1.1. Background

The cultural policy of the Ministry of Tourism, Culture, Youth and Sports (MoTCYS) has to be seen in the framework of the efforts of the Albanian Government to improve integration of Albania within Europe. This is based on the principle that cultural policy itself must become a key element of the general strategy of the development of Albania within the Balkans Stability Pact. The cultural policy objectives set by the Albanian Government address the promotion of identity and diversity, support for creativity and participation in cultural life. Through a series of policy and financial instruments, the MoTCYS planned to interlink its own objectives by developing even innovative fiscal mechanisms to support culture and cultural heritage based on global best practices. Policy intervention initiatives are considered essential to ensure that the interdependent relationship between tourism, culture, youth activities and sport is developed and managed in a sustainable manner, at the both national and local levels.

Albania's prospects for meeting the Millennium Development Goals (MDGs) could be greatly enhanced by strengthening the role of culture in its national development strategies and local and regional action plans. Harnessing the potential of Albania's cultural heritage offers opportunities for Albania to strengthen its national identity, create economic opportunities for poor and rural communities, enhance investment, and position itself positively in Europe and the rest of the world.

The *Culture and Heritage for Social and Economic Development* joint programme (CHSED JP) is designed to strengthen the capacities of Albania in the fields of culture and development, and to articulate Albania's cultural identity and heritage in the promotion of the country's image abroad. Achieving this goal will represent an important contribution to Albania's national priority of accession to the European Union. Interventions include the provision of policy support, improvement of capacities in the field of the protection, promotion and management of cultural assets, safeguarding of the most valuable cultural heritage monuments and sites, and strengthening the cultural industries sector for socio-economic development and achievement of the MDGs. The programme utilises a participatory approach at the policy, state and local intervention levels.

The JP, financed by the Government of Spain through the Millennium Development Goals Achievement Fund (MDG-F) with a contribution of US\$3.260 million, was formulated as a partnership between the United Nations Development Programme (UNDP) and the United Nations Educational, Scientific and Cultural Organisation (UNESCO), in close consultation with the MoTCYS and the Ministry of Foreign Affairs (MoFA) which provided input on all strategic interventions to ensure consistency with government priorities and sectoral strategies.

Programme coordination arrangements have been established in accordance with the Operational Guidance Note for the Participating UN Organisations. Overall, the National Steering Committee (NSC) oversees and coordinates the operation of all JPs in Albania. A Programme Management Committee (PMC) coordinates and oversees immediate programme implementation and acts as the principal coordinating and supervisory body for the implementation of the JP. It provides policy guidance and recommendations regarding

programme strategy and objectives. A JP Implementation Team has been established to facilitate the overall coordination of JP activities with partners at all levels, including preparation, implementation, monitoring and reporting. The Team was managed by a UN Joint Programme Coordinator until May 2011. For the remaining programme period, until December 2011, programme management is being guided by the UNESCO National Project Officer.

As the lead agency in charge of culture in Albania, the MoTCYS is the primary implementing partner for the CHSED JP for activities with UNDP and UNESCO. Other national government bodies, such as the MoFA, the Ministry of Education (MoEd), the Institute of Cultural Monuments (IoCM) and the National Tourism Organisation (NTO) are involved as implementing partners. Other actors, such as CSOs, universities, municipalities and the private sector, also contribute to the achievement of JP outcomes.

The MDG-F Secretariat is essential to ensuring the operationalisation of the MDG-F framework and all country programmes. The Secretariat plays an important role in guaranteeing transparent processes and improving the quality of JP formulation. As one of its Secretariat functions, the MDG-F has developed a Monitoring and Evaluation Strategy for the Fund which is gradually being implemented.

1.2. Purpose of the evaluation

The MDG-F Monitoring and Evaluation Strategy and the Implementation Guide for Joint Programmes stipulate that all JPs lasting longer than two years will be subject to a mid-term evaluation.

Mid-term evaluations are to be formative in nature and seek to generate knowledge, identifying best practices and lessons learned and to improve implementation of the programmes during their remaining life. As a result, the conclusions and recommendations generated by this evaluation are addressed to its main users: the PMC, the National Steering Committee and the Secretariat of the Fund (MDG-F Secretariat).

The MDG-F mid-term evaluation has the following specific objectives:

- *To know about the quality of the design and the internal coherence of the joint programme (the needs it seeks to fulfil and the problems that intends to solve), the external coherence to the United Nations Development Assistance Framework (UNDAF) and National Development Strategies and up to what extent national ownership is present in the implementation of joint programmes according to the terms defined by the Paris Declaration and Accra Action Agenda.*
- *To know about the implementation of the joint programme, the efficiency of the management system with regards to planning, coordination, and use of the designated resources for its implementation. The evaluator should start by analyzing the processes and institutional mechanisms that allow identifying success factors and limitations of inter-agency work within the frame of One UN.*
- *To know about the degree of effectiveness of the programme in terms of; beneficiaries, contribution to the thematic window as well as to the Millennium Development Objectives at local level and/or in the country.*
- *Preliminary assessment of the sustainability context including the joint programme outcomes as well as barriers and counter-measures in order to ensure sustainability.*

Due to delays in implementation, the timetable for the mid-term evaluation of the CHSED JP was repeatedly postponed. The Programme partners and Evaluation Reference Group finally

agreed to have the obligatory evaluation as a final evaluation at a relatively late stage of programme delivery, close to its completion. Therefore, the evaluation being undertaken has a final assessment character, but conducted and based on the principles valid for MDG-F mid-term evaluations.

1.3. Methodology used in the evaluation

This final evaluation focuses on the actual performance of the JP, mainly on the outputs being delivered. It assesses the efficacy and sustainability of these outputs. It also assesses the relevance and efficiency of the intervention, taking into account international and EU standards as benchmarks where relevant.

Evaluation Questions, divided into sub-questions were established in the generic Terms of Reference (ToR) for the evaluation. Annex 1 provides a detailed evaluation matrix, linking evaluation issues and questions to evaluation criteria, indicators, sources of information and methods of data collection.

The methodology for preparing this evaluation report comprised initial data collection, document research and literature survey, and interviews (see Annex 4 and Annex 5). Following an initial desk analysis undertaken by the Evaluator, primary data has been gathered through structured and in-depth interviews with all the relevant stakeholders in Albania. The field visit to Albania allowed direct contact with implementing bodies, programme partners, stakeholders, beneficiaries and end-users and constitutes an important source of information.

This evaluation strictly adheres to the transparency norms and ethical principles set by the United Nations Evaluation Group.

1.4. Constraints and limitations of the evaluation

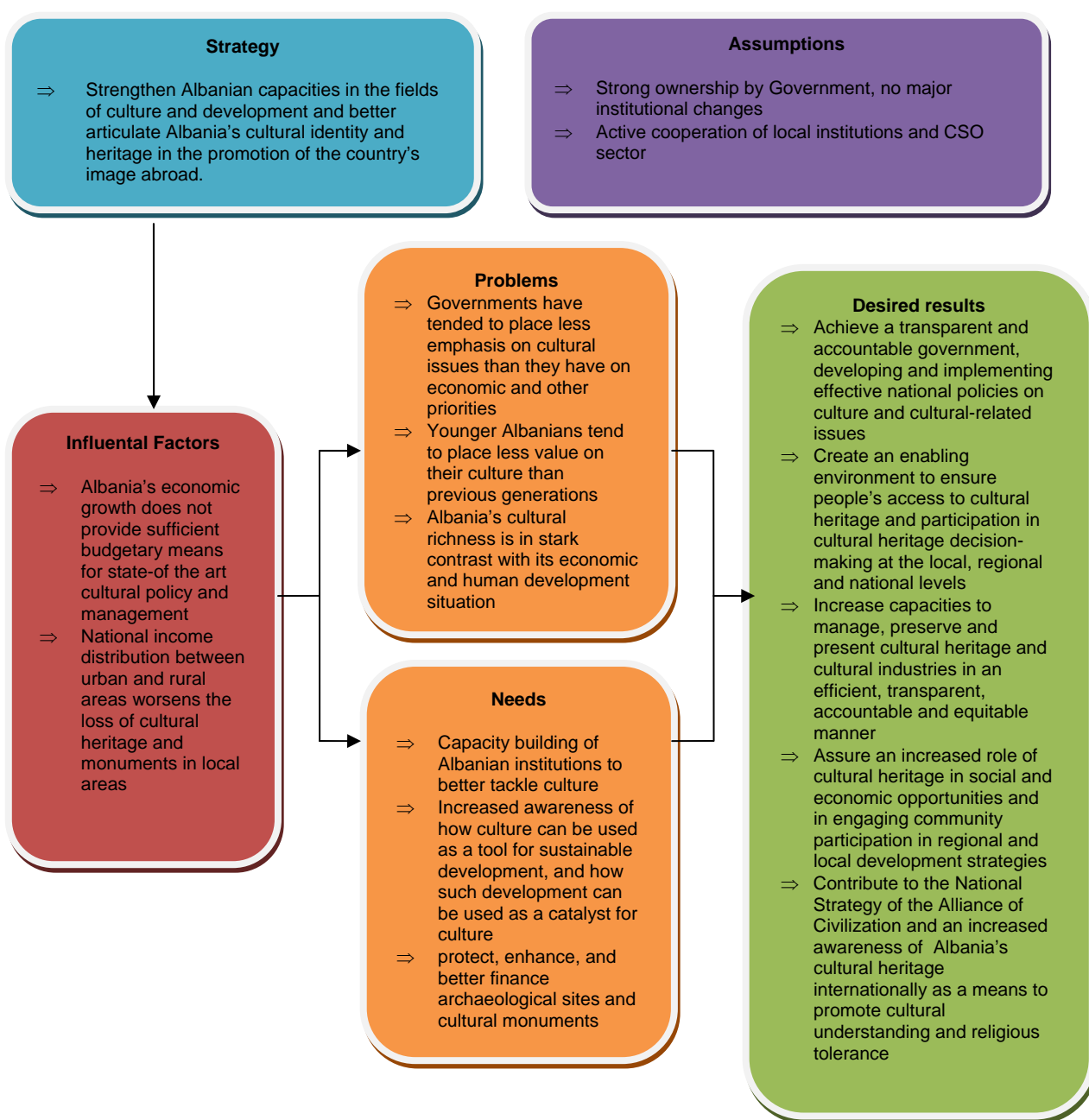
The level of analysis that has been achieved by this final evaluation was restricted by constraints in the field, namely the limited availability of in-country data, limited availability of persons familiar with the key outputs and also by the limited number and quality of interview responses, as well as by the resources allocated to the evaluation in terms of staff and time.

2. DESCRIPTION OF INTERVENTION CARRIED OUT

2.1. Initial concept

This evaluation report includes an initial draft of the Theory of Change of the programme under review, as a benchmark for comparison during the evaluation and as common starting point of agreement between the consultant and the managers of the evaluation. Overall, a Theory of Change is the product of a series of critical-thinking exercises that provides a comprehensive picture of the early- and intermediate-term changes in a given intervention that are needed to reach a long-term goal articulated by the intervention.

A Theory of Change model for the evaluated CHSED JP, based on a simplified reconstruction of the underlying intervention logic, is presented below:



The CHSED JP complements the efforts of the Government of Albania to utilize and mobilize culture for development in order to achieve the MDGs by 2015. Albanian sector strategies on tourism, culture and youth all adhere to the principles and objectives of the MDGs.

This JP also complements ongoing UNDP and UNESCO efforts in the fields of culture and development, such as UNDP's Support to Eco and Cultural Tourism Development Programme (April 2006-April 2009) and Image of Albania programmes (May 2006-August 2008), UNESCO's Center for Restoration of Monuments in Tirana (June 2005-November 2009), and other innovative initiatives related to the further safeguarding and promotion of the tangible and intangible cultural heritage of Albania.

