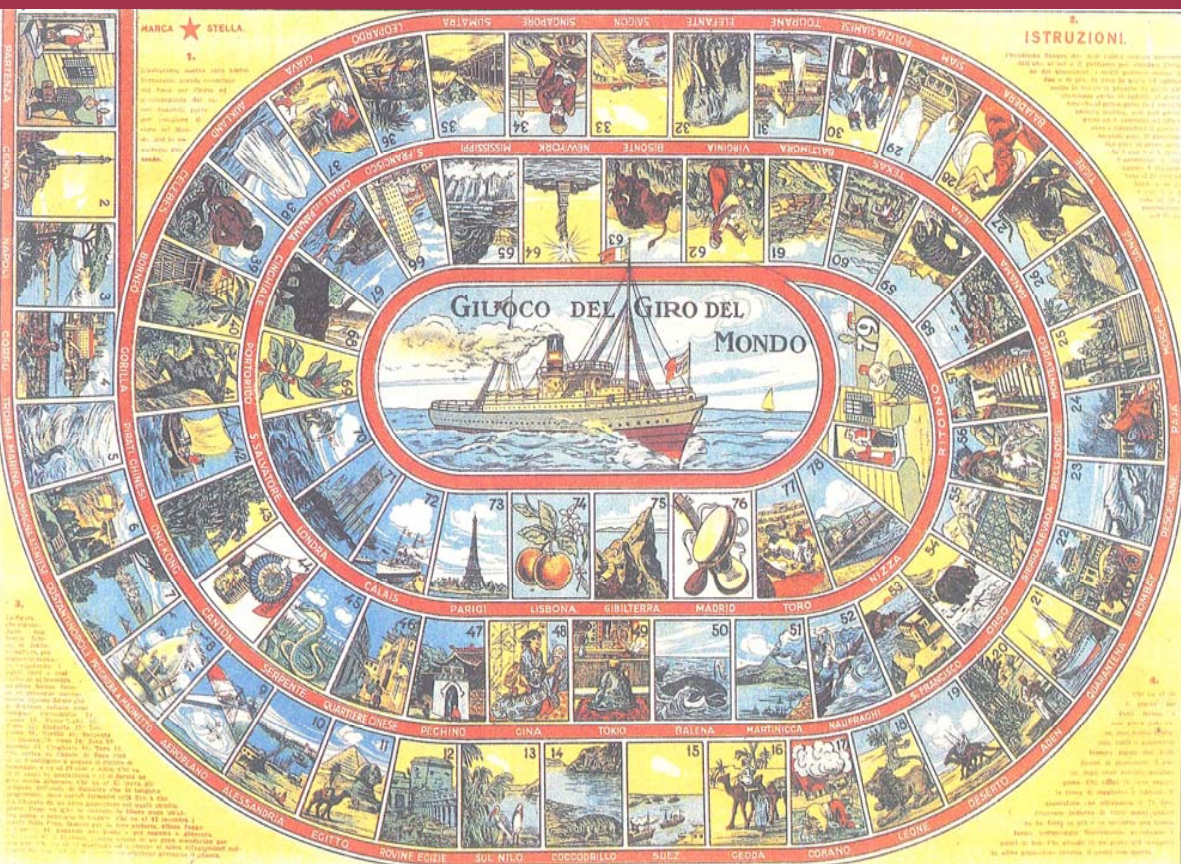




A.R.S. Progetti S.p.A.
Ambiente Risorse Sviluppo



A.R.S. PROGETTI'S PERCEPTION

a publication issued to celebrate
20 years in consulting business

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ARS Progetti S.P.A. is a consulting firm working all over the world within the framework of international development and cooperation, providing surveys, studies, planning, design and technical assistance, mainly to public committers and for public interests, in fields related with public governance and human development, culture and cultural heritage, social and physical infrastructure.

Its mission is of a purely professional nature, consisting in providing appropriate solutions to complex problems affecting extended social groups, regions, countries, groups of countries and pursuing the interest of “final” project beneficiaries.

On the cover: The around the world game

(Il giuoco del giro del mondo)

Each arrival is a comeback: the old game piled up images of distant and mysterious lands, and more or less fortunate adventures, in a time not so long ago when travelling was the privilege of a few; but in the end each trip always brings home or nowhere.

Edited by ARS Progetti SPA
November 2012
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PART I ARS Progetti, who are they?



FROM THE ITALIAN CONSTITUTION:

ART. 3 All citizens have equal social dignity and are equal under the law, without distinction of sex, race, language, religion, political opinion, personal and social conditions.

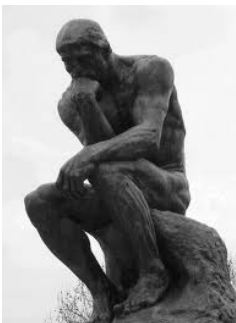
ART. 9 The Republic promotes the development of culture and scientific and technical research. It protects the landscape and artistic and historical heritage of the Nation.

PART II Stories and projects



In the 1700 classify means to discover the intrinsic plan of nature: but the method, once discovered, can not be denied, and so it happened sometimes that the classifications generated the shells.

PART III Vision and the way forward



Nought's had, all's spent,
where our desire is got without content:
'tis safer to be that which we destroy
than by destruction dwell in doubtful joy.

(Shakespeare-*Macbeth*)

Republic of Lebanon
CDR-Council For Development and Reconstruction
IBRD-International Bank for Reconstruction and Development
Italian Trust Fund



Cultural Heritage and Urban Development Project
Baalbeck and Tyre Archaeological Study
SECTION I - ASSESSMENT AND SCENARIOS
Baalbeck
Annexes on Conservation Problems
April 2002



REPUBLIC OF TURKEY
Istanbul Seismic Risk Mitigation and Emergency
Preparedness Project (ISMEP)
Consultancy Services for Inventorization and Multi-Hazard and
Earthquake Performance Evaluation of the Cultural Heritage and
Buildings in Istanbul under the Responsibility of the Ministry of
Culture and Tourism
RFP - CB 4.1
Loan 4784-TUR



Final Report
September 2008

Joint Venture



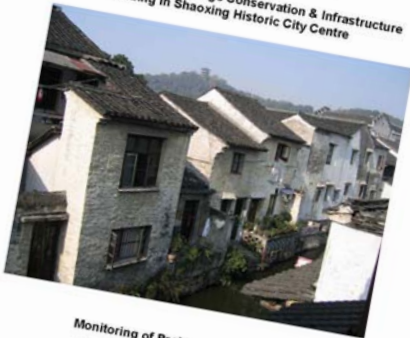
Princi Associati



CONSULTANCY FOR CONSULTANTS

People's Republic of China
Shaoxing Municipality
International Bank for Reconstruction and Development
Italian Trust Fund

Zhejiang Urban Environment Project
Housing Renovation, Heritage Conservation & Infrastructure
Upgrading in Shaoxing Historic City Centre



Monitoring of Project Impacts
June 2005



Framework Contract AMS 451 / Lot 9
Letter of Contract N° 2004/88200

the Courier



EVALUATION OF THE COURIER ACP - EU
FINAL REPORT
January 2005



This project is funded
by the European Development Fund



This project is realised
by ARS Progetti

Introduction

Scientific knowledge and consulting

The African mask on the cover of our brochure

Historical brief

ARS Progetti Team

*An article by the CEO published in 1992, year of
the Company foundation*

4 ARS PROGETTI OFFICES AROUND THE WORLD



ARS Progetti SpA headquarters in Italy, via Girolamo Dandini 16, Rome



ARS Progetti SpA offices in Belgium, 73 rue Potagère, Bruxelles



ARS Progetti SpA offices in Guatemala, 13 calle 2-60, Ed. Topacio Azul, Ciudad de Guatemala



ARS Progetti SpA offices in Iraqi Kurdistan, 100 meter street, Italian City Compound, Erbil

ARS Progetti is 20 years old in November 2012. This publication is issued to celebrate this birthday. During last 20 years the world has considerably changed, from the collapse of the Berlin wall to surge and fall of hopes in the globalisation and in the market forces, to the present need for new ways to regulate those global forces which affect the destiny of all and each single country well beyond the capacity of any country, irrespective of its size and strength, to bring them under control. As a consulting firm engaged in the international arena and in the area of “development”, with the idea in mind to provide a contribution to a better world, we have found ourselves faced with a constant challenge to change our approaches, adjust our organisation, update and upgrade our tools, evolve towards new ways of doing business, re-tune our objectives, discover new markets. This continuous challenge is perhaps the most significant descriptor of our activity and of the destiny we have chosen for ourselves. We have experienced many frustrations, but have never lost love for our profession and hopes in a better world. We have been gratified by many successfully accomplished projects, but have remained always conscious of the precariousness of these successes. We never thought of being on the safe side in our activity and in our market and we have always remained conscious that our ship could sink. However our ship did not sink, it bravely resisted all the storms it encountered, and it continues to navigate flying the flag of professional ethics.

This publication has a double purpose, on one hand to summarize our story and the ideas which have guided us and on the other hand to reflect in general on the joys and sorrows of the work as a consulting and design firm.

6 PAST WORKING TOOLS

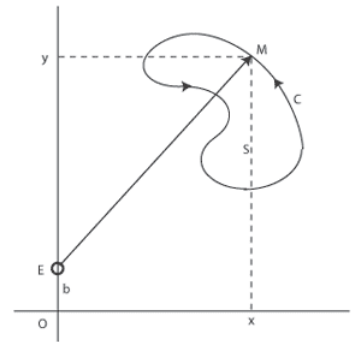


Above:

The **planimeter** served to measure areas of irregular shapes on a map or drawing in a given scale, which is now obtained automatically by CAD or GIS software.

On the right:

Picture to explain the principle of a linear planimeter



On the left:

The **writing pantograph** served to write letters and words in a regular manner on a drawing, which was a time consuming task, now replaced by AutoCad.



The **slide rule** was an indispensable tool for engineers, but its use required one maintains in his mind a constant sense of the order of magnitude and of approximation of measures, which is not the case with computers.

A consulting firm like ours is an organisation which utilises scientific knowledge and professional experience to solve real and complex problems. Dealing with complexity generally involves the utilisation of different disciplines which in various manners contribute to provide an answer to a real, concrete problem affecting human beings: an institution, a government, a community, a region, country, number of countries. The combination and integration of different areas of theoretical and practical knowledge require a very specific kind of expertise, similar to the expertise of an orchestral director, who must possess an anticipated conception of the performance he intends to produce by instructing and testing the players of the various instruments he is unable to play but possessing a language common to all instruments, which is the language of music.

Scientific knowledge, theoretical and practical, is the raw material of consultancy. Apparently there is an enormous amount of available knowledge to refer to. Who knows how many disciplines are taught in the universities of the world? And how many fields of theoretical and practical knowledge are not yet taught in the universities, although they are most relevant to effective problem solving at the level of complex entities? As a consulting firm everyday faced with complex problems in many different cultural contexts all over the world, we are supposed to know which disciplines and sources of knowledge could contribute to any of our assignments. However our starting point in any new assignment is to question the relevance, cultural soundness, usefulness and applicability to the specific context of the available scientific knowledge, interpretation models, and theoretical tools. Our wisdom of consultants is “first of all listen and look for what is new and not for what is familiar”. Going around the world to look for confirmation of own knowledge is detrimental in this kind of work. In general terms it is detrimental to think that there is one privileged point of observation of reality, that there is one main source of knowledge and experience which is good for everybody. To be humble is a must in our job.



“In several areas of Africa, when entering the territory of another tribe, one is required to bear a special “passport mask”. This has a profound meaning: to neutralise one’s origins and individuality as a sign of respect to those whose territory is being entered. In this there is an ancient wisdom, the sublimation of humanity’s neutral essence. To quote Aeschylus’s Agamemnon ‘Provided they respect the temples and the Gods of the vanquished, then shall the victors be saved’.”