The CHSED JP is built upon the following (five) achievable outcomes (see also Annex 2), and based on national, sub-national and sectoral priorities for culture and development.

1. *A transparent and accountable government, developing and implementing effective national policies on culture and cultural-related issues*
 - 1.1. *Culture is treated as an integral part of national Government strategy, rather than an isolated sector strategy*
 - 1.2. *Private owners of cultural monuments are given increased opportunities to conserve and protect their properties*
 - 1.3. *Government strategies and action plans on culture and related sectors benefiting from new data gathered and interpreted*
2. *An enabling environment is in place to ensure people's access to cultural heritage and participation in cultural heritage decision-making at the local, regional and national level*
 - 2.1. *National History Museum is transformed into a modern cultural institution at international standards of governance, management, documentation, presentation, conservation and security*
 - 2.2. *Albania's archaeological park system upgraded to better safeguard Albania's cultural heritage*
 - 2.3. *Albanian film archives are digitized and preserved for future generations*
3. *Increased capacities to manage, preserve and present cultural heritage and cultural industries in an efficient, transparent, accountable and equitable manner*
 - 3.1. *Staff employed at cultural sites are trained in cultural heritage management, conservation, and protection*
 - 3.2. *Formal training and credentials available to cultural professionals*
4. *An increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies*
 - 4.1. *Quality of visitor experience improved at cultural heritage sites*
 - 4.2. *Albanian artists and artisans are accessing new markets*
5. *A contribution to the National Strategy of the Alliance of Civilization¹ (AoC) and an increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance*
 - 5.1. *Increased awareness of Albania's cultural heritage by foreigners*

In line with the One UN programme approved by the Albanian Government in October 2007, the five key development results of the CHSED JP are closely aligned with those in the UNDAF framework:

¹ AoC is an initiative proposed by the Government of Spain at the 59th General Assembly of the UN in 2005. It was co-sponsored by the Turkish Prime Minister. The initiative seeks to galvanize international action against extremism through the forging of international, intercultural and interreligious dialogue and cooperation. The Alliance places a particular emphasis on defusing tensions between the Western and Islamic worlds.

Description of intervention carried out

- 1. A transparent and accountable government, developing and implementing effective national policies;*
- 2. An enabling environment is in place to ensure people's participation in policy formulation and the national decision-making process;*
- 3. Increased use of quality public services delivered in an efficient, transparent, accountable and equitable manner;*
- 4. Regional and local government strategies implemented with full participation of communities.*

2.2. Detailed description of its development: summary of activities and results achieved

Following the signature of the JP on 24 July 2008, on August 13, 2008, in accordance with the approved Annual Work Plan, UNESCO received an initial amount of \$694,395, while UNDP received an amount of \$1,216,460. At the beginning of May 2011, 80% of the entire budget (\$3,260,000) was committed. The CHSED JP was originally designed as a two-year programme, which subsequently was granted a six-month extension early in 2009. In 2010 the programme managers asked for a four-month extension, until June 2011, mainly to finish the activities relating to the National History Museum. In June 2011 another no-cost extension was approved, allowing the completion of ongoing renovation works until December 2011 (total 40 months duration).

Based on the documentation provided, the main activities and outputs produced so far by the CHSED JP are briefly summarised below. The structure of presentation follows the programme objectives and outcomes.

Joint Programme Outcome 1: A transparent and accountable government, developing and implementing effective national policies on culture and cultural-related issues

1.1 Government mechanisms and/or instruments for protecting and preserving culture adhere to principles of good governance and offer improved services to citizens (joint outcome UNDP/ UNESCO)

The purpose of this sub-component is to develop new fiscal and financial mechanisms to increase private sector investment and civil society involvement in support of culture and cultural heritage protection, investment and presentation. Examples include concessions, tax incentives, and Public Private Partnerships (PPPs). A fiscal mechanism study comprising recommendations on how the cultural heritage system can be improved has been prepared and submitted to the Government. An amendment to the Law on Intangible Heritage has been drafted and shared with the MoTCYS. UNESCO has printed a set of brochures on the 2005 UNESCO Convention on "Protection and Promotion of Diversity of Cultural Expressions" in Albanian as a useful tool for the awareness raising activities carried out by MoTCYS. Three institutions in charge of the cultural heritage promotion, conservation and research have been supported in their activities and provided with technical equipment in accordance with the action plan of activities in support of the two Conventions (2003 and 2005) jointly agreed upon by UNESCO and MoTCYS. A new section has been established within the department of National Heritage in MoTCYS for the implementation of the UNESCO conventions. The National Conference on the Trends of the Intangible Heritage supported by CHSED JP on the International Day of the Monuments of Culture (18 April 2011) provided a platform for the relevant professionals to discuss and exchange views on the issues concerning the intangible heritage.

1.2 New ideas to conserve and protect cultural monuments are shared with local communities, civil society and the private sector (joint outcome UNDP/ UNESCO)

In cooperation with the Institute of Cultural Monuments (IoCM) and MoTCYS, UNESCO announced an architectural competition. New ideas on the best uses of the cultural and historical objects were expected to be submitted by national and international students, studios, and companies by 9 May 2011. The best proposals were expected to be shared in awareness raising meetings with landlords in joint meetings organized with UNDP. However, only three proposals were received and none was considered to be of satisfactory quality. Two public seminars in Gjirokaster and Berat were organized in March 2011 in order to raise awareness at local levels and to guide local communities to better protect cultural monuments.

1.3 Government strategies and action plans on culture and related sectors benefit from new data gathered and interpreted (UNDP)

By the time the CHSED JP was launched, a draft national Culture Strategy had been prepared by the Albanian Government. CHSED expertise was mobilized to revise the existing draft Culture Strategy and to provide baselines and indicators for measurement. The revised draft strategy is with the Council of Ministers. Political discussions within the Council are ongoing and the Strategy has still not been approved.

Joint Programme Outcome 2: An enabling environment is in place to ensure people's access to cultural heritage and participation in cultural heritage decision making at the local, regional and national levels

2.1 National History Museum (NHM) is transformed into a modern cultural institution at international standards of governance, management, documentation, presentation, conservation and security (joint outcome UNDP/ UNESCO)

After prolonged discussions, a broad consensus was reached around the future of the NHM, while the JP had been closely working with the NHM staff to ensure a smooth transition. An International Advisory Board for the NHM was established by the JP which endorsed four basic NHM-related documents: (1) Recommendations on the NHM Governance and Structure; (2) NHM Background study; (3) NHM Needs Assessment Report, and (4) NHM Overall Concept Note. New NHM governance and management structures have been recommended by the NHM Advisory Board and shared with the Government and NHM management. The NHM change management plan has been implemented with NHM staff to facilitate the change process. Drafting of operation plans has been completed. Concerning the physical output – renovation of part of the NHM - preliminary studies on the physical conditions of the NHM building were undertaken followed by the commissioning of the physical renovations. Following the MoTCYS decision and request, the renovation works are focusing on the ethnography pavilion in the NHM. At the time of this evaluation, works were ongoing and were planned to be completed by the end of September 2011 at the earliest.

2.2 Albania's archaeological park system upgraded to better safeguard Albania's cultural heritage and ensure environmental sustainability (UNESCO)

The JP experts revisited the activities relating to archaeological parks to best accommodate the priorities of the Government through close cooperation with the Government. For this purpose: (1) a background study on the Archaeological Park System in Albania has been finalized; and (2) an assessment of the fiscal management and governance of the Archaeological Park system in Albania has been shared with the Government, and printed in English and Albanian. The international and national consultants also prepared reports on immediate interventions to mitigate risks in the Apollonia and Antigonea archaeological parks. Not originally included in the programme, but requested by the MoTCYS, the CHSED

JP is also funding a renovation of the archaeological museum in Apollonia. Reconstruction works were ongoing at the time of this evaluation.

2.3 Albanian film archives are digitized and preserved for future generations (UNESCO)

A 35 mm film projector and a new film storage server were installed in the National Film Archive (NFA). These contributions enable the NFA to fulfil their mission to make Albania's cinematic heritage more accessible to its citizenry. The entire artistic film fund has been catalogued as well as 99% of the Albanian documentary films, 100% of Albanian chronicles, 100% of foreign chronicles on Albania and 95% of animation films. UNESCO has launched a bid for the renovation of the NHM conference room, to convert it into a multipurpose hall. Renovation works were expected to begin at the time of this evaluation.

Joint Programme Outcome 3: Increased capacities to manage, preserve and present cultural heritage and cultural industries in an efficient, transparent, accountable and equitable manner

3.1 Skill level of staff employed at cultural sites is improved in cultural heritage management, conservation and protection (UNESCO)

Comprehensive training for staff of the archaeological parks on cultural heritage management, conservation and protection was delivered. The CHSED JP experts also undertook a preliminary assessment to evaluate the specific skills/ training needs of the staff at the NHM to ensure that existing staff are fully prepared to take on potential new roles in the newly developed organigram. Ten NHM managers were trained in Milan, Barcelona and Tirana on best museum management practices. Twenty NHM employees were trained in Tirana on best conservation and protection practices. Ten managers of the archaeological parks in Albania attended the study tour organized by CHSED JP and MoTCYS in cooperation with the Ministry of Cultural Goods and Activities of Italy. The trainees were able to observe and exchange information on best practices in archaeological and museum management, conservation, security, display, education and communication at relevant institutions in Rome and Pompeii. The Participation Certificate Award ceremony took place in Tirana on 8 June 2011.

3.2 Formal training and credentials available to cultural professionals (joint outcome UNDP/ UNESCO)

A Cultural and Resource Management (CRM) Masters-level course was prepared and has been fully accredited and mainstreamed in the public higher education system of Albania in cooperation with the faculty of History and Philology of the Tirana University. Launched in October 2010, the course is running smoothly and has raised considerable interest on the part of Bachelor students and the in-service employees working in culture area. Visiting professors and the scholarship programme for the non-resident Albanian students, along with the well refurbished and equipped Masters premises, have contributed to the reputation and visibility of this activity/ intervention. A tourist guide training curriculum has formally been approved by line ministries and Tirana University. It is intended to start the tourist guide education scheme as a Masters-level course in October 2012.

Joint Programme Outcome 4: An increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies

4.1 Quality of visitor experience improved at cultural heritage sites (joint outcome UNDP/ UNESCO)

Tourism signage and tourism information facilities have been upgraded in the two Albanian World Heritage cities of Berat and Gjirokastra with the establishment of Tourism Information Offices. A map guide on the park of Antigonea in English and Albanian was produced for distribution by the park and the production of an audio-guide for Antigonea has been ongoing. The Gjirokastra and Berat map guides have been produced. Better information services are now being provided to national and foreign visitors.

4.2 Albanian artists and artisans are accessing new markets (UNDP)

A national artisan conference was organized in order to orient and inform artisan training needs. Artisans from around the country participated and were briefed on the state of the art in artisan self-promotion and design. An Artisan Incubator has been established in the city of Gjirokastra but establishment of the Incubator in Shkoder failed because the agreed location within the Shkoder castle was finally not made available by the local authorities. The related funds were reallocated to the NHM renovation. In Berat, the artisan selling point was located within a public structure managed by the municipality. Artisan training on product development has been completed. The interventions have resulted in the creation of new opportunities for artists and artisans to access new markets by providing new economic and social opportunities for them.

Joint Programme Outcome 5: A contribution to the National Strategy of the Alliance of Civilization (AoC) and an increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance

5.1 Increased participation of Albania in global dialogue for cross-cultural and religious understanding (joint outcome UNDP/ UNESCO)

The main aim is to increase the awareness of Albania internationally, through policy interventions in the areas of cultural marketing and cultural diplomacy. In support of the Alliance of Civilization national strategy, a 'Rapid Media Response mechanism' established by the Albanian Forum for the Alliance of Civilizations (NGO) with JP support, monitored and responded to public debates on intercultural issues. The Forum monitored national media and ensured that coverage of intercultural issues was balanced and correct. It also built capacities of journalists and opinion makers through a series of training events and national conferences. The partnership established with the Institute of Curriculum and Training for the revision of the history and geography textbooks in the spirit of the AoC strategy has led to a thorough analysis of the history and geography curriculum and textbooks, and to a series of training events with the textbook publishing houses' authors, editors and teachers engaged in the selection of the textbooks to be used by the schools. The Institute of Dialogue and Communication and Albanian Media Institute worked on the creation of the AoC documentation centre; seven books and 13 brochures have been translated into Albanian and published. The documentary film "Island of Peace" was aired on Easter Day 2011 during primetime by the national TV station. The winners of the essay competition on the topic "No Clashes, Alliance of Civilizations instead" were announced in an activity attended by the deputy Prime Minister and the Minister of Foreign Affairs (in charge of the implementation of the AoC national strategy). A number of AoC related debates were organized with students of a number of faculties in Tirana, and two TV talk shows on the same topic were organized.

Implementation of a contract for the development of Albania's cultural diplomacy strategy, its action plan and relevant training with support from the Spanish MoFA and an international contractor, has been completed. The MoFA has prepared a concept note in relation to its needs for support on cultural diplomacy. On that basis, the CHSED JP established a partnership with the Spanish MoFA which has been supporting its Albanian counterparts by providing targeted training and shared experiences on successful cultural diplomacy abroad. Cultural diplomacy with Interarts was established. A study visit to Madrid took place which

Description of intervention carried out

was followed by the training of the MoFA personnel in Tirana in early April 2011. The cultural diplomacy strategy was drafted and handed to the MoFA. A background assessment on Albania's cultural marketing efforts was completed. Finally, Albania's cultural marketing strategy and action plan was drafted through a participatory process supported by the JP with the help of an external contractor. Approval of the culture diplomacy and cultural marketing strategies was pending at the time of this evaluation.

3. LEVEL OF ANALYSIS: EVALUATION CRITERIA AND EVALUATION QUESTIONS

This chapter examines the performance of the CHSED JP, based on considerations of needs assessment and design, inputs, outputs, ownership, results and sustainability, set against the Evaluation Questions detailed in Annex 1.

3.1 Design level

Relevance: Overall, the CHSED JP is highly relevant and needed. It was too ambitious in scope and coverage relative to its timeframe and resources. Flexibility in respect to changing needs and programme environments has been well demonstrated.

The CHSED programme is very well based on adequate needs assessments and problem identification. In accordance with the draft Strategy on Culture, the national cultural policy in Albania is built on European standards and models. Culture and arts are considered to be tools that will help to bring democratic development to the country and re-assert its cultural identity, within the region, and as an integral part of European cultural identity. According to the same document, the implementation of the Strategy will increase the autonomy, competition and multi-dimensional role of arts and culture institutions in the country's civil, democratic and economic life.

Albania's cultural life remains highly concentrated within the capital, Tirana, with almost every national organisation based there, and the trend is still to avoid outreach projects and distribution, which results in poor cultural offerings outside of the capital. The situation is similar with independent theatre and music projects, festivals, shows and exhibitions. Exceptions occur in certain areas that have a tourism interest.

Decentralisation of culture, as a part of an overall process in the public administration system, has not yet proved productive. 2010 was a year of major friction between local and central government regarding subsidy distribution and taxation, with the government pushing for less local taxes and the local authorities complaining of interference from the government. Arts and culture were caught in the middle of this clash and suffered both a lack of funding and a lack of co-ordination between central institutions and city councils.

The protection of cultural heritage in Albania is a priority for the MoTCYS which shares responsibility for heritage with the Academy of Science. Efforts have intensified in recent years concerning architectural cultural heritage protection and restoration in Albania, with the aim of further promoting the historical and cultural heritage, and providing sustainable development for the local economies concerned.

Overall, the programme is designed to reflect the corresponding MDG-F thematic window, identified as culture and heritage. Programme design is based on an appropriate analysis of problems, inequalities and gaps. CHSED presents a sound intervention basis and clear programme logic with a rather holistic approach. The programme document is sound and coherent, based on a realistic needs assessment. The five defined priorities (outcomes) directly respond to national policies, systems and services and take account of the need to deliver activities at national, region and local levels. The targets set are challenging. The original programme design requested a budget of more than US\$5 Million, but only US\$3,26 Million was finally approved. Since all proposed activities were considered to be of high importance the programme planners did not reduce the scope of actions adequately.

Realistically, the scope of actions could not be achieved within the given budget and time, as the pace of implementation finally confirmed.

As from the prevailing design, individual programme components have been developed independent from each other, reflecting a programming approach of separation according to individual agencies tasks and agendas. There have been some synergy effects and cross-fertilisation due to the applied joint programming approach but these could have been more strongly incorporated, in particular, the linkage between culture and heritage to socio-economic development, namely to education and tourism.

Where relevant, particularities and specific interests of women, minorities and ethnic groups have been taken into account by the CHSED JP. The review of gender balance on the CHSED JP indicates that the programme maintains a participatory and gender sensitive approach. Gender issues have been deeply explored during the consultation process for programming CHSED JP. Adequate provisions were made to ensure gender balance. Final beneficiaries, in particular artists and artisans are characterised by a high percentage of females. Moreover, the JP project team includes mostly women and individual project activities show a high degree of female representation, both at government partner as well as final beneficiary levels.

The intervention strategy has been adaptive to address changing needs or aspects of intervention areas. Flexibility was built into programme design and this has helped the CHSED JP to adapt to the rapidly changing political environment, such as various elections and their consequences, in terms of changes to political key stakeholders, and to cope with prolonged decision-making processes. In fact, the high degree of flexibility is one of the positive key features of the JP design.

Follow up indicators are relevant but often do not fulfil SMART criteria. The monitoring and evaluation framework was improved by the JP team at the beginning of implementation. Clear indicators, baselines and targets are given for many activities. Quantified outputs and outcomes were defined wherever possible, but due to planning uncertainties and missing baselines in a number of cases not all of these expected quantifications correspond to the achievements actually being made. Where possible, programme indicators have been followed up and the results are summarised in Annex 3.

Overall guidance and supervision given by the MDG-F Secretariat in proper programming has been appreciated. The MDG-F Secretariat has, in particular, ensured that the CHSED programme has been prepared in line with the respective thematic window, thus ensuring overall consistency with the MDG-F strategic approach. Monitoring missions of the Secretariat were well received and have helped to strengthen the follow-up of implementation. There has been excellent communication between Secretariat and JP team and UN agencies, as regards this particular programme.

The CHSED JP objectives respond directly to the related national and sectoral strategies, including their operational context. Individual programme outcomes and components reflect well the expressed needs of the Albanian Government. The programme activities directly respond to relevant national legislative and strategic documents or directly address the further refinement and development of the current political, legislative and strategic framework, as concerns Albania's overall culture policy, or particular aspects of culture, such as tangible and intangible heritage, fulfilment of UNESCO conventions, etc.

Intense and inclusive participation and ownership of national, regional and local authorities and stakeholders at the design stage has been a main feature of programming. The MoTCYS has been delivering an excellent performance in the national lead partner role. The individual programme components were prepared by the respective UN agencies and all relevant national, regional and local stakeholders were consulted during

the programming. Their views and suggestions were incorporated where applicable. Furthermore, Albanian NGOs were involved in order to make sure that their later involvement in implementation would be successful. The involvement of artisans was ensured via NGOs and local or regional artisan associations. Donor interests at programming stage were ensured by the pro-active engagement of the Ambassador of the Kingdom of Spain.

There has been some frustration at NHM and MoCTYS on conducting many studies and assessments prior to starting any NHM physical works. Also, the costs of technical examinations reduced significantly the funds available for renovation work. The need to comply with international quality and safety standards could have been more clearly communicated to the national authorities, particularly at the programming stage.

3.2 Process level

Efficiency: Overall, programme implementation is characterised by extensive delays particularly in the component addressing the renovation of the NHM. Individual sub-projects have been mostly completed with a varying extent of efficiency.

The JP management model is delivering the expected outcomes but with a high administrative burden. Overall, the JP management model still needs to be seen as having an experimental nature. Despite the fact that some previous programmes had been conducted as joint efforts, the nature of the CHSED JP has clearly exceeded the scope of previous experience. Considerable time was required for joint planning and proposal development, which increased transaction costs for the UN agencies. Reaching consensus was not always easy, given the different mandates and priorities of each agency. Differences in accounting systems between individual agencies made financial reporting very time-consuming. There was an additional administrative burden experienced by the two participating agencies, and not all agencies have sufficient operational capacity to cover the administrative and reporting needs from their own sources.

The CHSED JP is implemented by a high quality team of dedicated professionals. The various agency staffs are highly motivated and dedicated to the programme, often working beyond the call of duty. There has often been close cooperation in the field as concerns pilot regions, and UNDP and UNESCO have established excellent joint work, sometimes going beyond the degree of cooperation witnessed in other JPs. Cooperation and coordination has been good and the JP approach is unanimously supported by all agencies involved and adds clear value in this respect. For the UNESCO Venice Office, this CHSED JP has been their first experience as a joint programme. Lessons have been learned by UNESCO from earlier JPs which were utilized for later JPs in the Balkans region and Turkey.

There have been two international JP Programme Coordinators leading the JP management team throughout the course of implementation. Initial procedural difficulties were caused by the situation that the lead agency was UNESCO whilst the Programme Coordinator position rested with UNDP. These difficulties were resolved successfully. The first Programme Coordinator had a strong focus on technical expertise but less on coordination and communication and, according to the prevailing arrangements, had no technical responsibility for UNESCO parts. This situation made efficient coordination difficult at times. An internal contractual reform made the issue of new staff contracts necessary and this opportunity was used to bring in a new Programme Coordinator, with a clear focus on coordination and communications. This replacement improved the quality of management. The last Programme Coordinator finished in May 2011. Implementation during the last six months of the extended CHSED programme rests with the JP local team, guided by the UNESCO National Project Officer and supervised by the PMC.

Programme steering by the PMC provides a sound platform for inter-agency and national partners' coordination. The CHSED JP is characterised by well established inter-agency coordination. The PMC, as the programme's coordination platform, is chaired by the UNESCO Venice Office Director and closely guides the implementation process. The PMC meets four times a year, and performs well as the main coordination body and link to the government. The JP management team has ensured good coordination of participating agencies. Cooperation between the agencies and the most important national partners works well. Civil society organisations are closely involved in implementing certain activities and they are coordinating well with their respective UN agency.

Over time the participating agencies have set up largely efficient coordination, both at inter-agency level and between agencies and government/ NGO partners. The CHSED JP has been functioning well as concerns coordination. In particular coordination between the participating agencies has been working satisfactory. The UNDP, as resident agency, and UNESCO, as a non-resident, have set up a *modus operandi* for joint work, benefiting from the full range of UN expertise in the course of implementation. This positive and efficient approach might partly be attributed to the fact that two agencies potentially can coordinate better, compared with joint programmes, where three or even four different agencies are involved.