The back cover of our brochure shows an African mask and an explanation, as an inspiring lesson for our work:

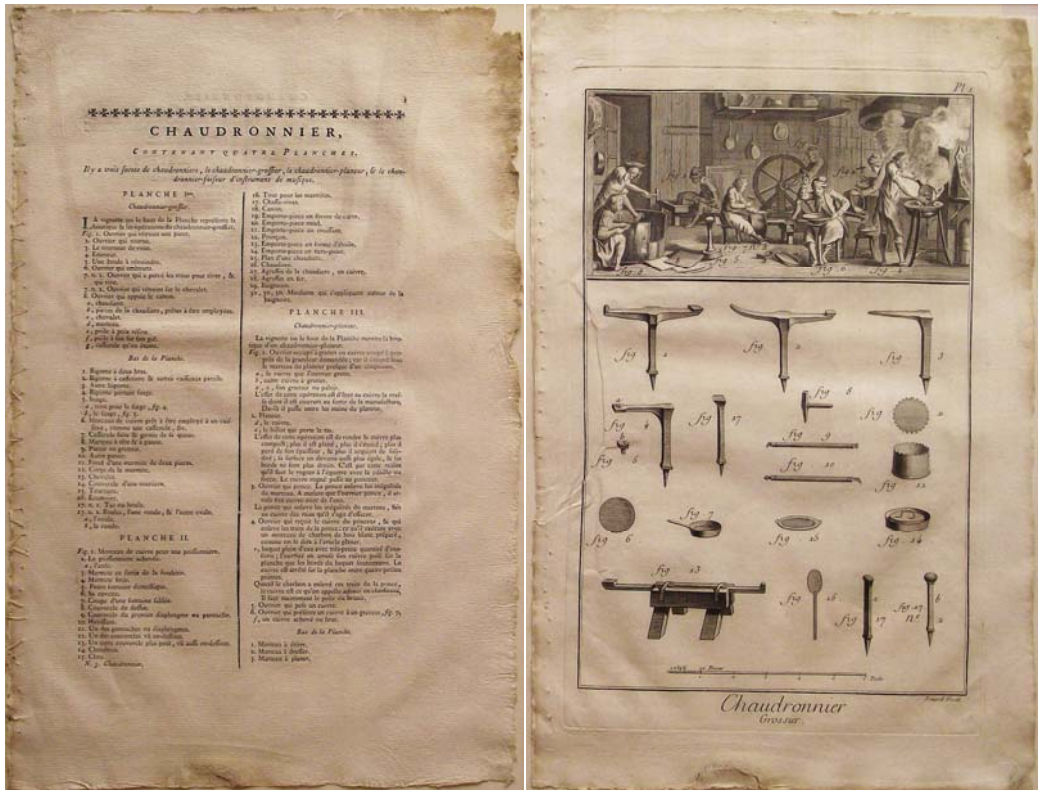
“In several areas of Africa, when entering the territory of another tribe, one is required to bear a special “passport mask”. This has a profound meaning: to neutralise one’s origins and individuality as a sign of respect to those whose territory is being entered. In this there is an ancient wisdom, the sublimation of humanity’s neutral essence. To quote Aeschylus’s Agamemnon “Provided they respect the temples and the Gods of the vanquished, then shall the victors be saved”.

Two pearls of human wisdom are mentioned here, two pieces of the universal cultural heritage, separated in space and time. The first pearl is this ritual of the passport mask, which we have related with the sublimation of humanity’s neutral essence. The neutral essence is beauty and wholeness, which every variation and diversity refers to, every transformation and contrast, it is not a principle, a necessity, a law or a divine order, it cannot be described, but is the possibility of all descriptions or order, law or substance, variation or diversity, it is the possibility of all living species and of everything is known, it is the possibility of every culture and habit and affection and it is what finally remains after every war. This links us to second pearl, where Aeschylus says in the “Agamemnon” *“Provided they respect the temples and the Gods of the vanquished, then shall the victors be saved”.*

The many fields of knowledge, the many mirrors of awareness and the many ways of constructing a judgement are always based on specific series of experiences and possess a particular determination. But we all form part of a larger totality and larger than the sum total of all persons. For this reason, traversing the confines always requires a reading key, the abandonment of a system of values and axioms which we perhaps wished to provide with the dignity of truth, an unlikely truth self-evident to everyone.

This lead us to mention a third pearl, which is the world famous meditation by John Donne, English poet of the XVIII century, cited by Ernest Hemingway, at the beginning of his novel *“For whom the bell toll”*:

"No man is an Island, intire of it selfe; every man is a peece of the Continent, a part of the maine; if a Clod bee washed away by the Sea, Europe is the lesse, as well as if a Promontorie were, as well as if a Mannor of thy friends or of thine owne were; any mans death diminishes me, because I am involved in Mankinde; And therefore never send to know for whom the bell tolls; It tolls for thee."



Chaudronnier (blacksmith), from the "*Encyclopédie ou dictionnaire raisonné des sciences, des arts et des métiers*", which was in the XVIII century the first attempt to create an universal compendium of available knowledge, with an introduction (*Discours préliminaire*) which explained the aim of the work to change the way of thinking.

ARS Progetti was established as a consulting firm in 1992, but its roots date back to the beginning of the Seventies, when a group of professional consultants focused their attention on people's cultural specificity as an asset for development.



1973-1974: Technital SpA offices in Rome, via Barberini (building designed by M. Piacentini).

term vision of integrated development and proposed a people-centred development path.

In 1974 the two along with a restricted group of professionals who had been working in these projects, were allowed by the shareholders of *Technital S.P.A.* to start a separate engineering firm within the same group.

This story actually started in 1973, when the founder of ARS Progetti, Daniele Fanciullacci, after three years in Africa as a civil engineer with large building contractors, joined the overseas section of a major Italian engineering firm specialising in infrastructure, *Technital S.p.a.*

The head of this section at that time was Giuliano Cannata, another engineer with experience in developing countries, with whom Daniele shared a common interest towards new approaches to development problems in such countries. The two developed in a couple of years various projects in Africa, worth mentioning here for its innovative approach the *Development Plan for the Juba River Valley* in Somalia (1973-74), which based its recommendations on the cultural specificity of the involved populations as well as on a long

This was the birth of *Technosynthesis S.p.a.*, which they managed for about 11 years, developing it as an unconventional consulting firm, internationally acknowledged for its approach to development planning and for its expertise on all aspects of the equilibrium between land-water and human beings.



1975-1986: Technosynthesis SpA offices in Rome, via Spontini.

Cultural anthropology was applied to development planning in Africa through original contributions by Guido Cantalamessa, a cultural anthropologist of the Italian school, of which he was a prominent representative along with Testori and others. These contributions were illustrated in a publication titled “Culture and Planning in Africa” issued by Technosynthesis after his premature death in 1982.

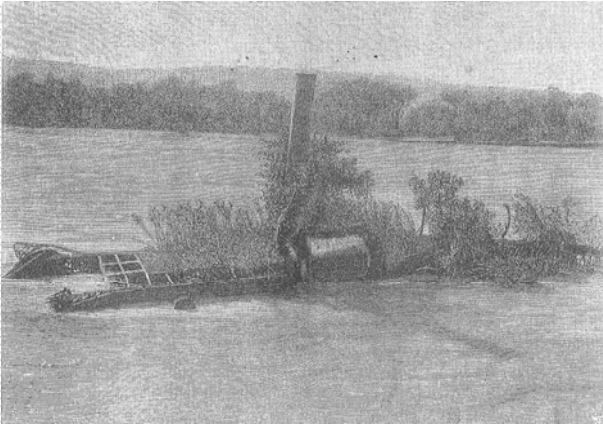
Amongst the most important programs implemented worth mentioning here is the *Soil Erosion Control in the Imo and Anambra States of Nigeria*, 1976-1982, an extensive programme intended to combat the plague of rapidly developing gullies described as “devouring the earth” and surface erosion leading to depletion of soil fertility, which was the subject of an article published in 1977 on the *Scientific American*, and the *Regional Food Reserve and Regional Food Aid* for the 9 SADCC Countries, financed by the EC, a system for building food security in 9 countries of Southern Africa, which actually came in conflict with the commercial interests of the multinational grain dealers and with a certain use of food as a form of blackmail for political domination.

In 1986 Cannata and Fanciullacci, faced with the choice to give up their cultural and intellectual autonomy in favour of the commercial interests of the group owner of the firm, preferred to resign and set up an independent firm, which took the name *Envsystems s.r.l.* to remark their interest to environmental problems. They worked together for other 6 years under this style, developing a number of environmental projects in Italy and abroad, among which a most important one was the *Medium Size Dams project in Zimbabwe* (1988-89), aiming to develop water resources in rural communal areas of the *Manicaland Province*. Interesting to note that few years after their departure *Technosynthesis* ceased to exist and was merged again with *Technital*.



1986-1992: Envsystems srl offices in Rome, via Pisanelli (building designed by Bruno Zevi)

In 1992, after 20 years of professional marriage, they decided to follow different personal development paths and thus part of Envsystems was incorporated by Fanciullacci in a new firm under the style of *ARS Progetti*.



1974-75: Juba River Valley Development Plan in Somalia.

The picture taken in 1892 by Bottego expedition shows the still existing shipwreck of the German explorer Von der Decken who had gone in 1865 up the Juba River



In 1978 Technosynthesis implemented the Lugenda River Basin Plan in the after-independence Mozambique. Here a poster of the 3rd Frelimo Congress in 1977.

The project *Soil Erosion Control in the Imo and Anambra States of Nigeria*, 1976-1982, was an extensive programme intended to combat the plague of gully and sheet erosion.



1992 - Bolivian Andes, Laguna Colorada: environmental impact evaluation of geothermal power plants
20 years in international consulting and design business

The first years of the new firm saw a number of assignments in the environmental sector, water resources management, natural resources conservation, mostly within the framework of international cooperation. A “system approach” was developed through these experiences, where the system include the socio-cultural environment, the physical and natural environment and the economic environment. The interest in the human dimension of development and in particular the attention paid to the cultural specificity of the populations concerned continued and the firm found itself progressively more and more involved in the elaboration of new approaches to cultural cooperation and to conservation of cultural heritage.

The firm grew progressively during the nineties and further expanded its expertise to such subjects as public governance, public administration reform, decentralisation of administration, human rights, civil society strengthening, local development. A turn point was the winning as lead firm in 1999 of two tenders as European Framework Contractor, covering “Culture and Information” and “Human Rights, Democratisation and Institutional Strengthening”. Since then the firm remained a major framework contractor for the EC, implementing hundreds and hundreds of assignments all over the world in various areas of expertise.

During the last decade the firm has progressively developed its architectural and engineering department, firstly in the area of heritage conservation architecture and then in the areas modern architecture, town planning and infrastructure engineering.

Its organisation and staffing were progressively expanded and structured to cover an increased business volume and new branches and offices were opened abroad. A fully staffed office was opened in Brussels in 2006, a Central and Southern America branch was opened in Guatemala in 2006 and a new branch office was opened in the Iraqi Kurdistan in 2011.



photos from left to right, top-down

Daniele Fanciullacci, *Civil Engineer*

Daniele Fanciullacci dedicated most of his professional life to development problems in developing countries, variously contributing to develop the state of the art in this topic. With an academic background in infrastructure engineering, he started his career in 1970 and developed several other areas of interest and of expertise, such as water resources planning and management, systems engineering, rural and local development, physical, regional, environmental, economic and social planning, culture-specific development and cultural heritage conservation, governance and human rights. Author of various scientific researches and theoretical models, articles and several books, among which "Uomini o Cose" (*Men or Things*), Edizioni Associate, 1992, a philosophical essay on the relationship between men and nature.