Delays in implementation result mainly from prolonged consultation and decision making processes and the overall political environment, originally not expected by the programme design. Parliamentary elections in 2009 caused a significant delay at the start, mostly due to political uncertainty following the elections which slowed down the political decision-making process. The prevailing political climate at that time made it difficult to advocate and introduce evidence-based policy or new instruments and mechanisms for national non-priority areas such as culture and heritage. A similar situation occurred in 2011 due to local elections, which again required the full attention of political stakeholders. Uncertainties in political leadership due to frequent changes in the position of the Minister of Culture and Tourism – at the time of this evaluation, programme implementation was experiencing the fourth Minister coming into post - also contributed to delays.

Throughout its implementation the CHSED JP has demonstrated a high degree of flexibility in order to respond to the relevant political and social-cultural context. For instance, renovation of the archaeological museum in Apollonia was not included in the programme. However, the programme has responded well to this request expressed by the Governmental partner. The MDG-F Secretariat showed flexibility and patience in approving extensions in order to facilitate the implementation of the programme and the achievement of its objectives.

There is some evidence to substantiate potential benefits of the joint programmes, such as sharing work methodologies or financial tools among agencies. In many JPs reviewed, individual agencies do not always view their work as a joint effort at both national and regional levels. In the case of CHSED, over time, the UN agencies involved have managed to clarify mandates and determine roles based on their respective comparative advantage, improved communication between agencies and strengthened joint planning. In particular the open and constructive forum provided by the PMC has been found useful. The UNESCO Venice Office, presently engaged in six JPs in the Balkans and Turkey region, has set up a special post for dealing with JPs. UNESCO has made serious efforts to streamline its recruitment procedures and guidelines with those of the UNDP.

Ownership of the target population, political representatives and programme participants in the implementation process has been challenging, but is positive. There has been a very high degree of ownership demonstrated by national stakeholders but commitments sometimes still need to materialise in terms of following up and implementing

JP recommendations, and embedding them into national politics and structures. The regional and local authorities, and stakeholders, take a strong interest in the programme activities and local ownership is only limited by the lack of funds and know-how.

On the other hand, pro-active buy-in could have been sometimes stronger as experienced, in particular, during the drafting of the cultural marketing strategy. Here, the drafting process was too reliant on external technical assistance. The output was achieved and is of a satisfactory quality, but more engagement from the side of the Albanian stakeholders would have been beneficial in making the outcome more effective and immediately sustainable.

3.3 Results level

Effectiveness: Most CHSED JP outcomes have been fully or at least partly achieved. The programme is making further progress towards effective achievement of programme objectives, Millennium Development and thematic window goals. Overall effectiveness should be good by the end of the extended programme period.

Overall, following its completion, the CHSED JP will positively contribute to various national MDG-F goals. The programme has linked culture to sustainable economic development, thus helping Albania in realising its MDG 1 on *Eradicating Extreme Poverty and Hunger*. Also, artisans who participated in the training have been made more marketable, also contributing to the MDG 1. Educational outcomes such as the Masters course on CRM can be linked to MDG 2 (*Achieve high quality basic universal education*).

MDG 3 (*Promote Gender Equality and Empowering Women*) has been supported through the implementation of the UNESCO normative instruments on culture. The creation of the business incubator and the training given to artisans contributes to gender equality and the achievement of MDG 3, as women made up the overwhelming majority of beneficiaries in the artisan projects. Equal participation between men and women in all training, courses, and educational programmes contributes directly to the achievement of MDG 3.

Support to implementing the UNESCO normative instruments in culture and the identification of new fiscal, managerial and organisational mechanisms plays a direct role in realizing national MDG 9 (*Strengthening Good Governance*). The completed revision of the governance and management systems for the archaeological parks and NHM assists Albania with its national MDG 9. Support for the realization and implementation of the AoC strategy has helped to strengthen the policy of good governance in Albania, under national MDG 9.

Details on the extent to which the individual outcomes have been already effectively achieved are given below:

Joint Programme Outcome 1: A transparent and accountable government, developing and implementing effective national policies on culture and cultural-related issues

1.1 Government mechanisms and/or instruments for protecting and preserving culture adhere to principles of good governance and offer improved services to citizens (joint outcome UNDP/ UNESCO)

Deliverables for outcome 1.1 are completed but the result has so far been only partly achieved. The legislative work done by the CHSED experts on intangible heritage has been incorporated into the National Culture Strategy. All related training activities, workshops,

conference and other CHSED outputs are completed and contribute in the longer run to increased capacities and understanding as concerns national culture and culture-related issues. A revised and improved National Culture Strategy is available and awaiting governmental approval.

1.2 New ideas to conserve and protect cultural monuments are shared with local communities, civil society and the private sector (joint outcome UNDP/ UNESCO)

Outcome 1.2 has not been satisfactory achieved. There has been broad disappointment as concerns the outcome of the architectural competition. None of the three proposals that were finally submitted were considered to be of sufficient quality by the implementing IoCM. Apparently, the scope of potential applicants was set too narrow and did not take into account the limited national architectural capacities for conserving cultural monuments. Moreover, very strict selection criteria contributed to the limited interest from architects in participating in this competition. Lessons are being learned in order to make future calls for proposals more successful. This includes a stronger information policy concerning such kind of competition, a better defined and broader group of target applicants, and, in particular, better lobbying at universities in order to increase interest.

1.3 Government strategies and action plans on culture and related sectors benefit from new data gathered and interpreted (UNDP)

Achievement of outcome 1.3 requires Government action. A revised and improved National Culture Strategy is available. CHSED international and local experts, together with the related working group, re-visited the draft National Culture Strategy and the process of revision has been beneficial both in terms of document quality as well as capacity effects. The National Culture Strategy still appears to be a subject of strong internal governmental discussion and the draft document awaits approval at the Council of Ministers. There is broad agreement that a sector strategy for culture needs to be put in place but the timing for formal adoption remains unclear.

Joint Programme Outcome 2: An enabling environment is in place to ensure people's access to cultural heritage and participation in cultural heritage decision making at the local, regional and national levels

2.1 National History Museum is transformed into a modern cultural institution at international standards of governance, management, documentation, presentation, conservation and security (joint outcome UNDP/ UNESCO)

Outcome 2.1 will be mostly achieved by the end of the extended programme period but Government action is needed. This programme sub-component is one of the most important programme areas. It provides a way forward for Albania's museum landscape, both at national level as well as at the immediate level of the NHM, to develop good policy and management principles, in line with international practices and standards. The work of the NHM International Advisory Board has clearly been effective in presenting the Albanian authorities with a model of how NHM governance and management structures can be drastically improved, following a pre-defined change management plan. NHM staffs, trained to support the process of institutional change, are available. It remains now with the Albanian authorities and the NHM management to act promptly on implementing the recommendations provided. Commitment to do so has been largely signalled during this evaluation, but it has not been fully converted in terms of concrete actions. Also, the reconstruction of a part of the NHM, coordinated by UNDP, provides a model for similar renovation works in the NHM and other national museums. For the first time, the NHM possesses an independent assessment of the physical condition of the building, which however indicates the need for significant renovation works in the future. The long-lasting debates about the focus of the CHSED JP renovation works were not efficient but the

decision finally made (ethnographic pavilion) confirms that the CHSED input has been targeted at a museum area of crucial importance for the Albanian national self-understanding and identity.

2.2 Albania's archaeological park system upgraded to better safeguard Albania's cultural heritage and ensure environmental sustainability (UNESCO)

Outcome 2.2 has been achieved but again visible Government action is needed. The key output in this sub-component has been the study on fiscal management and governance of the archaeological park system in Albania. Again, the findings and recommendations are of high quality and potentially helpful to transform the current park system into a structure that better serves the needs and challenges. It is understood that the Albanian authorities are working, in particular, on a new fiscal mechanism for archaeological parks but again internal discussions between the authorities have not materialised yet in terms of decisions and implementation provisions facilitating the desired change. Renovation of the archaeological museum in Apollonia is underway. Unless unexpected technical difficulties appear the works should be completed by the end of this year.

2.3 Albanian film archives are digitized and preserved for future generations (UNESCO)

Outcome 2.3 has been effectively addressed. The 35 mm film and the new server are both in use at the NFA. Regular film presentations are made in the NFA premises, providing the audience with national artistic and documentary films from the past and present, and thus making an important part of national culture and heritage accessible. Digitization is close to 100% and is on-going where films require technical restoration before digitization.

Joint Programme Outcome 3: Increased capacities to manage, preserve and present cultural heritage and cultural industries in an efficient, transparent, accountable and equitable manner

3.1 Skill level of staff employed at cultural sites is improved in cultural heritage management, conservation and protection (UNESCO)

Outcome 3.1 has been fully achieved but further Government action is needed. The various training activities, study tours and other events in this sub-component for staff employed at cultural sites have resulted in an increased understanding and competence as concerns modern ways of cultural heritage management, conservation and protection. Feedback from interviews confirms that there appears to be a high degree of enthusiasm among some trained staffs to put their newly gained knowledge into practice. However, the reform process is not driven by the same dynamics and the effective use of improved skills depends much on the rapid adoption of decisions at political level to approve the change and fiscal management process for the NHM and archaeological parks.

3.2 Formal training and credentials available to cultural professionals (joint outcome UNDP/UNESCO)

Outcome 3.2 is expected to be fully achieved. The Masters course on CRM is running well, coordinated by a highly motivated team at Tirana University. The course is fully booked with 13 students in their first year and 11 students in the second year of their study. First diplomas will be issued in September 2011. The tourist guide course has been proposed by the University to become a Masters accredited course and approval of the academic curriculum is pending with the Ministry of Education. There is strong view that the course will start in October 2012. Since a Masters level diploma for tourist guides is a new approach it remains to be seen how competitive the academic approach will be in comparison to vocational education possibilities for potential tourist guides.

Joint Programme Outcome 4: An increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies

4.1 Quality of visitor experience improved at cultural heritage sites (joint outcome UNDP/ UNESCO)

Outcome 4.1 will be completely achieved. The upgrade of tourism facilities and information services is almost complete. The outcome directly influences positively the quality of touristic infrastructure in the two UNESCO world heritage sites and thus will be effective at local levels of intervention for the further professionalization of visitor services.

4.2 Albanian artists and artisans are accessing new markets (UNDP)

Outcome 4.2 has been well addressed. The artisan incubator in Gjirokaster provides a model for innovative promotion of artisan education and artisan works. The artists and artisans involved have increased their competencies in product development and innovation and are better able to respond to the needs of the tourism sector, both in terms of national and international tourists. The Gjirokaster incubator predominantly comprises female artisans who have been strongly empowered by the CHSED JP. The planned incubator in Shkoder failed due to local decisions² and consequently an opportunity to promote artisans in Northern Albania has been lost. The more important outcome is the existence of the Gjirokaster model, which can be replicated in the future, both under national or donor funding.

Joint Programme Outcome 5: A contribution to the National Strategy of the Alliance of Civilization (AoC) and an increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance

5.1 Increased participation of Albania in global dialogue for cross-cultural and religious understanding (joint outcome UNDP/ UNESCO)

Outcome 5.1 has been partly achieved and Government action is needed. The outcome has resulted in an increased awareness as concerns cross-cultural understanding and religious tolerance, and Albania's implementation of the AoC strategy has been effectively supported. The Rapid Response Media Mechanism has been working well during its operations and has certainly influenced the quality of opinion expressed by the Albanian media. Concerning cultural diplomacy, a training package is available which is being introduced in the curricula of the Diplomatic Academy.