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Carlos John, *Conservation Architect*

Shen Li, *Cultural-linguistic mediator*



VALUTARE LO SVILUPPO

a cura di
Daniele Fanciullacci, Carlo Guelfi, Giuseppe Pennisi

VOLUME PRIMO

METODOLOGIA E TECNICA DELLA VALUTAZIONE RETROSPETTIVA DEI PROGETTI

scritti di M. Bagarani, M. Bagella, A. Bolondi,
C. Cesaretti, S. Gavotti, M. Giovine, M. Micarelli,
E. Peterlini, B.M. Pomeranzi, M. Ramazzotti,
T. Sinibaldi, G. Tammi, G. Tria, A. Volpi



Ipalmo
FrancoAngeli

Cover of the Handbook "Valutare lo sviluppo" ("Evaluating Development" by D. Fanciullacci and others), Franco Angeli Publishers.

The handbook encompasses two volumes: "Metodologia e tecnica della valutazione retrospettiva dei progetti" ("Methods and techniques of retrospective assessment of projects", here above) and "Il processo decisionale" ("The decision-making process")

20 years in international consulting and design business

This article, published in 1992 in the magazine “Politica Internazionale”, was written at the end of an assignment from the Italian Ministry for Foreign Affairs to strengthen the evaluation capacity of the Directorate General for Cooperation. This assignment brought to the publication of the Handbook “Valutare lo sviluppo” (“Evaluating Development” edited by D. Fanciullacci and others), Franco Angeli Publishers, which long remained a reference text for development professionals in Italy.

Criteria and Methods of Evaluation

We have asked ourselves about the degree to which retrospective, or ex-post, evaluation should serve to innovate and create something new in the planning, design or management of cooperation programmes. Should there be a basic certainty of the general purpose of development and the roles of the various persons involved, countries, communities and social groups, cooperation bodies, experts and economic operators, then innovation is substantially restricted to means and instruments. Without this certainty, the innovation may comprise everything and them all. The apparatus of cooperation, like any other organisation, in order to function must be based on well-established goals and procedures and repeated changes of direction would lead nowhere. But perhaps more than other organisations, cooperation must allow for the development of doubt and the freedom to criticise. Many global emergencies today seem to require the opening of just such a door to permit rapid change within the organisation. Is this the method we desire for evaluation? An evaluation system is always hypothetical and axiomatic - i.e., it deduces a set of propositions from a few initial axioms possessing the value of hypotheses or conventions. If the axioms change, the system of evaluation provides incoherent responses, unless the evaluation system itself changes. The axioms are based on the culture, or, if one prefers, in the system of values of a social group or country, or groups of countries, and are therefore in no way objective or universal, or unchanging; for this reason, many different systems of evaluation may exist side by side.

All modern scientific thought agrees that all human knowledge is construed on hypothetical axioms: this formulation has been increasingly making headway over the course of our century, inducing a gradual but dramatic change in our values and behaviour; the most obvious consequence is the attribution of a value to the multiplicity of cultures and experiences. For many centuries, science was based on a few initial axioms considered to constitute irrefutable truths, such as, for example, the fifth axiom of Euclid (“if a line segment intersects two straight lines forming two

interior angles on the same side that sum to less than two right angles, then the two lines, if extended indefinitely, meet on that side on which the angles sum to less than two right angles”); when non-Euclidean geometries were defined at the end of the last century, thus laying the foundations of a new relativity in logical thought. As Poincaré stated, “geometric axioms are neither synthetic a priori judgments, nor experimental facts, but conventions”. Another useful inspiration may be found in modern particle physics, where Pauli dissolved the presumption that the distinction between the system under observation and the system doing the observation is something definite. According to Pauli principle it is not possible to decide, except arbitrarily, which objects should be considered part of the observed system and which objects should be considered to form part of the observer system. The new theories do not claim that the observer system creates the observed system, but simply that the latter gives different responses depending on the system of observation. As a consequence knowledge appears as relative. In the end, we may realise there is no scientifically demonstrable reason why a given system of interpretations, which is valid within an axiomatic system, is absolutely better than other systems which are valid in another axiomatic system.

The problem of doubt and of method then assumes particular relevance for evaluation. It is rather the same problem as the problem of knowledge and what value to attribute to it. But why should this necessity for doubt be accepted? A possible answer is the total absence of vision on what a future possible for whole mankind could be, or the absolute certainty that that it should at any rate be completely different from the present, or the clumsiness of the models designed to maintain the trend of the past, or the absence of ideas on how to activate a redistribution of wealth, which appears as impossible without a change in culture.

However the development models most frequently proposed to the poor countries seems based on a few certainties: these models adopt as the basis of all scales of value and judgement the concept of utility and maximisation of opportunities through the production of wealth, with all its corollaries. This type of rationality is widespread in all forms of organisations and seems indisputable to many people; although powerful stimuli for overcoming it are arising from current scientific thought. But while science moves forward in practice we have still not overcome that model of “development”, the official adoption of which dates back to the Bretton Woods agreements and Harry Truman’s historical speech to Congress in 1949, in which the world was divided up into developed and underdeveloped, in which development is understood to mean economic development based on accumulation and poverty is understood as the absence of goods, and in which all societies based on a culture of parsimony were simplistically defined as poor, regardless of their expectations, desires and values.

On the other hand, the model of international economic integration, of the integration of markets, seems discredited by the growing difficulty of the poor countries

in enjoying the so-called comparative advantages: the relative importance, among the factors of production, of raw materials and labour, the two factors available in the countries of the South, is dramatically reduced at present by the development of sophisticated technologies which have also made it convenient to shift to the advanced countries also productions which had seemed relegated to industrial archaeology, such as textiles. Moreover the orientation of demand in these same countries towards services and goods with a low raw materials content contribute to this same process. The consequent downfall of the division of labour model has led to a growing economic isolation of the South. But the gravest environmental problems or political instability producing repercussions on the international scale or the social instability re-exported to these same rich countries through illegal trade of drugs or the flow of migration indicate an inevitable and strong world interdependence and lead to a growing demand for cooperation, as an area of action isolated from trade or from purely economic relations.

The most honest and conscious parts of the international community are no longer wondering how to export the scale of values which have determined our type of development or how to rationalise the same, but which system of values may permit a possible future for a humanity in dramatic demographic growth, in an uncertain position in the biosphere and ineffectively organised for its own reproduction. Many analyses seem to indicate that there is no technological easy way out, that there is in any case a price to pay, that the only way is a dramatic and rapid change in the scale of values and that, having recognised the impossibility of one univocal and universal model, we should permit all voices to be heard.

Now our criteria of evaluation should gather the current and possible specificities and differences for the diverse social groups and countries or geographical or cultural areas. In view of this outlook, a new task for evaluation is being identified: that of a tool of negotiation between diverse axiomatic formulations. In a formalised evaluation, the negotiation between the diverse axiomatic formulations implies first of all that each formulation should be reflected in a choice of variables or indicators and in a system of logical relations leading to a synthesis and, second of all, that the diverse syntheses produced by each system be placed in comparison as such without the imposition of unique key of judgement: different actors may draw different conclusions. One of these “actors” is the cooperation body itself. These bodies should undoubtedly draw the reflection of unambiguous conclusion in decision-making for the future. But two things should be noted: first, this conclusion is only arrived at following the clarification of various subjective visions; second the different syntheses produced feed the comparison between systems which vary in space, passing from one country to another, and in time, through an evolution which as natural as it is desirable.

While it is true that all human activities are directed at the satisfaction of a final

need of the members of society, it is also true that this final need is the result of the culture and the very social and productive organisation produced by the culture. As the culture varies, the perceived needs vary as well, along with the social and productive organisation: but the three fields of cultural-needs-organisation variability each have an effect on the others and every variation in each one of these triggers a process of feedback. The evaluation cannot therefore avoid considering them all together, simultaneously. The very quality of life, understood as the level of satisfaction of needs, implies diverse levels of consumption of natural resources, different modes of distribution of wealth, diverse degrees of conditioning required of others, and according to the culture, the organisation and the natural environment in which a given social group lives, being it possible in some cases to enjoy a high quality of life with a low per capita income in relative terms. All the above implies the necessity of evaluating the satisfaction of needs in relation to various types of culture, various levels of effectiveness of the social and productive organisation and different natural environments. But to permit them to perform this role of mediation between various axiomatic formulations, the system of evaluation must enjoy a certain amount of freedom. Perhaps this can be stated more clearly.

Ex-post evaluation of a program may be derived from a comparison of its results with its objectives or from a comparison of the results with needs. The distinction is fundamental. In the first case the degree of freedom is limited by the formulation of the objectives, the definition of which presumes an incorporation of a vision of needs and their reflection in a development programme; in other words, the task of evaluation is not to question the systems of values and the consequent logical relationships linking these to the objectives; rather, its task is to explain the degree to which the objectives are attained. In the second case, the field is rather broader since it includes an acknowledgement of needs.

While there is a certainty and consensus as to the general model of development and its form, its phases, the people's expectations and of the social group and whether they can establish the reasonably effective strategies, then the general finalities will be clear. The whole evaluation cycle may in this case start with these fundamental elements and will only involve studying which strategies and methods are more successful in reaching these objectives. But if one is working in a general context in rapid evolution, in which no one can know which is or should be an acceptable future for everyone and whether this must result from the interaction of various subjects, each one contributing a message, an expectation, of a cultural context, a scale of values possessing equal dignity with any other context or scale of values, then a great deal more work is required, work which promises innovation, based on the continual revision of the same premises as both the general development model and evaluation model. It is thus the degree of certainty and of consensus on the values on which the judgment is based and on the general model of reference, the key that lead to a distinction of the context in which the evaluation is

to operate.

We may therefore delineate two contextual schemas for cooperation bodies: *a)* a “highly formalised” context based on a clear definition of development policy, a consistent and coherent definition of general and sectorial policies; the definition of ex ante evaluation technologies and procedures; the definition of the methods of decision-making and monitoring. In this case, the ex post evaluation should at least be oriented towards verification of the criteria, procedures and methods followed in the process of preparation and activation of the project and its content and modes of execution are determined to a large extent by the very content of the ex ante evaluation. *b)* A “less formalised “context” based on the enunciation of certain general principles which are not however followed by a complete clarification of the cause and effect relationships right down to the intervention decision and on certain procedural bases around which the choices are to revolve, choices which remain pragmatic and are influenced by the persons involved and by the circumstances. In this case, the ex post evaluation may to a greater extent assume the significance of the “creation” of criteria based on experience.

It would be a serious error to think that this distinction relates only to the degree of organisation. In fact, we may, at the same time, distinguish various dimensions in the methods of planning (Faludi). The first distinction is between static and dynamic planning. In static planning (which is rigid and deductive) the following matters should be specified: the purpose, the working objectives, which are also a measurement of attainment of the final objectives, the actions to be taken to reach the working objectives, equilibrium in the allocation of resources (the system is completely explained in the “logical framework method”). In dynamic planning (which is elastic and inductive), retroaction is the salient element from which decisional elements are continually expected to adjust one’s sights and move forward. The second distinction relates to the space left to social and economic workers for whom one is planning. Thus a rational, all-inclusive plan is drawn up, from the top, and an incremental method of planning, based on the input received from the bottom. The third distinction relates to the field of pertinence of the planning, or whether the final objectives are stated *a priori* and the planning only relates to the method of reaching them, or whether it relates to the both the objectives and the general finalities of the action.

It is rather obvious that all these distinctions may comprise two often opposite requirements: on the one hand, to limit arbitrariness and render the decision-making processes more objective, and, on the other hand, to gather the infinite and unforeseeable facets of reality. In reality, subjectivity is a given which cannot be eliminated: it is merely a question of seeing whether we can concentrate it all at the beginning of the decision-making process, each establishes the fixed points from which the consequences are to be developed, or whether we wish subjectivity to

play a more democratic role, distributing itself over the various phases and among the various subjects.

Evaluation always implies the use of interpretive models, but if we confuse the reality with the representation supplied by the model we deny any possibility of evolution. If we forget that between the representation and the reality there remains a sense which cannot be filled we will commit colossal errors and evade the reality of that part of the model which does not form part of the representation. We must beware of putting too much faith in our representations. Very often, to decide the destinies of a people we do not even need to “know” them. The region is described through its physical characteristics, with the topographical maps, the vegetable coverage, the land use, or through the statistical elaboration of rainfall data. The labour, behaviour or the social relationships are described by the income and consumption data, data on employment, nutritional or caloric requirements, and demographic growth. Human conduct is described in terms of scenarios with thresholds and limitations within which it is desired to cause human society to move; the planners will thus rationalise the causes and effects of all human being behaviour with the assistance of the economists, engineers, sociologists, geologists, agronomists and as many others as possess the appropriate measurement instruments. All this is necessary as a practical instrument, but it become pernicious if it is forgotten that it is the fruit of an axiomatic simplification, unless it is accompanied by parallel and alternative reflection.

The interpretive model based on the accumulation and possession of “things”, accompanied by a powerful and dramatically conditioning technology, has determined the definition of unambiguous and universal measurement instruments, such as income per capita or caloric or housing requirements, with which to describe every diverse culture, every experience, every phenomenon: it has postulated the possibility of a total representation through a criterion of universal utility, negating the possibility of any diverse representation, of every complexity and multiplicity. But the evaluation may recover diverse representations, it may, and perhaps, should, equip itself with the method to combat the homologation, the loss of entities, the loss of information.

Is not perhaps unrepeatability the most profound of human movements, the placing of oneself outside of the foreseeable, the significant constant of the life of each of us?

A traveller from a past century or even just from the first half of this century always had a lot to say about the places he visited. The variety of cultures, dress, languages and human settlements was certainly greater than today although the population of the Earth was much lower, approximately one billion in 1830, and two billion one century later. The variety of physical environments, vegetation, animals and landscapes was also much greater. It is true that there was much greater

ignorance and that the circulation of information was much less, and that therefore the gap filled by the traveller was much greater, but there is no doubt that the lower level of exchanges corresponded to a greater number of entities and this is not discounted at all, that the contacts, or the exchanges and the circulation of information could also lead to a continual generation of new entities. It would be a great comfort if the dizzying multiplication of the world's population had corresponded to a proportional multiplication of cultures and dress and languages and behaviour. A broader cultural space would perhaps have compensated us for the loss of physical space. And the necessity of not being foreseeable should not generate the multiplicity of patterns of behaviour, ideas and cultures? There are therefore many good reasons so that the evaluation assumes the criterion of multiplicity, of irreducible complexity. And thus, almost as if by magic, there appear the many levels upon which to consider things: every proposition which is valid on one level may be annulled or surpassed on another level, the bodies identified on one level do not exist on other levels. No one will ever know how many levels there are. The many ways of forming a judgement only need to retreat into their own "specificities"; crossing a border always requires a reading code, abandoning one system of values and certain axioms to which we may perhaps have considered to constitute obvious and therefore perhaps immutable truths. Failing to do so is always extremely dangerous and has led to many mishaps in the past.

In various areas of Africa, to travel from the territory of one tribe into that of another, it is necessary to conceal one's own face behind a particular mask, known as the "passport mask": the profound meaning of this ritual, the voluntary neutralisation of one's own individuality and membership and the submergence of one's own neutral essence in an innocent manner and the respect for others, whose territory one is crossing, is therefore well incorporated into ancient tradition, but frequently ignored by the cultures of which we are the representatives.

In conclusion, in the product of our work "Evaluating Development" one finds various pieces taken from the experience of many international cooperation bodies. We claim no birthright, except for having put these cooperation bodies together, attributing weight to each of them, based on this fundamental inspiration: we believe that ex-post evaluation should be the product of the various persons and bodies involved in the cooperation initiatives and should cover the multiplicity, the differences, the information lost in the decision-making procedure and in the bureaucratic organisation of realisation; it is our hope that it should be a powerful and effective propulsion towards an evolution the need of which is strongly felt; that it should initiate an increasingly extensive control and debate until we understand the common people of the underdeveloped countries, who cannot ignore the serious mortgages weighing down upon the future of human society as a whole.

PEMERINTAH REPUBLIK INDONESIA

PROPOSISI JAWA TIMUR
BAPPEPROP (BADAN PERENCANAAN
PEMBANGUNAN PROPINSI)

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT
ITALIAN TRUST FUND



PROGRAM PRASARANA STRATEGIS DAN REFORMASI
PEMBANGUNAN PROPINSI JAWA TIMUR (SIORP-EJ)
ASET BUDAYA DAN INDUSTRI BERBASIS BUDAYA
DI JAWA TIMUR

LAPORAN AKHIR, NOVEMBER 2004



People's Republic of China
Chongqing Municipality

International Bank for Reconstruction and Development
Chongqing Urban Environment Project



Cultural Heritage Strategic Master Plan

Volume 1
Development Strategy

January 2000

A.R.S. Progetti S.r.l.
Ambiente, Risorse e Sviluppo
in association with
C. LOTTI & ASSOCIATI
SOCIETA' DI INGEGNERIA S.p.A. ROMA
With the collaboration of
Istituto Italiano per l'Africa e l'Oriente (Is.I.A.O.) and Istituto Centrale per il Restauro (I.C.R.)

European Development Fund

National Museums of Kenya



Strategic Study of the Revival and
Development of the Swahili Culture



Vol. I - Main Report

Final Report - February 1997



A.R.S. Progetti S.r.l.
Ambiente, Risorse e Sviluppo



Etude pour l'élaboration de la politique commune
de développement culturel de l'UEMOA

Financement :

Budget des Organes de l'UEMOA

Rapport
juin 2011

A.R.S. Progetti S.p.A.
Ambiente, Risorse e Sviluppo



Experiences in Cultural Cooperation

*Experiences in the area of Governance and
Institutional Strengthening*

Working in Latin America

*Working for the Public Administration in
Iraqi Kurdistan*

Working for a Religious institution in Italy



Salvador de Bahia, Brazil



Milan, Italy



Tyre, Lebanon



Kosovo culture



(Cistercians) Cosenza, Italy



Shaoxing, China



Chhattisgarh, India



Central America



Burundi



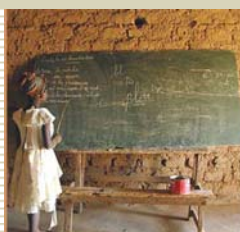
Infrastructure, Jordan



Chiapas, Mexico



Kazakhstan



Asmara, Eritrea



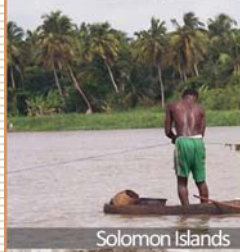
EC delegation, Belarus



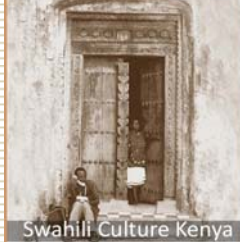
Education, Algeria



Shaoxing, China



Solomon Islands



Swahili Culture Kenya



Central America



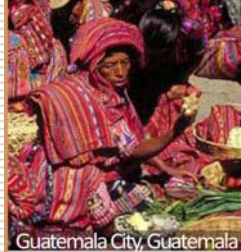
Chongqing, China



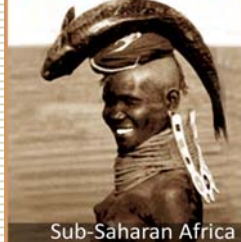
Paramaribo, Suriname



Baalbeck, Lebanon



Guatemala City, Guatemala



Sub-Saharan Africa

Our consulting experience in the area of culture, stretching from beginning of the seventies to date, has been driven by the progressive affirmation of cultural specificity as the crux of the matter in development, where culture and cultural diversity are the nurturing ground of ideas to interpret the present and build the future. Much of the failures of the international cooperation, in particular in Sub-Saharan Africa, can be related with a dramatic delay in realising this truth. In the end it was realised that cultural cooperation and official development aid invested in culture are like opening new communication channels amongst people and amongst countries, the need for which cannot be overemphasised to build a world of peace and cooperation.

During the nineties, the World Bank started to pay an increasing attention to this subject and most of Firm's projects in the cultural heritage sector during this period happened to be financed by this institution in the Far East and in the Mediterranean countries. Our projects in ACP countries with EDF financing date mostly from the 2003/4 onward. During recent years most of the cultural cooperation projects the firms has tendered for in African countries are related with the support and strengthening of civil society, within which the cultural industry and cultural activities are framed by the EDF cooperation.

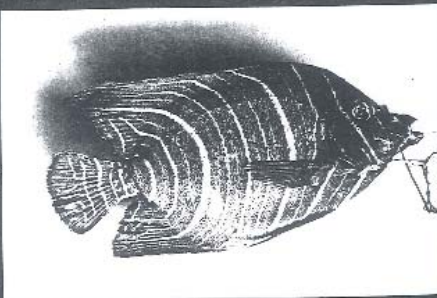
Since year 2000 the firm is framework contractor for the EC external cooperation (i.e. excluding EU member countries) in the field of culture. Framework contracts are tools (renewed every 4 years) by which the EC Cooperation is able to mobilise quickly and with simplified procedures the expertise needed in different topics, grouped in Framework Contract lots, all over the world. Assignments vary from formulation of new programs to technical assistance to ex-post evaluation. The largest part of this cooperation goes to arts and to cultural industries, while conservation of material cultural heritage in ACP countries frequently addresses museums and colonial architecture.



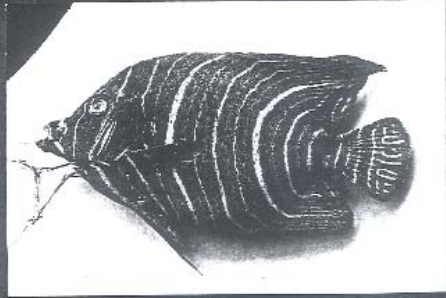
The picture on the left shows a Swahili noblewoman, 1915 (*Photographic Archives of the National Museums of Kenya*)

Bottom: the Sacred Fish Caught in Zanzibar (*Photographic Archives of the National Museums of Kenya*). The caption says:

"Was supposed to be miraculous on account of certain markings on the tail which resembled Arabic Writing. Both sides of the tail carried an inscription, which was deciphered by Theisch Schmit (Head Cadi in Z'bar.) and were as follows:
 N°1. THERE IS NO GOD BUT GOD.
 N°2. THE PROMISE OF GOD.
The fish was bought for a few pice and resold many times, eventually reaching the price of some thousands of Rupies. It was exhibited in Egypt to a credulous crowd. Name of fish scientifically is HOLOCANTHUS ALTERNANS."



(1.)



(2.)

THE SACRED FISH.
 CAUGHT IN ZANZIBAR

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1996-1997 Revival and Development of the Swahili Culture in the coastal Kenya

In the mid 90.s the firm was commissioned by the National Museums of Kenya (NMK), the celebrated institution founded in 1910 and directed in the thirties by the famous palaeontologist Louis Leakey, to work out the master plan for the Revival and Development of the Swahili Culture in the coastal Kenya, financed by the European Development Fund. To revert the progressive loss of social significance to the Swahili Community of their intangible and tangible cultural heritage, the strategy proposed by the firm was wide ranging and articulated in four integrated components: *Institutional Development*, consisting in the re-organisation and capacity building of the NMK on the coast; *identification, recording and conservation of cultural heritage*, consisting in research, inventorying and preservation; *NMK-based development of cultural heritage resources*, entailing development of various sites and museums vocations, exhibits, extra-mural services, and outreach; *community-based development of cultural heritage resources*, with NMK acting as facilitator, entailing multiple working links among stakeholders and economic actors, assistance to the communities, participatory education and information systems, economic development of cultural resources.

The cultural breath of this project was a kind of novelty at that time for the EC cooperation as it is only with the new millennium that the role of culture in development cooperation is fully recognised by the EC, at first in the Meda Countries, e.g. the Euromed Heritage programme which ARS Progetti was called to evaluate after the first 4 years period, and then in the ACP countries within the EDF.



Views of the cathedral



Left: model of the bearing structure
Above: detail of the structural strengthening devices. A complex system of steel tie rods was designed through mathematical modeling to strengthen the trusses and top structure.