Less satisfactory is the situation as regards the two strategic documents developed by the CHSED programme in order to build a sound basis for increasing Albania's international recognition in respect to culture and cultural heritage. The cultural marketing strategy has been prepared by international experts and has a strong focus on immediate implementation. This was requested by the Albanian stakeholders since the strategy, with its first annual work plan for 2012, addresses direct support to the "2012 Visit Albania" year when Albania

² The artisan incubator in Shkoder was initially planned to be established within Shkoder castle in premises that were rented by a restaurant. Agreement was made to replace the restaurant by the artisan incubator. Due to lobbying, the restaurant owner finally managed to revise this decision. The restaurant is still operating and there is now no space for the incubator. The whole discussion process has been extremely protracted and the revised decision was made at a very late stage of the programme implementation (February 2011). Consequently there has been no time to find another suitable place.

celebrates its 100th anniversary and where the Government intends to strongly promote, nationally and internationally, the country, and to invite local and foreign tourists to visit Albania's cultural heritage. The work done for the cultural marketing strategy offers already a number of concrete promotion tools (e.g. "Tirana City Break") that basically are ready for implementation.

Similarly, the cultural diplomacy strategy is ready to be adopted and is also needed immediately for promoting Albania and its cultural richness abroad. The role of embassies in promoting culture and heritage, and thus in creating interest and recognition is essential. However, due to administrative reasons, implementation of the cultural diplomacy strategy has been entrusted to the Department for Public Diplomacy. This Department is still not established because the Ministry of Finance and Office for Administration have not agreed terms for a new Department. The delay results from the extended approval process required for any organisational changes in the government sector and from budgetary constraints. This unfavourable situation had already adversely influenced the drafting of the strategy when the Spanish consultants did not have an adequate counterpart within the MoFA.

Timing given in the programme document has been not realistic, frequent requests for extensions were needed to deliver all the programme outcomes. Implementation has shown that the original timeframe was not realistically achievable. Apart from the overall political environment which influenced the implementation, the volume of political and public debate in respect of key outcomes of the programme has simply been underestimated. In this respect, the discussion about the renovation of the NHM has been the biggest factor for delay. The need for fundamental technical assessments, prior to starting the physical reconstruction was not sufficiently considered at programming stage. Technical problems during the renovation works have also contributed to further delays.

CHSED JP mostly delivers high quality products. Flexible management has regularly adapted to a constantly changing environment, particularly to commit programme resources when activities need it, and not just to meet a disbursement schedule. As a result, the products delivered are of good quality and each assignment has been conducted on an as needed basis. In this respect the work of the NHM Advisory Board should be recognised. The discussion process within the Board has led to a set of high class recommendations which provide a sound framework for modernising not only the NHM but also the broader museum landscape in Albania. The presence of international top museum experts has helped increase the acceptance of findings and suggestions from the Albanian side.

Programme implementation is adequately followed up by the PMC and the MDG-F Secretariat. The PMC meets regularly, chaired by the UNESCO Venice Office Director. UNDP Country Director and Resident Coordinator are closely involved in overseeing the implementation. Based on the progress report by the JP management team, the status of implementation is presented and jointly discussed. Attendance of the government counterparts is helpful and, in particular, the leadership and engagement of MoTCYS and MoFA representatives is much appreciated.

The programme largely provides coverage to the government counterparts and beneficiaries as expected. Relevant central state institutions dealing with culture and heritage at sectoral levels are involved in the programme, which can be attributed to its holistic approach. The target areas for regional and local activities have been chosen well, except for Shkoder, where unforeseeable local developments made the establishment of the artisan incubator impossible. Overall, there appears to be a good mix of final beneficiaries among different aspects of culture and heritage and gender aspects have been also addressed.

In the case of Albania, the CHSED JP has been innovative in nature since it established linkages between culture and heritage and development. In cooperation

with the Albanian Government partners, the two agencies have put forward for the first time an external intervention with a clear focus on culture and heritage and its linkage to socio-economic development. This intervention approach has been innovative in Albania.

Good practices have been well demonstrated by the CHSED JP. For instance the creation and work of the Advisory Board for the NHM appears to be an excellent case where independent peers in museum management have helped to facilitate an effective process of consultation and decision-making with the Albanian counterparts. Overall structural, managerial as well as physical aspects of the NHM and the overall museum organisation in Albania have been well advised, based on prevailing international expertise and standards. The PMC in May 2011 suggested that the Advisory Board may be convened again by the MoTCYS in order to review the progress being made in rehabilitating the NHM as a whole.

At local levels, among other examples, the artisan incubator in Gjirokaster provides another good example as it helped to empower artisans, mostly women, to enrich their scope of activity, to better promote their works and to increase income generation from artisan works. The artisan incubator can be regarded as a tool of sustainability, since it gives an opportunity to young artisans to increase their knowledge in arts by learning from the elder generation. On the other hand, traditional artisans have been made familiar with the need to take into account that their products need to have a market if they want to create income from their work.

Longer-term impact is still difficult to trace and requires Government action. There have been clearly positive immediate impacts for which the original programme design did not explicitly plan. In particular, the strongly increased public and political discussion in respect to Albania's culture and heritage should be mentioned. The intense decision-making process for the NHM renovation was unexpected and difficult to manage but was, at the end, a positive unplanned impact. The Masters course on CRM will offer, by the end of this year, the first graduates to the local labour market. The chances for employment are good provided the national, regional and local authorities, potential employers for this kind of specialists, provide sufficient vacancies. Other educational aspects, such as the tourist-guide course or improved teacher techniques, better reflecting AoC principles, still need to materialize once the revised curricula have been brought into practice.

Socio-economic impacts can be seen, particularly at local levels. Overall, the regular follow-up of thematic indicators in the JP monitoring reports allows tracing of at least partly immediate socio-economic effects stemming from the CHSED JP. At local levels, some artisans are now better equipped to provide more market-oriented performances, and where there are improved tourism offices, visitor information and facilities have increased the tourist infrastructure. More substantial socio-economic impacts could have been even more visible if the culture marketing strategy had been implemented. The same is true for the cultural diplomacy strategy, where administrative reasons still delay the establishment of a cultural diplomacy department in the MoFA. Positive socio-economic benefits in terms of effective use of the tourism potential, particularly in respect to Albania's 100th anniversary, might therefore be less than expected.

Despite good prospects, political impacts have not much materialized yet since most policy papers, strategies or legislative documents are still under discussion by the government. Broader effects from the delivered capacity building are moderate since the recommendations for new organizational and managerial structures and methods have not yet been adopted.

3.4 Sustainability

Sustainability: Most achievements of CHSED JP put great emphasis on follow up and sustainability. In particular at national level, the adoption of assisted strategies, concepts and recommendations is lagging behind.

Strong national commitment is obvious but has not sufficiently materialized yet to confer sustainability of the CHSED components. There is clear evidence about excellent leadership and the present commitment demonstrated by MoTCYS and MoFA. The Prime Minister has taken a deep interest in the programme and has confirmed its importance and value. The UNDP is co-chairing the governmental sectoral working group for culture and tourism which, in the longer term, should also help to ensure sustainability of CHSED outcomes. As concerns the AoC strategy, under the guidance of the inter-ministerial AoC committee implementation is proceeding. Similarly, the National Committee for Intangible Heritage is functioning under the guidance of the Minister of Culture. Whilst overall political forums exist, the programme components under evaluation do not always benefit from these bodies in terms of securing sustainability. There are also plans to have a Memorandum of Understanding signed with the Government as part of the hand-over process in order to ensure the sustainability of results.

The main concerns at the time of this evaluation are attributed to key outputs of the CHSED programme, such as the various national sector strategies and principal recommendations for improved governance, management and funding of Albanian institutions in the area of culture and heritage. For assessing a satisfactory extent of sustainability, the adoption of documents and launch of operations in line with these strategies is indispensable. It is apparent that, for instance, MoTCYS and MoFA are working hard in processing the necessary decisions and guidelines, but effective progress has not yet materialized to any great extent. Heavy administrative bureaucratic procedures, highly politicized administrations and the need to seek inter-institutional consensus make the delivery of sustainable decisions difficult at the time of this evaluation.

Funding, in particularly limited state funding, remains an overarching issue adversely influencing sustainability. This might be one of the key factors whilst the adoption of decisions is lagging behind. For instance, the MoTCYS works hard to obtain the finance needed to get the cultural marketing strategy off the ground. Albania is still a country with a considerable donor community and requests for co-funding are to be expected soon. A number of follow-up activities have been already included in the 2011 work plan of the One UN programme. Overall, it has been envisaged by all partners to have a series of follow-up activities in the forthcoming One UN programme (2012-2016), where financing will be made available from the Coherence Fund.

Amongst others, the NHM appears blocked in proceeding with its reforms due to overall political considerations. The NHM vision to become in future the central body for providing expertise to other national and local museums is appreciated, however smaller and perhaps more immediate steps in starting the change management process within the museum would be beneficial. There is no doubt about sustainability of the works being done for the ethnographic pavilion, and the NHM is about to launch the reconstruction of the genocide pavilion, which indicates the will to continue with physical reconstruction. Nevertheless, the modernization of the genocide pavilion – due to the political sensitivity of this topic – will again be challenging, particularly in terms of public debate about scope and content. The MoTCYS expressed target – to have the whole NHM upgrading process completed within the next two to three years – remains an ambitious undertaking.

Interventions delivered at local levels show basically good prospects for sustainability. There are highly committed NGOs, well experienced in approaching national and donor funding. The management of the Antigonea Archaeological Park has also been highly active in attracting external funds for their Park and thus perspectives for sustainability are good. In the case of Apollonia, despite the need for further renovation particularly of visitor infrastructure, the position of this Park as one of the principal archaeological sites in Albania is secured.

An important aspect of the CHSED JP was to ensure consistency as regards visions and actions of the different partners involved in culture, particularly in the NHM. There have been intense discussions among the various actors involved in the renovation of the NHM. Prolonged discussions, in practice delaying the implementation process, were needed but finally resulted in a high degree of consistency with the aims and activities of the NHM intervention. At regional and local levels, political ownership is clearly demonstrated together with the political will to improve the living of the people. Visions sometimes fall short once national and regional funding is seen as the major impediment to realising long-term development perspectives. It is obvious from the programme, however, that culture and heritage have at times been superseded by other agendas, reflecting more important national priorities.

The evaluation reveals a high degree of enthusiasm among the local community involved in culture and heritage issues which facilitates longer term sustainability. Ownership, a very dynamic and engaged local community, often closely liaising with national and international actors in the area of culture and heritage, have been found during the evaluation field work both at central and local levels. This appears to be a crucial driving factor for sustainability of the current and future interventions in the area. There is broad consensus among the community that the existence of the CHSED programme has significantly increased political awareness in respect to culture and heritage and has encouraged local communities to maintain or strengthen their efforts in delivering the change process.

Ongoing exchanges among agencies to share lessons learned and experiences in the area of culture and heritage still need to be increased. Knowledge sharing, including cross-fertilization among participating agencies in terms of methodologies and approaches, as well as an exchange and interaction with other CHSED programmes around the world, has just started. The evaluation of the CHSED JP however, reveals specific characteristics within this thematic window. Culture and heritage programmes are operating at the root of national identity and thus tend to receive more public reaction and political debate than originally might be expected. This is particularly a feature of many Western Balkan countries. Consequently, culture programmes need to take into account a broader perspective in planning and implementation, since culture is a strong cross-sectoral issue rather than a sector amongst other national areas of interest. Recognising and understanding the need for broader approaches to interventions targeting culture and heritage is a key feature for agencies and national governments, in order to make their interventions more effective and durable.

4 CONCLUSIONS AND LESSONS LEARNED

This chapter sets out the Evaluator's conclusions on the strategy and performance of the CHSED JP. Lessons learned from the strengths and weaknesses of the way the programme was programmed and implemented can help optimise the approach to future support.