2005-2009 Design and Works Supervision of the St Peter and Paul Cathedral Restoration Project in Paramaribo, Suriname

This ACP project consisted of detailed design and supervision of works for the restoration of the St Peter and Paul Cathedral. It is worth mentioning here for the lessons drawn from it. The cathedral is the largest wooden building in all of South America, built in Romanic-Gothic style during the second half of XIX century by a visionary priest and carpenter, with brilliant ideas but a poor knowledge of engineering. Although the cathedral, the most important landmark of the country, had resisted one and half centuries because of the mechanical characteristics of the tropical wood used in its construction, rather like steel, it was about to collapse at the time the project started. The terms of reference rightly required a project compliant with the international principles and ethics for conservation of cultural heritage. However the project had to face a substantial lack of knowledge, understanding and awareness about the scope and the benefits of these principles from the various involved actors, including the Surinamese Government, the religious institution owner of the Cathedral and the building contractor. A project of this kind would have required a passionate support from the EC Delegation, which unfortunately was not the case. Moreover standard EU procedures were applied by the EU Delegation to the project in a flat manner without critical judgment. For instance the construction contract was awarded at the lower tender price without adequate consideration given to the very specific expertise required in such a restoration project. So in the end the main lesson learnt is the need to balance theory and feasible practice when approaching a subject a country has few or none experience of and to put in place adequate support to fill the gap. The widely acknowledged ability of the Commission to nurture deep thinking and wise formulations of cultural cooperation, should be followed-up with practical implementation tools in the EC Delegations, which unfortunately is not always the case.



A view of the restored area looking towards the Yangtze River. On the background modern buildings without any character.



An internal view of a building before and after the restoration. Before the project the complex was inhabited by squatters who were resettled in more comfortable houses.

1998-2009 World Bank financed projects in China

In China, during the nineties, some World Bank task managers (Geoffrey Read was one of such visionary task managers we were lucky to work with) had the brilliant idea of including the conservation of urban material heritage within the format of the huge Urban Environment Projects it was financing in the largest towns to abate pollution. The integration of cultural heritage issues within environmental “brown issues” may appear exotic, but in this manner a theme widely felt as critical, i.e. heavy pollution in rapidly growing towns, was exploited to call attention and increase awareness on an almost ignored theme, such as historic heritage and character of the same cities. The firm worked in two of these large programs, in Chongqing and in Shaoxing. The first assignment (1998) was the Chongqing Cultural Heritage Master Plan, financed through the Italian Trust Fund to the World Bank. Chongqing is a territory of 80,000 sq.km with a population of 35 million people. Located on the Yangtze River, is a most important commercial hub since centuries. Its striking development during the 80s and 90s took place at the expenses of its architectural heritage, as in many other Chinese cities, and our Master Plan marked a change of approach. After completion of the Master Plan the firm was retained for one priority project identified, the Huguan Huiguang restoration.

Huguan Huiguang (2001-2004)

Huguang Huiguang, dating back to the 17th century, is an extensive guild hall development, about 10.000 sq.mt., which was used as meeting hall, guest house, theatre, business place and for other purposes by merchants coming to Chongqing from various provinces, each province having its guild in the complex. Located on the steep slopes of the Yangtze River, it is surrounded by a “buffer” area of about 8 ha which still preserves its historical charter. All around are the anonymous modern buildings and sky scrapers of the city center. The project allowed the conservation and re-integration in the urban fabric of a piece of the history itself and the making of Chongqing.

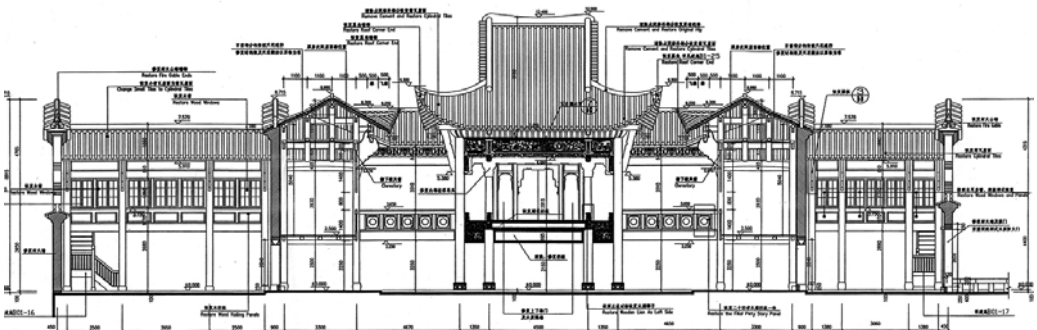
The Huguang Huiguan complex after restoration became a cultural centre hosting cultural activities as performing arts, exhibition of visual arts, a museum on immigration in Chongqing, Sichuan opera, a permanent show of past trading activities. As a conservation project it became quite famous in China and abroad for the way international conservation principles were attained perhaps the first time in China. The Municipality of Chongqing awarded to our conservation architect and project coordinator, Patrizia Barucco, the honour of a medal for outstanding contribution to Chongqing development. The project was also a cross-fertilization experience of Italian and Chinese experts and benefitted from the enthusiastic support of an executive of the Municipal administration, He Zhya, a lover of built heritage who had published several books of photos on vanishing heritage.

To better understand the challenge of this project one should consider that in China the traditional approach to conservation focus on immaterial values rather than on material authenticity, where all international conservation charters focus on the latter.



Daniele Fanciullacci and Geoffrey Read of the World Bank, visiting the site after restoration.

Below: one of the restored buildings.



A pagoda rebuilt several times during the centuries in the same place and with the same shape, color and architectural details, but with variations in materials and techniques, up to the last reconstruction of some 20 years ago, is considered in China a centuries old heritage relic. However last ten years have seen the establishment of international conservation principles based on material authenticity. One may also consider the quite common practice in China of building totally fake historic structures and buildings. This practice nowadays has gone as far as the full-scale rebuilding of whole famous sections of Paris or Florence or Venice or the Coliseum, representing them to visitors as a true experience of cultural tourism. These initiatives have been quite successful attracting great numbers of visitors. On the other hand, China has made a remarkable progress in material conservation of its remaining heritage, developing an institutional framework and the skills needed by this. Increasing numbers of cities are deeply engaged in preserving what remains of their historic identity, to counteract the negative impacts of urban development, the phenomenon which has been defined as “one thousand cities, with only one face”. One of these municipalities is Shaoxing, a city historically built on a network of water channels, a sort of Venice of the South, two hours of train from Shanghai, where we implemented two projects related with the historic town conservation in the period 2004-2010.



Shaoxing, China, May 31-June 2, 2006.

Second International Conference on Heritage Conservation and Sustainable Development. Group photograph of participants. ARS Progetti was one of the rapporteurs to the Conference.



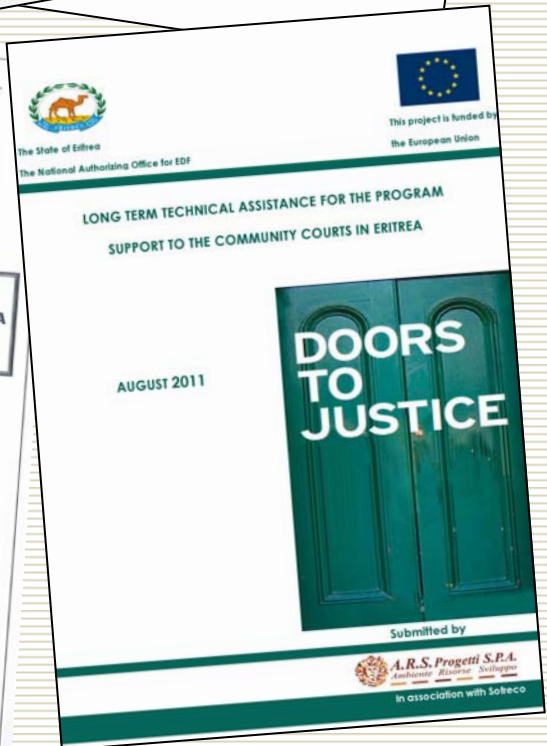
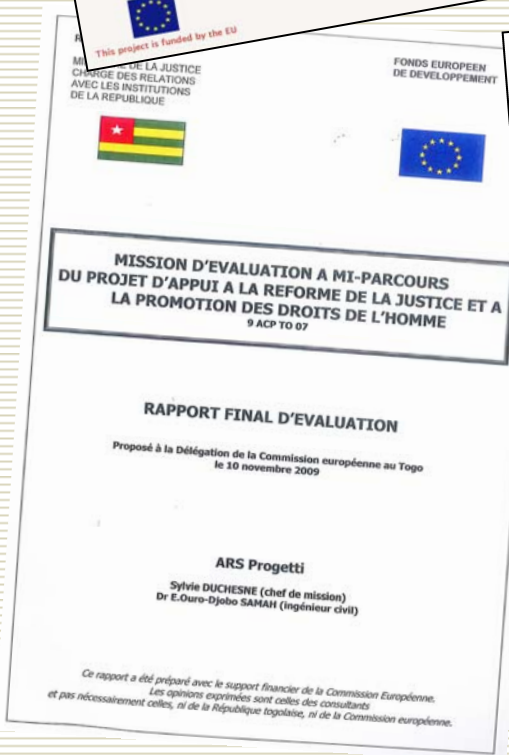
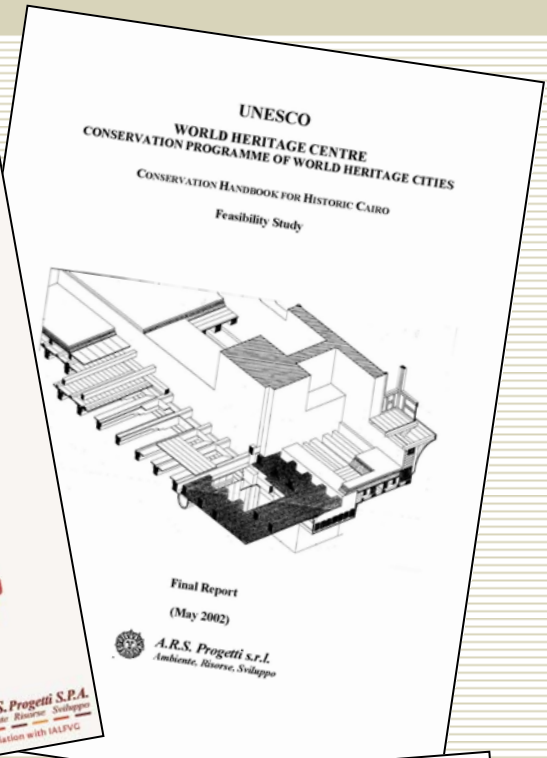
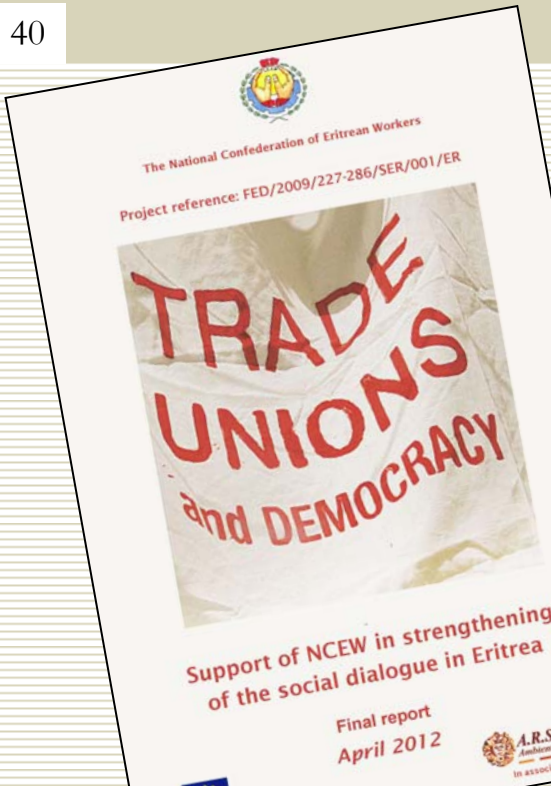
Municipios Democráticos in Guatemala

Within the context of the huge Programme of Decentralization and Municipalities Strengthening in Guatemala, named “Municipios Democráticos” and co-financed by the European Commission and the Government of Guatemala, ARS Progetti developed, during the period of September 2006 and August 2008, the project “Citizenship and Social Participation with Gender and Youth focus”.

Guatemala is historically affected by complex social and political problems and this project was faced with many challenges, but in the end was quite successful in improving the institutional mechanisms of citizenship and social participation in the cycle of Local Public Policies of Local Governments and other territorial means of administration.

The objectives were to develop capacities of women and youths to participate actively in the process of decentralization and local governance. The activities were developed in 189 municipalities of Guatemala to strengthen and consolidate women and youth organizations, to enable them to articulate their specific interests and needs within the process of decentralization and municipal strengthening, to open institutional spaces of participation in the process of planning and designing of public policies with gender focus. Exchange of experiences was promoted between women organizations belonging to different cultural groups, as resource of knowledge, solidarity and common problem solving. A proposal to reform the municipal code was elaborated and promoted.





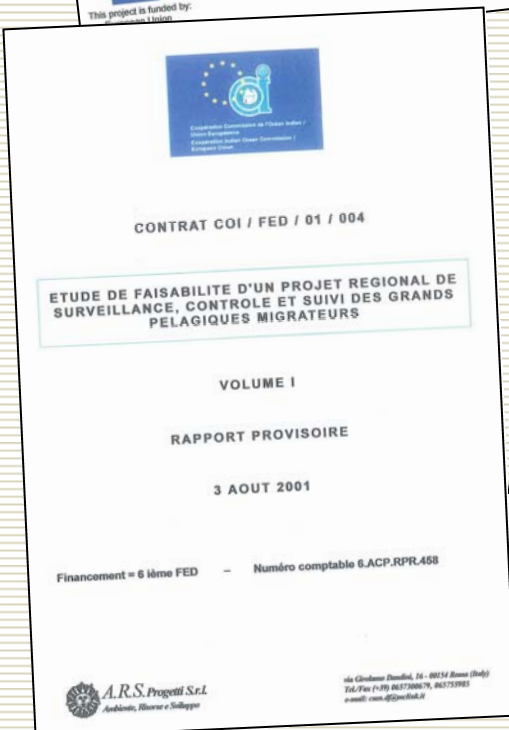
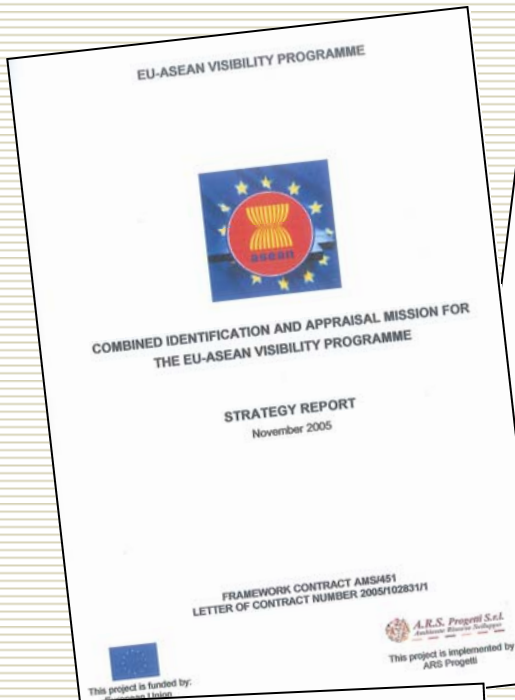
Support to the National Confederation of Eritrean Workers in strengthening the social dialogue in Eritrea

This interesting technical assistance experience we made in 2011-2012 is worth mentioning here for a number of reasons:

- its subject and content are by their very nature truly democratic issues, which were affirmed, with support from the Government, in a country where, since the 2002 end of the Eritrean-Ethiopian war, democratic rights were put on a standstill;
- we involved some well-known Italian trade union experts and a number of valuable local experts, who worked with the NCEW staff merging different experiences and knowledge and adapting and fine-tuning to the local conditions available models;
- an historical friendship with that Italian political and intellectual milieu which had in the past supported the Eritrean struggle for independence granted a background of trust, which allowed us to overcome a number of objective difficulties linked with the present political conditions in Eritrea.

The National Confederation of Eritrean Workers represents a potential energy, resourcefulness and productivity in Eritrea. The challenge to government, business, trade unions and other key actors is to realise this potential by forming partnership that will reduce the scale of unemployment and under-employment. This means for the National Confederation of Eritrean Workers (NCEW) that it need to explore initiatives and activities on national and sector level, in order to create a climate for shared national accountability of all social partners, boosting the economic possibilities of Eritrea. The project was financed by the European Union and the technical assistance was awarded us after an international tender, with the objectives: to create strong and effective social dialogue and tripartite cooperation between the Government, Trade Unions and Employers in Eritrea, creating opportunities for economic and social development; to improve the policies, services and operational capacity of the National Confederation of Eritrean Workers (NCEW), in order to strengthen its role in the social dialogue in Eritrea.

The project enhanced a learning-by-doing approach thereby enhancing NCEW's ownership and commitment, while offering sustainable solutions to the challenges being currently faced.



EC Framework Contracts

Object of these kind of contracts is the provision, on-demand and with rapid and simplified procedures, of highly specialised consulting services in different fields in any country beneficiary of the EU co-operation, within the ceiling of 200.000 Euro for each specific assignment (with exceptions beyond this ceiling). Being a framework contractor means to receive continuously during the period of validity various requests for proposals which must be answered in two weeks by submitting the CV of the required experts, a financial quotation and, in some case, a methodology.

ARS Progetti became Framework contractor in 1999 and since then qualified as one of the most reliable framework contractors in Europe, through participation in a variety of framework contracts either as lead firm or as member of Consortia. As such we concluded some 400 specific assignments in some 80 countries all over the world, a number of which were truly critical missions, dealing with critical matters in critical areas.

We always remained leader in Framework contracts dealing with culture. Interesting to note that the theme of Culture was aggregated to other themes in a different manner from one Framework contract period to another, it featured in one lot with “information” from 2000 to 2005, with “governance and home affairs” from 2005 to 2009 and with “education, employment and social” in the last one from 2009 to 2013, thus apparently marking an evolution in the way the European Commission saw the sector.

However the EC management of Framework Contracts is not free from criticism. In March 2008, we answered a questionnaire sent by AIDCO to all framework Contractors with the aim to improve the performance of framework contracts. It may be interesting to report here our answers to the two main questions:

What are in your opinion the major problems affecting the quality of experts?

Answer: The main shortcoming here is a generalised misconception of the role of Framework Contractors. These are mainly seen as supplier

of experts and of person-days instead than supplier of services (although through experts and person days). The difference is most relevant as in the prevalent practice there is an implicit assumption that the Framework Contractor's role is mostly that of a head-hunter, an administrator and a provider of logistics (such as a travel agent). Even the final quality check of reports which is expected from Framework Contractors is not enough to counterbalance this situation and is often seen as a pure formality. This cannot work as it fails to exploit their know-how and professional commitment. Moreover this attitude has brought to develop a market of free lance experts behaving as venture soldiers, i.e. looking for the highest fees at the lowest commitment. To a certain extent deep professional commitment has been replaced by the need to comply with standard quality at the lowest effort.

Unfortunately the same misconception also applies to standard, non-FWC Technical Assistance Contracts. Although this problem is one of main causes behind the limited impact of the EC technical assistance, it's generally overlooked by the EC.

What would be necessary to change in the FWC to improve it?

Answer: First of all produce a change of attitude and understanding in all parties concerned, by making clear that the responsibility of the services, of their outputs and of their quality rest entirely with the Framework Contractor and that the experts works for the Framework Contractor and are seen as part of its organisation to perform the services. Make it mandatory that all reports and any official communication be submitted by the Framework Contractor and never by the experts (unless these are mandated by the Framework Contractor to do so); all recommendations or suggestions made by the experts must be endorsed by the Framework Contractor.

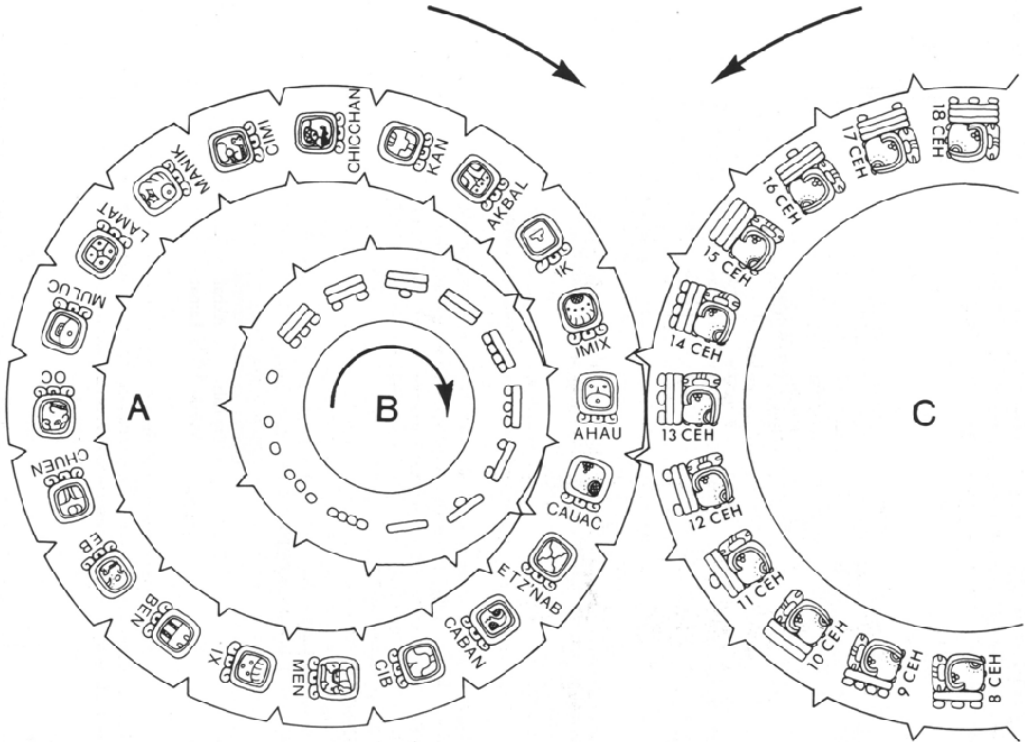
Second: make it mandatory that in all their CV.s the experts indicate the name of the firm on behalf of which they have undertaken previous FWC assignments. The usual practice is to indicate "European Commission" under the heading "company". This is obviously incorrect, as they have signed a contract with a company, not the European Commission. However this is tolerated and accepted, thus enforcing the

idea the role of the Framework Contractor is just that of a head-hunter and of a provider of logistics.

Third: compile and circulate the evaluation sheets of the experts' performance and of the Framework Contractors performance. Circulation and sharing of expert black lists should be encouraged. Records of the professional behaviour of the Framework Contractors should also be kept. It is always possible for incompetent experts to be recruited or for experts who have performed well in the past for some reason to fail to perform well on a certain mission, but what really makes the difference is the way the different Framework Contractors react to such situations and provide for remedial action.

Fourth: change the approach to the specification of the required expertise and refrain from too narrow specifications of the required expert qualifications. To require a super-specialist for a certain task is rarely a good idea as the problems to be faced are usually quite complex and complexity does not match with excessive specialisation as it does with varied and multiple experience. Furthermore asking for somebody whose experience can combine a long list of different and exotic requirements unnecessarily restricts the number of possible candidates, and shift the focus of the search for experts from proven reliability to a very specific experience, most likely resulting in identifying somebody whom the Framework Contractors never worked with before. It would prove much more effective to leave more room to the Framework Contractors to decide about the experts with whom they feel to be able to produce good results. Thus adopt a new format of the specification of the required expertise, dividing it in two categories: *a)* mandatory requirements, where one should carefully list what is deemed as really necessary; *b)* desirable requirements, which could be met in part or even not at all. And in the evaluation of the CV give more weight to the first category.