4.1 Conclusions

The CHSED JP is a major intervention, with five comprehensive components and significant difficulties in implementation. Programme design was clearly over-ambitious taking into account the high number of individual activities compared with the modest size of the approved budget. Nevertheless, overall, the programme has been highly relevant for Albania, putting forward for the first time an external intervention with a clear focus on culture and heritage and its linkage with socio-economic development. The integrated design, including activities at national, regional and local level allowed a broad range of the local community to have appropriate access to the programme. But, at the programming stage, sustainability should have been more strongly explored.

Programme implementation was complicated because of a lack of preparation, especially in connection with the physical aspects of the various construction and modernization works, which should have been technically explored in detail together with a clear definition of international quality standards.

Programme implementation has suffered from long-lasting delays and technical complexities. Extensions were and are still needed to complete all agreed works. The main cause of delay has been the time that was needed to find agreement on the way the programme should contribute to the renovation of the NHM. It has to be recognized however, that due to the Advisory Board, the international and local experts the programme offered, the process of decision-making has been a largely transparent one based on serious technical considerations.

There is no doubt about ownership as concerns the main governmental partner. The MoTCYS, within its limitations in terms of competencies and funds, has always acted as a clearly committed partner. Frequent changes in the position of its Minister have however contributed to slow progress. However, in the course of implementation it transpired that culture and heritage was not only a sectoral issue, but seriously affects all aspects of governance. Consequently, there has been a strong discussion within the Government about the future of culture and heritage. Again this needs to be seen in a positive light – despite the resulting delays – confirming that culture has finally received strong recognition.

The programme outputs will be mostly achieved and they will contribute to the largely effective achievement of the set goals. Most project activities have been finished or are close to completion. Renovation works, despite current delays, will be finished by the end of the extended programme (ethnographic pavilion, NHM conference room, Apollonia museum). The delivery of know-how and the confrontation with international practice has effectively provided the Albanian partners with suggestions on how to improve overall structures, management and fiscal regime in respect of museums and archaeological parks. The successfully renovated ethnographic pavilion will improve the presentation of the NHM. Implementation of the UNESCO 2003 and 2005 conventions has been effectively assisted. The Master course on Cultural Resources Management is running well. CHSED JP interventions at the local level have been mostly performing well.

Programme impacts are still difficult to trace however. Positive immediate impacts that appear can be seen in an increased public and political discussion in respect to Albania's

culture and heritage. The decision-making process for the NHM renovation was an unexpected, difficult to manage, but positive unplanned impact. The Masters course will offer by the end of this year the first graduates to the local labour market. Other educational aspects still need to materialize once revised curricula have been brought into practice. Socio-economic impacts would have been more visible if the culture marketing strategy had been implemented, which however, is still not the case. The same is true for the cultural diplomacy strategy, where administrative reasons still delay the establishment of a cultural diplomacy department in the MoFA. Political impacts have not materialized yet since most policy papers, strategies or legislative documents are still under discussion by the government. Broader effects from the capacity building interventions are moderate since the recommendations for new organizational and managerial structures and methods have not been adopted yet. Positive socio-economic benefits in terms of effective use of the tourism potential, particularly in respect to Albania's 100th anniversary, might be less than expected. The programme has contributed to (inter-) cultural communication and dialogue in a balanced and thoughtful way.

Like many potential impacts, sustainability is not always obvious. There is a good expectation of sustainability in the NHM, where modernization works will continue with the genocide pavilion, which should start by the end of 2011. Also, the gradual reconstruction of the two archaeological parks will continue from national or donor funds, however, in a slower way. It is understood that the MoTCYS is working on the adoption of programme outputs. Sustainability of key sectoral strategies and recommendations is not secured yet. The programme has developed a sustainability strategy, required by the requests for extension, but the current version has little value.

Despite the initial uncertainties with the joint programme management and coordination approach, the cooperation between UNESCO and UNDP greatly improved and ensured a high degree of joint work. The CHSED JP has greatly benefited from the reputation of UNESCO which also helped to facilitate the work in the UNDP programme parts. UNESCO, as a non-resident agency has significantly increased its visibility in Albania. There has been feedback from governmental stakeholders confirming that they have seen the UN as One in this programme. The JP management team, particularly its local staff, despite frequent challenges and daily frustration, has delivered an excellent job which is confirmed by all stakeholders.

The evaluation reveals a high degree of enthusiasm among the local community involved in culture and heritage issues. This should be a crucial driving factor for future interventions in the area. The existence of the CHSED programme has significantly increased political awareness in respect to culture and heritage and has encouraged the local community to maintain or strengthen their efforts. The CHSED JP has been instrumental as a vector of development but the full potential benefit still needs to be strongly exploited by the Albanian Government.

It is apparent that Albania's economic future, to a significant degree, will depend the way it can exploit its tourism potential. Culture and heritage are key assets of the country which should help it find its position within the very competitive and globalised tourism market. The CHSED programme has developed recommendations which are of crucial importance for Albania's performance in this area. Taking into account the various initiatives, including other donors, to strengthen capacities, systems and structures for successful tourism, not all opportunities presented to Albania have been used yet to effectively promote the country as an attractive destination of culture tourism. As witnessed in the CHSED JP, there remains some uncertainty whether the socio-economic benefits resulting from culture and heritage policies and interventions have been fully appreciated and exploited by the national authorities.

4.1 Lessons learned

Joint programming and joint programmes

The experience with the CHSED JP confirms that programming of joint programmes in the area of culture and heritage should take strong account of the need to establish realistic work programmes, which are achievable within adequate budgets. The basis on which implementing agencies receive funding is their accountability for design and achievement of results, and thus programme delivery is sometimes at a higher cost than the approved budgets. No-cost extensions are relatively easy to arrange but hide real costs which are borne, mostly internally, by the participating agencies. Besides, the financial constraints, successfully completed, but in fact under-resourced programmes, have potentially an adverse knock-on effect on planning, since completed projects often serve as the basic reference for budgeting and approving the next generation of interventions.

The CHSED JP reveals that effective joint work is possible and successful. Despite all implementation difficulties, the joint programme approach has been the right decision and for both agencies involved and facilitates a One UN identity in Albania. The will to cooperate has superseded agency particularities. Agreements between UN organisations operating in JPs should reflect their systemic asymmetries. The process of developing agreements between the UNDP and non-resident agencies that aim at combining the advantages of UNDP country presence with the headquarters-based specialized competence of the non-resident agency has been well demonstrated in the case of the CHSED JP. Flexibility in adapting a harmonized approach has been particularly demonstrated by the UNESCO Venice Office, as the non-resident agency.

As demonstrated by the CHSED JP, it is important to build into a programme short, medium and long-term metrics (outputs, outcomes, impacts) to help demonstrate progress. Donor timeframes, tied to their own budgetary cycles, will of necessity be shorter-term compared with national policy cycles. Programming of joint programmes should take note of this challenge and design programmes that, within a longer-term vision that moves in the right direction, show results within donor timeframes and, at the same time, set the stage for continued commitment to achieve the broader, longer-term vision.

Culture and Heritage

Programming of culture and heritage activities has to carefully assess the technical aspects of modernizations works at the programming stage, including realistic feasibility studies, technical assessments, land ownership issues, etc. The precise object and scope of the (re-) construction works should be agreed at the programming stage in order to avoid delays and prolonged decision-making during the implementation phase.

The artisan incubator in Gjirokaster deserves to be promoted as an example of good practice throughout the country, combining both local development perspective and gender-equality aspects. Future similar interventions should consider establishing stronger links between artisans and universities in artisan training and product development. This link is currently not well developed, partly due to the absence of a national association of artisans.

5 RECOMMENDATIONS

This Report recommends three sets of actions. One set of recommendations concern general aspects of joint programming, whilst the two other sets of recommendations focus on recommendations to the UN agencies and the Albania national authorities.

5.1 General recommendations vis-à-vis joint programming

Programming of future joint programmes should include the sustainability strategy as an integrated part of the programme document. The current section on sustainability is insufficient and provides only general statements in respect to the durability of project outputs. Also, the sustainability plan, recently introduced by the MDG-F Secretariat, does not provide sufficient provision to ensure sustainability. An improved sustainability strategy should refer to individual programme outcomes, clearly identifying responsibilities for take over and identifying means and/ or sources for ensuring viability once the programme has terminates. Such improved sustainability strategy would be regularly reviewed by the PMC, starting at the beginning of implementation.

5.2 Recommendations to UN partners

Programming of future joint programmes in the area of culture and heritage should focus on support given for the implementation of the respective sectoral strategies (national culture strategy, cultural marketing strategy, cultural diplomacy strategy). Programming should have a direct link to defined culture objectives and indicators in order to trace directly the contribution of UN assistance towards Albania's goals. A pre-condition for this should be the immediate adoption of these strategies by the Government of Albania.

Programming of future joint programmes in the area of culture and heritage should recognize the national interest and the variety of opinion in this area. The participation of government authorities should not necessarily be limited to sectoral partners but should include overall political coordination bodies, for instance the Prime Minister's office or key line institutions, for instance the Ministry of Finance.

Programming of future joint programmes in the area of culture and heritage should consider a more pronounced developmental perspective with plans to strengthen the poverty/ economic benefits orientation and possibly focus more on rural areas. Small activities with immediately visible achievements and improvements are much appreciated and can provide models suitable for straightforward replication.

5.3 Recommendations to national authorities

In order to complete the CHSED JP successfully, the MoTCYS should accelerate its efforts to adopt the recommendations from the various policy papers prepared with the help of the JP (cultural marketing strategy, fiscal management and governance structure of the archaeological park system, fiscal mechanism to support the financing of culture and heritage). At the end of the extended programme, at the latest, the PMC should receive a detailed report on Government decisions as to how the individual outputs will be progressed.

In order to complete the CHSED JP successfully, the NHM should immediately start with implementing some of the recommendations made in respect to organization, management and resources. Not all given recommendations necessarily require political approval prior to their implementation, some can be launched even within the currently limited scope of responsibility and competence.

Recommendations

In order to complete the CHSED JP successfully, and in line with the provisions given in the cultural marketing strategy, the MoTCYS should immediately start implementing some of the recommendations made, focusing on: (i) streamlining the role of the MoTCYS; (ii) developing inter-departmental and inter-institutional coordination; and (iii) strengthening the role and capacities of the National Tourism Agency.

In order to complete the CHSED JP successfully, the Government of Albania, under the leadership of the MoTCYS, should immediately intensify the dialogue with donors concerning co-funding of activities planned for the “Visit Albania 2012” year. Areas of cooperation should be based on the cultural marketing strategy and its work plan.

In order to complete the CHSED JP successfully, the Government of Albania should immediately proceed with approving the necessary administrative provisions and funding for setting up the Cultural Diplomacy Department within the MoFA. If the decision is further delayed, the MoFA should start implementing some aspects of the cultural diplomacy strategy using existing organizational structures.

In order to complete the CHSED successfully, the follow-up responsibilities of the MoTCYS should be shared with all partners at the local and regional level, particularly in the target areas outside of the capital city. Moreover, the pro-active role of the Government, in particular the role of the MoTCYS in stimulating local and regional culture and heritage initiatives, needs to be further intensified.

In order to complete the CHSED JP successfully, the Government of Albania should immediately ensure the Council of Ministers’ approval of the National Culture Strategy.