Fifth: increase the use of global price contracts versus fee-based, as this would increase flexibility and fullest responsibility from the framework contractors and would contribute to shift focus from experts to Framework Contractors.



The Mayans were brilliant astronomers, mathematicians, architects and artists. Mayan stele and manuscripts surviving the Spanish invasion as Codes of Dresden, Madrid, Paris and Grolier, contain fascinating information about them. Many of the monuments of the Maya, such as those found in Petén in Guatemala (structures E) were designed in a north-south alignment with astronomical target. The Maya used the zero, built splendid buildings, predicting eclipses, solstices, equinoxes and other natural phenomena and made accurate measurements of the distance between various celestial stars. They also developed a complex mathematical system that combined with astronomy. The Mayan numbering system is based on vigesimal system. The Mayan calendar is a product of both disciplines. Experts agree that this is the most perfect timing ever invented until today. There were two main calendars: the Tzolk'in (the count of days) of the sacred year of 260 days and the Haab (solar calendar) of 365, which is much more accurate. It is a cyclical calendar that repeats every 52 Mayan years.

- 1 Kin: 1 day
- 1 winal: 20 days (20 kines)
- 1 tun: 360 days (18 winales)
- 1 katun: 7,200 days (20 tunes)
- 1 baktun: 144,000 days (20 katunes)

The combination of the Tzolk'in and Haab is what is known as the Mayan calendar round. On December 21st, 2012 the 13 Baktun ends, meaning that according to the Mayan 5,200 years have passed since the world was created.

After many years of conflicts and civil wars, Latin America experienced an important evolution in the context of developing democratic processes. The various states are now facing enormous challenges to strengthen and consolidate democracy. On the other hand notwithstanding the current economic crisis the Latin American economy begins to have a significant impact on the world market. Civil society experiences a significant maturity in the role of social counterweight. The cultural and natural heritage is seen as an extraordinary asset, with enormous potential as a resource for development.

Since 2006, ARS Progetti has consolidated its presence in the region by opening a permanent office in Guatemala and the implementation of a significant number of projects in various specialties and countries. Our main clients are EU, IADB, WB and UNO, as well as national public institutions. We have developed processes of strengthening the system of human rights, access to justice, decentralization and municipal development, promotion and institutionalization of gender equality, indigenous rights, electoral reforms, dialogue with civil society, economic agreements, strategic planning, monitoring and evaluation, restoration of monuments and historic sites preservation, master planning for the management and conservation of protected areas and more recently strengthening regional integration processes in different sub-regions such as Central America and Mercosur.

Our experience working with various kinds of actors has been highly rewarding, as with indigenous organizations, youth and women who have received enthusiastically our support and have appropriated the tools to empower themselves and make proposal about their specific needs. In ARS we strongly believe that empowerment of social subjects is crucial in building and consolidating democracy. Especially in Guatemala, working with indigenous peoples, particularly the Mayan people, inheritor of an ancient culture that includes more than 20 different languages with a common root, has been an accumulation of lessons learned in terms of tolerance, respect for their culture and cosmologic vision, application of legal pluralism. A key element has been to work with local experts, possessing the proper knowledge of the situation in their countries and the native language.

Proyecto de creación de una red de observatorios de derechos humanos

Misión de Apoyo a la Formulación del Proyecto de la Creación de una Red de Observatorios de Derechos Humanos

INFORME PRELIMINAR



Expert@s de Ars Progetti
Amerigo Incalcaterra
Ricardo Changala
Silvia Donoso López

Framework Contract AMS/451
LOT N° 7: Derechos Humanos
2005/102123
12 de agosto de 2005

A.R.S. Progetti S.p.A.
Ambiente, Risorse e Sviluppo

SERVICIOS TÉCNICOS Y PROFESIONALES PARA IDENTIFICAR
ORGANIZACIONES DE SOCIEDAD CIVIL, ESPECIALMENTE
PARA PARTICIPAR EN CALIDAD DE SOCIAS EN EL PROGRAMA
FORTALECER PARA EMPODERAR. UNFPA/GTM/2009/02



INFORME FINAL
ARS PROGETTI SPA
11/2010



Evaluación del Programa Desarrollo Provincial 'Puerto Plata' República Dominicana

Informe Final
Executive Summary - Resumen Ejecutivo
Septiembre 1998



A.R.S. Progetti S.p.A.
Ambiente, Risorse e Sviluppo

This has ensured smooth communication with our beneficiaries, a key element for success.

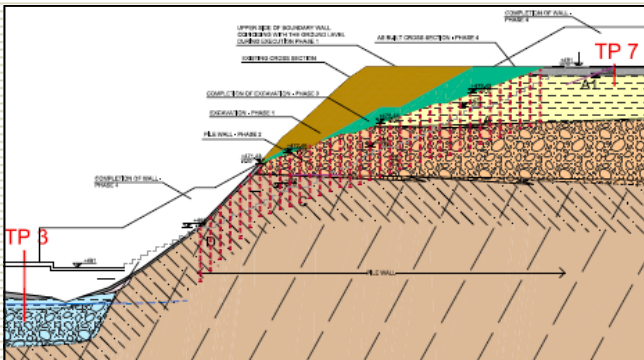
Nevertheless, it has not all been easy. In some cases we had to face a culture of welfarism versus technical assistance, not yet properly assessed as a cooperation mechanism. On the other hand we experienced that cooperation must seek innovative mechanisms to gain trust from the recipient and prove that technical assistance can translate into knowledge, experience, skills, support and other elements, as a *sine qua non* factor for institutional strengthening. Another important issue is the sustainability of the projects funded by international cooperation. While it is true that this is a responsibility of the recipient, it is also true that many projects last too short or do not end with an adequate mechanism to follow up the processes and/or changes promoted.

Latin America requires democratic, consolidated and efficient states, to meet the needs of an increasingly-growing population -mostly young-, and seriously address their problems to find relevant and sustainable solutions. In this aspect evaluation is a key institutional tool, to serve as an objective and impartial radiograph of a given situation. As evaluators of programs and projects in the region, we have done our best to derive useful lessons from experience, although sometime there is reluctance by both parties, donors and recipients, to accept the results, when they show critical issues.

In ARS Progetti, we are aware of the huge challenges facing Latin America and we wish to contribute this process of growth and maturity by combining the talent and experience of our permanent staff and associate consultants, identifying each specific situation, proposing appropriate and culturally relevant solutions but without trying to replace the key players in Latin America history: its people.



Aerial view of Erbil Citadel.

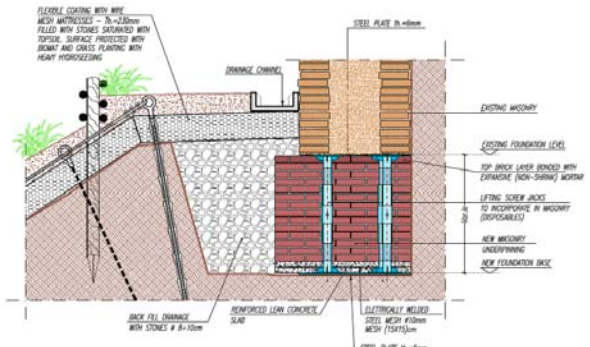
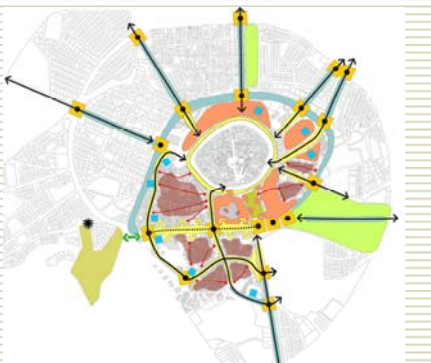


Left: Duhok, works on the slope to host the theatre (excavation and backfilling)

Below left: scheme from the Urban Guidelines for Erbil Citadel buffer area.

Below right: detail of one of the proposed structural strengthening interventions on the perimeter façades.

Bottom: 3d laser scanning of Erbil slope and the perimeter façades.



Iraqi Kurdistan got a status of autonomous region in 2003 after the USA invasion and this was the start of a new era for the Iraqi Kurds after years of struggle for independence and after all their tremendous suffering during the Saddam era. We started working there in 2010 after winning a UNESCO tender for the urban planning of the urban historical city centre of Erbil, surrounding the Citadel. Since January 2010, the Erbil Citadel, which lies in the heart of the historical city centre, has been on the UNESCO Tentative List of World Heritage Sites. The Citadel shows evidence of many millennia of habitation, making it one of the longest continuously inhabited sites in the world.

Subsequently to this first assignment ARS Progetti won two other UNESCO tenders for the Erbil Citadel, one for the preparation of the site management plan of the citadel itself and the other for the stabilization of its slopes, being the citadel located on hill 28-32 m above the surrounding city. These successful experiences led ARS Progetti to incorporate a Kurdistan Branch in 2011, in order to bid for the domestic market of consulting services requested by the Public Administration. This led to two assignments, one for technical assistance in Urban planning and the other for the design of a 5000 seats open amphitheatre, which was completed in 2012. This new experience is worth mentioning for two main reasons. The first is the challenge of being in a place, the Kurdistan region, where an Administration had to start almost from scratch in many areas, where the needs are enormous in terms of physical and social infrastructure and on the other hand great financial resources from oil are available. The other is the challenge to participate in capacity building which is needed at various levels to achieve a suitable governance system of public interests.





The church of Sant'Ambrogio ad Nemus in Milan-Italy. Internal view after restoration.



Detail of the decoration by the famous architect Stacchini, discovered and brought back to light.

Restoration of the church Santa Croce in Gerusalemme in Cosenza-Italy: detail of the gateway

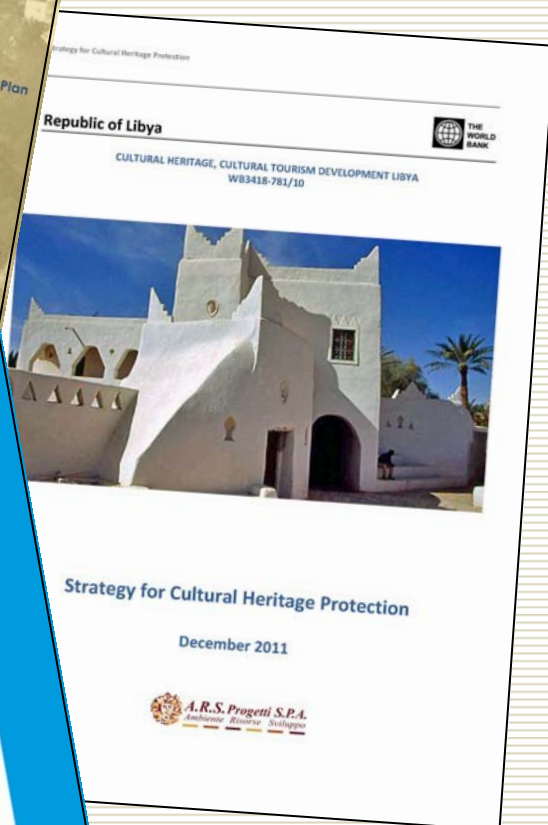
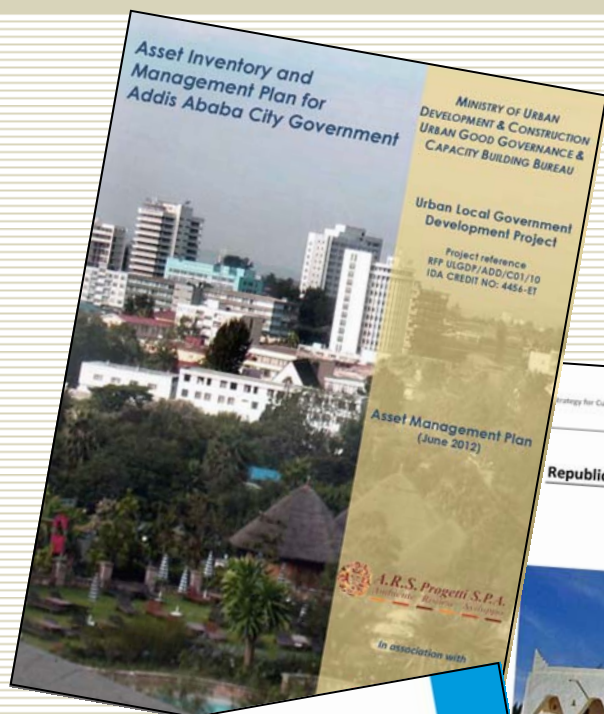


For several years, he have taken pride in our role as trusted architects and heritage conservation experts for the Opera Don Guanella. This is a religious institution and one of the main organisations assisting disabled persons in Italy and in various other countries. In Italy, the Institution owns a very important historical patrimony, made of several historic houses, villas, religious complexes and churches. Two of the most relevant projects we undertook on their behalf are the restoration of the church of S. Ambrogio ad Nemus in Milan, and the restoration of the church of Santa Croce in Gerusalemme, in Cosenza.