ANNEXES

Annex 1 – Evaluation matrix

Overall evaluation question	Key question	Specific sub-question	Data sources	Data collection method	Indicators/ success standards	Methods for data analysis
EQ 1 – Design level	<i>Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country, the MDG goals and the policies of associates and donors.</i>	Is the identification of the problems, inequalities and gaps, with their respective causes, clear in the joint programme?	Programme documentation	Desk study	Clarity of objectives; Quality of strategic planning documentation; Availability of needs assessment; Alignment of programme activity to real needs	Qualitative analysis of data
		Does the Joint Programme take into account the particularities and specific interests of women, and men in the areas of intervention?	Programme documentation; Stakeholder opinion	Desk study; interviews	Alignment of programme activity to real needs; Any important area not covered by the programme that should have been included	Qualitative analysis of data; Interpretation of interviews and observations
		To what extent has the intervention strategy been adapted to the areas of intervention in which it is being implemented? What actions does the programme envisage to respond to obstacles that may arise from the political and socio-cultural context?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Identification of programme obstacles and related corrective actions	Qualitative analysis of data; Interpretation of interviews and observations
		Are the follow-up indicators relevant and do they meet the quality needed to measure the outputs and outcomes of the joint programme?	Programme documentation; Progress/ monitoring reports	Desk study	Quality of strategic planning documentation and monitoring indicators	Qualitative analysis of data
		To what extent has the MDG-F Secretariat contributed to raising the quality of the design of the joint programmes?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Support given during programming	Qualitative analysis of data; Interpretation of interviews and observations
		To what extent do the intervention objectives and	Programme documentation;	Desk study; interviews	Quality of strategic planning documentation	Qualitative analysis of data;

Overall evaluation question	Key question	Specific sub-question	Data sources	Data collection method	Indicators/ success standards	Methods for data analysis
	Ownership: <i>Effective exercise of leadership by the country's social agents in development interventions</i>	strategies of the Joint Programme respond to national and regional plans and programmes, to identified needs, and to the operational context of national politics?	Stakeholder opinion			Interpretation of interviews and observations
		To what extent have the country's national and local authorities and social agents been taken into consideration, participated, or have become involved, at the design stage of the development intervention?	Programme documentation; Stakeholder opinion	Desk study; interviews	Whether stakeholders were consulted; Degree of consultation	Qualitative analysis of data Interpretation of interviews and observations
EQ 2 Process level	Efficiency: <i>Extent to which the resources/inputs (funds, time, etc.) have been turned into results</i>	How well does the joint programme's management model – that is, its tools, financial resources, human resources, technical resources, organizational structure, information flows and management decision-making – contribute to obtaining the predicted products and results?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Managerial and administrative capacities; Quality of management/ monitoring process; Clear allocation of the roles and responsibilities within and between agencies; Availability of procedures and guidelines	Qualitative analysis of data; Interpretation of interviews and observations
		To what extent are the participating agencies coordinating with each other and with the government and civil society? Is there a methodology underpinning the work and internal communications that contributes to the joint implementation?	Programme documentation; Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Quality of structured coordination process; Clear allocation of the roles and responsibilities within and between agencies; Availability of procedures and guidelines	Qualitative analysis of data; Interpretation of interviews and observations
		Are there efficient mechanisms for coordination that prevent counterparts and beneficiaries from becoming overloaded?	Programme documentation; Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Quality of structured coordination process; Clear allocation of the roles and responsibilities within and between agencies; Availability of procedures	Qualitative analysis of data; Interpretation of interviews and observations

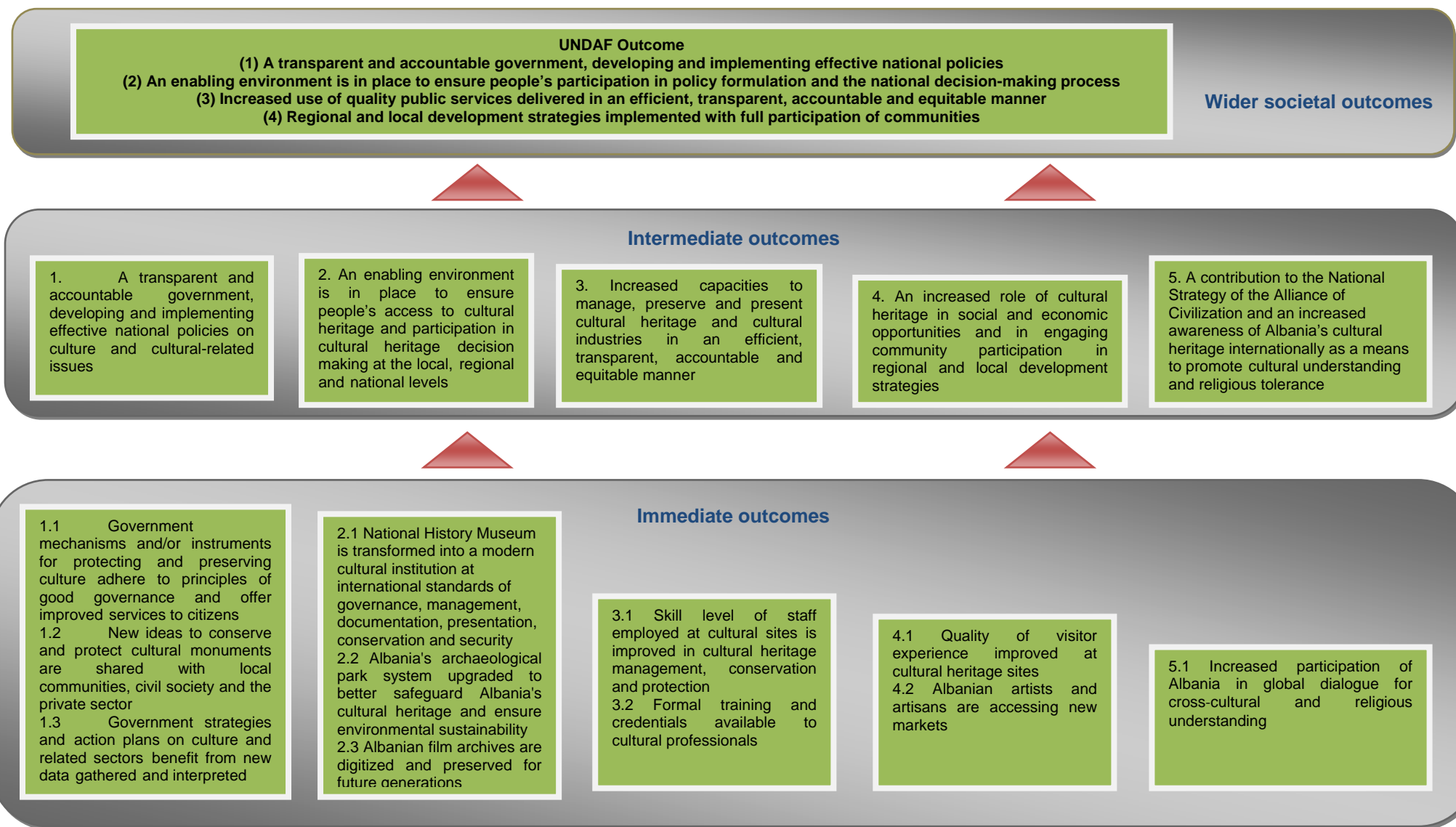
Overall evaluation question	Key question	Specific sub-question	Data sources	Data collection method	Indicators/ success standards and guidelines	Methods for data analysis
		Does the pace of implementing programme outputs ensure the completeness of the joint programme's results? How do the different components of the joint programme interrelate?	Programme documentation; Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Quantitative/ qualitative measure of outputs; Quantitative/ qualitative description of tools/ activities/ resources; Unused resources/ excess resources provided; Factors that contributed to achieving/ non-achieving outputs	Qualitative analysis of data; Interpretation of interviews and observations
		Are work methodologies, financial tools, etc. shared among agencies and among joint programmes?	Programme documentation; Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Clear allocation of the roles and responsibilities within and between agencies; Availability of procedures and guidelines; Quality of communication	Qualitative analysis of data; Interpretation of interviews and observations
		Have more efficient (sensitive) and appropriate measures been adopted to respond to the political and socio-cultural context identified?	Programme documentation; Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Identification of programme obstacles and related corrective actions	Qualitative analysis of data; Interpretation of interviews and observations
	Ownership: Effective exercise of leadership by country's social agents in development interventions	To what extent have the target population and the participants made the programme their own, taking an active role in it? What modes of participation have taken place?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Actual involvement of beneficiaries in implementation	Qualitative analysis of data; Interpretation of interviews and observations
		To what extent have national public/ private resources and/ or counterparts been mobilized to contribute to the programme's objective and produce results and impacts?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Identification of resources and counterparts engaged in implementation	Qualitative analysis of data; Interpretation of interviews and observations
		Is the programme making	Progress/	Desk study;	Availability of improved	Qualitative analysis

Overall evaluation question	Key question	Specific sub-question	Data sources	Data collection method	Indicators/ success standards	Methods for data analysis
EQ 3 Results level	<i>Effectiveness: Extent to which the objectives of the development intervention have been achieved or are expected to be achieved, bearing in mind their relative importance.</i>	progress towards achieving the stipulated results? i. To what extent and in what ways is the joint programme contributing to the Millennium Development Goals at the local and national levels? ii. To what extent is the programme contributing to the goals set by the thematic window, and in what ways?	monitoring reports; Stakeholder opinion	interviews	procedures, guidelines and strategies; Availability of suitably qualified skilled staff and adequate financial resources; Extent to what MDG-F assistance has contributed to the improvements; Factors contributing to effectiveness/ ineffectiveness; Prevailing observed changes in political/ administrative behaviour, procedures, structures; Prevailing observed changes identifiable for the national/regional macro- and/or micro socio-economic situation	of data; Interpretation of interviews and observations
		Is the stipulated timeline of outputs being met? What factors are contributing to progress or delay in the achievement of the outputs and outcomes?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Timeliness of outputs produced	Qualitative analysis of data; Interpretation of interviews and observations
		Do the outputs produced meet the required high quality?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Quality of outputs produced	Qualitative analysis of data; Interpretation of interviews and observations
		Does the programme have follow-up mechanisms (to verify the quality of the products, punctuality of delivery, etc.) to measure progress in the achievement of the envisaged results?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Identification of planned/ realized follow up mechanisms	Qualitative analysis of data; Interpretation of interviews and observations

Overall evaluation question	Key question	Specific sub-question	Data sources	Data collection method	Indicators/ success standards	Methods for data analysis
		Is the programme providing coverage to beneficiaries as planned?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Extent of beneficiary coverage	Qualitative analysis of data; Interpretation of interviews and observations
		In what way has the programme come up with innovative measures for problem-solving?	Programme documentation; Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Identification of innovative measures and concepts	Qualitative analysis of data; Interpretation of interviews and observations
		Have any good practices, success stories, or transferable examples been identified?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Identification of good practice	Qualitative analysis of data; Interpretation of interviews and observations
		What types of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Identification of measures facilitating the reduction of disparities as concerns sex, race, ethnic group, rural or urban setting of the beneficiary population	Qualitative analysis of data; Interpretation of interviews and observations
EQ 4 Sustainability	<i>Sustainability: Probability of the benefits of the intervention continuing in the long term.</i>	<p>Are the necessary premises occurring to ensure the sustainability of the impacts of the joint programme? At local and national level:</p> <ol style="list-style-type: none"> i. Is the programme supported by national and/or local institutions? ii. Are these institutions showing technical capacity and leadership commitment to keep working with the programme and to repeat it? 	Programme documentation; Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Availability of financial/ human means and networks for continuation of activities and further improvements; Outputs contribute to achievement of the strategic objectives; Horizontal public administration and national/ regional cooperation systems stable and adequate; Ongoing national finance available for	Qualitative analysis of data; Interpretation of interviews and observations

Overall evaluation question	Key question	Specific sub-question	Data sources	Data collection method	Indicators/ success standards	Methods for data analysis
		<p>iii. Have operating capacities been created and/or reinforced in national and local partners?</p> <p>iv. Do the partners have sufficient financial capacity to keep up the benefits produced by the programme?</p> <p>v. Is the duration of the programme sufficient to ensure a cycle that will ensure the sustainability of the interventions?</p>			<p>maintenance, insurance, replacements, consumables, etc.;</p> <p>Secured provisions in place for ongoing staffing, staff replacement and training;</p> <p>Procedures and systems fully documented, with defined responsibility for updating</p>	
		To what extent are the visions and actions of partners consistent or divergent with regard to the joint programme?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	<p>Consistency of visions/ actions with agreed measures;</p> <p>Ownership is demonstrated by managers responsible for onward strategic implementation of programme outputs</p>	<p>Qualitative analysis of data;</p> <p>Interpretation of interviews and observations</p>
		In what ways can governance of the joint programme be improved so that it has greater likelihood of achieving future sustainability?	Progress/ monitoring reports; Stakeholder opinion	Desk study; interviews	Identification of programme measures for increased strengthening of sustainability	<p>Qualitative analysis of data;</p> <p>Interpretation of interviews and observations</p>

Annex 2– Albania Culture and Heritage– Hierarchy of outcomes



Annex 3 – Indicators of Achievement

Outcome of Joint Programme: 1. A transparent and accountable government, developing and implementing effective national policies on culture and cultural-related issues

Outcome	SMART Outputs	Responsibility	Observation/ Remarks
1.1. Government mechanisms and/or instruments for protecting and preserving culture adhere to principles of good governance and offer improved services to citizens	# of government mechanisms and/or instruments on culture improved to follow international standards of good governance	UNDP (Fiscal/financial mechanisms and policy support) UNESCO (Implementation of international conventions on culture)	A fiscal mechanism study has been prepared and submitted to the Government. An amendment of the Law on Intangible Heritage has been drafted and shared with the Ministry of Tourism, Culture, Youth and Sports (MoTCYS); it has been incorporated into the draft culture strategy. A new sector for the monitoring and implementation of the two UNESCO conventions has been created in the MoTCYS.
1.2. New ideas to conserve and protect cultural monuments are shared with local communities, civil society and the private sector	# of owners of cultural monuments are better informed on the opportunities to restore their properties	UNESCO (Architectural Competition) UNDP (How-to seminars)	Architecture competition completed; only three proposals of insufficient quality were achieved.
1.3. Government strategies and action plans on culture and related sectors benefit from new data gathered and interpreted	Quality and quantity of baseline indicators used in government strategies and action plans on culture and related sectors	UNDP	Draft national culture strategy revised through JP expertise.

Outcome of Joint Programme: 2. An enabling environment is in place to ensure people's access to cultural heritage and participation in cultural heritage decision making at the local, regional and national levels

Outcome	SMART Outputs	Responsibility	Observation/ Remarks
2.1. National History Museum is transformed into a modern cultural institution at international standards of governance, management, documentation, presentation, conservation and security	Quality of visitor experience improved through targeted actions undertaken in conformity with the Museum's approved strategic guidelines	UNESCO (Governance structure and operational plans) UNDP (Physical rehabilitation of museum space)	New NHM governance and management structure recommended by NHM Advisory Board; decisions pending with MoTCYS and NHM. NHM staff training, facilitating the change process completed.
2.2. Albania's archaeological park system upgraded to better safeguard Albania's cultural heritage and ensure environmental sustainability	# of measures taken to better protect and preserve Albania's archaeological parks and their surrounding environments	UNESCO	Report on the fiscal management of the Archaeological Park system in Albania prepared; decisions pending with MoTCYS. Renovation of the archaeological museum in Apollonia underway.
2.3. Albanian film archives are digitized and preserved for future generations	# of Albanian films digitized, stored in a Publicly accessible venue. 35 mm films are screened for the public	UNESCO	35 mm film projector and new film storage server installed in the National Film Archive (NFA). Projector regularly used for presentations. Digitisation of films mostly completed and continuation ensured by NFA.
Film screening room in National History Museum	-	UNESCO	Tendering for the renovation of the premises of the NHM conference room and converting it into a multi-media room about to be completed.

Outcome of Joint Programme: 3. Increased capacities to manage, preserve and present cultural heritage and cultural industries in an efficient, transparent, accountable and equitable manner

Outcome	SMART Outputs	Responsibility	Observation/ Remarks
3.1. Skill level of staff employed at cultural sites is improved in cultural heritage management, conservation and protection	# of staff employed at cultural sites trained in cultural heritage management, conservation, and protection	UNESCO	10 NHM managers trained in Milano, Barcelona and Tirana on best museum management practices. 20 NHM employees trained in Tirana on best conservation and protection practices.
3.2. Formal training and credentials available to cultural professionals	# accredited MA-level courses in Arts and Cultural Resource management are in place	UNDP (Training of cultural tourist guides) UNESCO (MA-level programme)	10 archaeological park managers trained on best management practices in Rome. Cultural Resource Management MA-level programme launched in October 2010 and ongoing. Tourist guide training curriculum finalized (MA-level course); approval is ongoing; launch expected for October 2012.

Outcome of Joint Programme: 4. An increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies

Outcome	SMART Outputs	Responsibility	Observation/ Remarks
4.1. Quality of visitor experience improved at cultural heritage sites	Improved accessibility of visitor information at cultural sites	UNDP (Cultural cities) UNESCO (Archaeological parks)	Tourism signage and tourism information facilities upgraded in the two World Heritage cities of Berat and Gjirokastra via the establishment of Tourism Information Offices. Antigonea map guide published, audio-guide under preparation. Gjirokastra and Berat map guide produced.

4.2. Albanian artists and artisans are accessing new markets	# of artists and artisans able to access international or foreign markets	UNDP	Artisan Incubator established in Gjirokastra but not in Shkoder. Artisan training on product development conducted.
Outcome of Joint Programme: 5. A contribution to the National Strategy of the Alliance of Civilization and an increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance			
Outcome	SMART Outputs	Responsibility	Observation/ Remarks
5.1. Increased participation of Albania in global dialogue for cross-cultural and religious understanding	# of Alliance of Civilization projects and activities that Albania sponsors or participates in	UNESCO	<p>Rapid Media Response Mechanism operated until June 2011.</p> <p>Institute of Education Development provided the findings of the AoC analysis of textbooks and uses them as basis of their training with the target groups.</p> <p>Institute of Dialogue and Communication and Albanian Media Institute translated 6 books and 13 brochures; AoC documentary film, essay competition, talk shows delivered; documentary centre will be established as a virtual library.</p> <p>Cultural diplomacy study visit to Madrid completed; cultural diplomacy strategy prepared; decisions pending with MoFA</p>

Annex 4 List of Interviews

Institution	Interviewee	Date
United Nations Albania	Ms. Zineb Touimi-Benjelloun, UN Resident Coordinator	01/06/2011 08/06/2011
UNDP	Mr. Norimasa Shimomura, UNDP Country Director	01/06/2011 08/06/2011
UNESCO Venice Office	Ms. Wally Merotto, Operations Coordination Officer	01/06/2011 08/06/2011
UNESCO Venice Office	Ms. Lauren Bohatka, Programme Officer for MDG-F Joint Programmes	01/06/2011 08/06/2011
CHSED JP Team	Ms. Zhuljeta Harasani, UNESCO National Project Officer	01/06/2011 02/06/2011 08/06/2011
CHSED JP Team	Ms. Valbona Kaso, UNDP Project Assistant	01/06/2011 02/06/2011 08/06/2011
CHSED JP Team	Ms. Dasara Dizdari, UNDP Project Manager	01/06/2011 02/06/2011 08/06/2011
Ministry of Tourism, Culture, Youth and Sports	Ms. Suzana Turku, Acting Minister	01/06/2011
Institute of Monuments of Culture	Prof. Apolon Baca, Director + staff	01/06/2011
CHSED JP Team	Mr. Erkan Ozcelik, former JP Coordinator	01/06/2011
Ministry of Tourism, Culture, Youth and Sports	Ms. Suela Kusi, Director EU Integration and International Aid Coordination	02/06/2011
Institute for Dialogue and Communication	Mr. Piro Misha, Executive Director	02/06/2011
University of Tirana	Ms. Valentina Duka, Deputy Dean/ Faculty of History and Philology	02/06/2011
University of Tirana	Mr. Lorenc Bejko, MA-Level Programme Coordinator	02/06/2011
Ministry of Foreign Affairs	Ms. Eni Juca, Director of Public Diplomacy and Image Promotion Department	02/06/2011 08/06/2011
SNV	Ms. Anila Shehu, Tourism Expert	02/06/2011
USAID Rritje Project	Ms. Nevila Popa, SME Expert	03/06/2011
National Committee of Intangible Heritage	Mr. Vasil Tole, Committee Member	03/06/2011
Institute of Education Development	Ms. Tidita Abdurrahmani, Director + staff	03/06/2011
Ministry of Foreign Affairs	Mr. Virgjil Muci, Senior Officer	03/06/2011

Institution	Interviewee	Date
Gjirokastra Conservation and Development Organisation	Ms. Elenita Roshi, Senior Expert + various artisans	06/06/2011
Municipality of Gjirokaster	Mr. Vangjel Muco, Deputy Mayor + Tourism Office staff	06/06/2011
Antigonea Archaeological Park	Mr. Engjell Serjani, Director + staff	06/06/2011
Apollonia Archaeological Park	Mr. Arjan Dimo, Archaeologist	06/06/2011
National Film Archive	Ms. Elvira Diamanti, Director + staff	07/06/2011
Albanian Federation for Alliance of Civilisations	Mr. Besnik Mustafaj, President	07/06/2011
National History Museum	Prof. Luan Malltezi, Director + staff	07/06/2011 08/06/2011
TDI International	Mr. Peter Mc Nulty, Director	07/06/2011
TDI International	Mr. Genc Metohu, Local Representative	07/06/2011
-	Ms. Katerina Nikolaido, International Consultant	07/06/2011
UNESCO Venice Office	Mr. Engelbert Ruoss, Director	07/06/2011 08/06/2011
Ministry of Tourism, Culture, Youth and Sports	Mr. Ols Lafe, Director Cultural Heritage Department	08/06/2011
UNDP	Ms. Entela Lako, Programme Analyst	08/06/2011

Annex 5 List of documents

Name of Originator	Date	Title of Document
MDG-F/ Republic of Albania	2008	Joint Programme “ Culture and Heritage for Social and Economic Development ”
MDG-F/ Republic of Albania	2009/ 2010	Programme Management Committee Meeting Minutes
MDG-F	2009/ 2010	Albania CHSEP Joint Programme Monitoring Reports
MDG-F	2009/ 2010	Annual Work Plans
World Federation of Tourist Guide Associations	2009	Tourist Guide Training and Qualification: Albania 2009
MDG-F	2009	Recommendations for the structure and the content of the draft culture marketing strategy and proposals for further steps
MDG-F	2010	Fiscal Mechanism to Support the Financing of Culture and Heritage in Albania
MDG-F	2010	Transformation of the National History Museum in Albania
MDG-F	2009	Needs Assessment on the National History Museum in Tirana, Albania
MDG-F	2009	Background Study on National Historical Museum in Tirana
MDG-F	2009	Concept Framework Suggestion for the Reorganization of the National History Museum
MDG-F	2009	Suggestion on a new governance and management structure for the National History Museum of Albania
MDG-F	2010	Fiscal Management and Governance Structure of the Archaeological Park System in Albania with particular attention to Apollonia and Antigonea Archaeological Parks
MDG-F	2010	Concept of the Artisan Incubator
MDG-F	2010	Albania Culture Marketing Strategy
MDG-F	2010	Draft Marketing Action Plan Visit Albania Year 2012
European Commission	2009/2010	Albania Progress Report