The first church is a complex showing multilayered historical phases. The first news about this church date back to the IV century A.D. It was then extended, restored partially rebuilt several times during the centuries. The last extension was built at the end of the XIX century, but still the remains of medieval, renaissance and baroque period are visible. It is one of the most important historic churches of Milan, located in the site where the first Christian eremites of western countries set their monastery. Interesting to mention, the studies and restoration works we implemented led to discover a decoration, hidden by various layers of painting, implemented on all the internal walls by the famous architect Stacchini at the end of the XIX century, entrusted by the founder of the Institute, Don Guanella. The restoration involved the removal of the top coat of paint, revealing the lower coats making up the original decoration by Stacchini. This original and unexpected outcome was welcome and praised by scholars, by the Italian Ministry of Culture and by the Municipality of Milan. This intervention seems to be Stacchini's first work, and this would prove that Don Guanella was the first to discover his talent.

The church of Santa Croce in Gerusalemme, also known as Le Cappuccinelle, lies on Monte Pancrazio, on the way to the imposing Federico II Castle. Founded in the late XVI century, the church was built on pre-existing historical ruins: the ancient fortress founded by the Bruzi, and S. Maria della Motta, a Cistercian church.

The restoration project included timber and lath structural reinforcements restoring the main and lateral facades, removing the mould from the south wall, building a heated floor with excavations, 1° order decorations, restoration of works of art (frescoes, altarpiece, paintings on the entrance wall); and rehabilitation of the exterior chapel. Restoration of frescoes was particularly important as these appear to be the only cycle of frescoes of the XVI century in the region of Calabria.



The Consulting business

The Vision for Culture and Cultural Heritage

*The Vision for Architecture, Engineering,
Urban Planning*

*The Vision for Governance and
Institutional Strengthening*



The labyrinth in the church of Abbaye Notre-Dame de Saint-Remy Rochefort -Vallonia, Belgium



Teseus, after having killed the Minotaur, was able to return back through the Cnossos labyrinth because he had been so clever as to unroll the Arianna wire. The labyrinth, an almost universal symbol, mirrored in the antiquity the primordial chaos and the intelligence which make order. Inlet and outlet coincide and the trip through it symbolizes the exploration beyond what is known, towards the infinite and divine, where one can lose himself.

The Minotaur - 515 BC - National Archaeological Museum of Spain

Some ten years ago Robert Reich, previous minister of Labour in the Clinton administration and outspoken author of essays on socio-economic issues, wrote that a certain category of professionals appropriated during the nineties an increasing share of total income produced in the United States, and these are the Symbolic analysts. The definition of this category is quite interesting:

“Included in this category [symbolic analysts] are the problem-solving, -identifying, and brokering of many people who call themselves research scientists, design engineers, software engineers, civil engineers, biotechnology engineers, sound engineers, public relations executives, investment bankers, lawyers, real estate developers, and even a few creative accountants. Also included is much of the work done by management consultants, financial consultants, tax consultants, energy consultants, agricultural consultants, armaments consultants, architectural consultants, management information specialists, organization development specialists, strategic planners, corporate head-hunters, and systems analysts. Also: advertising executives and marketing strategists, art directors, architects, cinematographers, film editors, production designers, publishers, writers and editors, journalists, musicians, television and film producers, and even university professors.”

No doubt we belong to this category, but no doubt as well we did not become rich and possibly we will never do so. The turning point is the idea we have of our corporate mission.

We are in the development consulting business with a professional mission in mind and not a commercial one. To develop it further, it is a matter of what come first, i.e. where the mission is professional the commercial aspects are a necessary tool to achieve effective results, meaning effective benefits for the final beneficiary, while in the reverse case the professional results are a tool to achieve commercial results. We are guided by these principles and we try to share these principles with all our partners and experts.

To further clarify the way we see our work as development consultants we may quote some of the rules of our practice:

- listen first, let things speak to you and discover their unique character, *look for what's different instead of what's familiar*, any given or

consolidated theory may be an obstacle when you have to penetrate the specificity of the problem and its context, with a mind free from per-built interpretation models;

- distinguish the facts the description of which should be agreed by all parties, from their interpretation, which generally requires an interpretation model, and the latter from opinions, which are always subjective, even if written by an expert;
- whatever assessment or measurement, qualitative or quantitative, should always go with an assessment of the error, or approximation or uncertainty: of the base data and information, of indicators, of the processing, of the models;
- the space of the causes is usually larger than the space of the symptoms, the boundaries of the phenomena to be considered are wider than the boundaries within which the problem is felt;
- communication means “to share” and not “to inform”, share the meaning of something which can only be achieved if at least two parts intend to share. This is an effort in itself, without which the results produced may serve no purpose. Irrespective of how good is the solution we have found, the plan, design we have elaborated it is the decision makers who have to be convinced of it.

We will stick to our professional ethics notwithstanding any market shift towards aggressive commercial approaches, which actually affect also the world of consulting services. However and beyond all this, the way forward for a cutting edge consulting firm as we are, is continuous innovation and, in particular, innovation stimulated by lessons drawn from experience.

Migration is changing the world: urban areas are today home to half of the world population and towns are the engine of social, economic and cultural development and of innovation. At the same time they are the arena of melting and integrating different socio-cultural groups and as such they are place of conflicts and marginalization and reproduction of poverty. Urban built heritage proved to be an irreplaceable resource to attain urban quality and its conservation has subsequently been included in public policies, passing from an emphasis on monuments to a more fertile focus on urban environment in its complexity. An elitist vision of heritage conservation as an absolute and undisputable duty, grounded in vision of the academicians, archaeologists, aesthetes and historian of arts, has left the place to true consideration of the human and social dimension of cultural heritage. However, along with this positive process, a narrow-minded market-oriented vision of cultural property was often observed as it was mainly an input for economic production, which is good insofar as it does not obliterate the immaterial values of material heritage and its contribution to peace, democracy, innovation and creative capacity etc.

Cultural identity should be seen as a sort of work in progress, as is language or culture in general, always in evolution, registering always the living experience of people and the making of memory, re-interpreting the legacy of knowledge, the values and judgment criteria we inherited from past generations and creating new ones. We all are the fruit of a long series of cultural contaminations, which, luckily enough, continue day by day. We are opposed to an “ad excludendum” interpretation of cultural identity, which is the preservation of a frozen identity serving the purpose of excluding those whom we do not wish to share with, whether minorities in one country or immigrants or followers of other religions.

Unfortunately we have to register forms of intolerance in various parts of the world, rich or poor, where cultural property is appropriated by a dominant group to the detriment of other groups, where a mystifying version of history is divulged, where an ill vision of heritage is developed to deny human rights or citizenship to certain groups. Similarly we have to register various acts of war to deliberately destroy the



The front façade of the XIX century Beys' palace and the new extension designed on the back of the building to accommodate a new museum of contemporary history of the Country.

cultural property of the enemy, its religious buildings and most significant monuments, which bring us back to Aeschylus's Agamemnon *"Provided they respect the temples and the Gods of the vanquished, then shall the victors be saved"*.

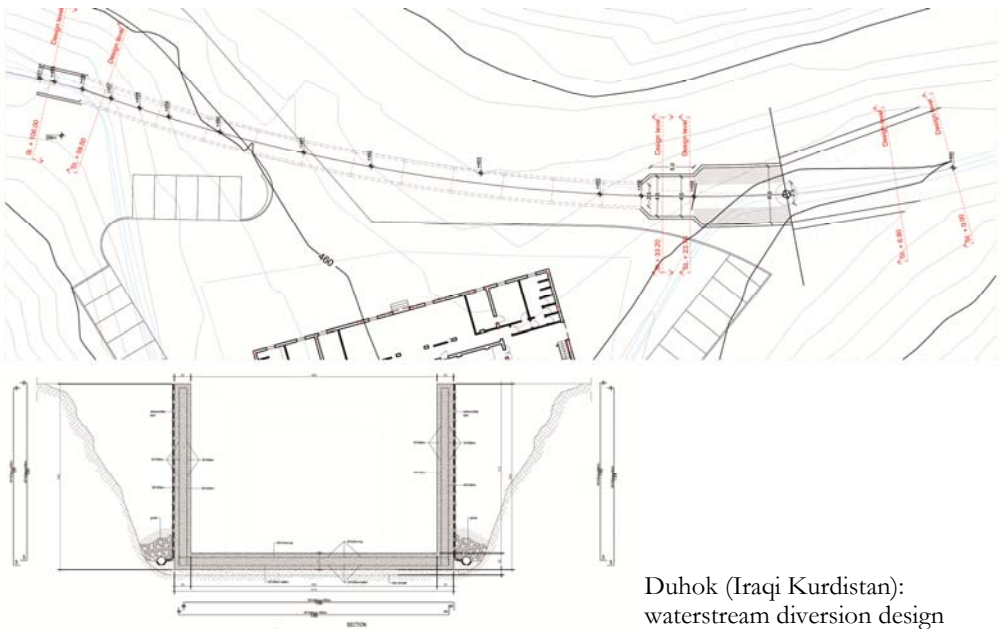
Thus it appears us as crucial that everybody's culture, people or social, ethnic, religious groups, be taken, thought, affirmed, exploited as an evolutionary phenomenon and not as immovable benchmarks, fixed laws or the similar. Striking changes happening in our time during a generation life do require an as well striking and timely adjustment of values and judgment criteria, of culture in a word, and this happen for the first time since *sapiens sapiens* appeared on earth. In a dynamic and evolutionary vision of culture common roots are discovered, differences are understood and capitalized, new communication channels are opened, cross fertilization of different cultures is implemented, peace is built as an enduring condition.

Some recurrent questions in our experience with the heritage conservation are:

- conservation, why? The focus is on fruition. This means that once the quarrel is overcome between those of "conservation *tout court*", such as archaeologists or arts historian, and those of the "economic asset", there is still a need for a complex approach dealing with society as a whole and referring to different ways of material and immaterial fruition;
- offer of culture translate very directly in improvement of life quality. Cultural services match some basic immaterial needs of people and thus contribute to improving their quality of life in a very direct manner. An increase in income will also likely translate in a improvement of life quality, but in an indirect manner: in fact although income can buy something which match a perceived need, satisfaction will come after a chain of conditions and events, a sequence of causes-effects;
- innovative capacity develops on the tree of cultural heritage, which is thus a development engine;

- culture is the best ambassador of a people.

The last point requires a clarification. The success of a city, a region, a country, is influenced by its image, including success of trade of goods and services there produced. Cultural image is obviously very relevant and linked to cultural property and to cultural industry. For instance the “Made in Italy” is a trading success not only for its intrinsic quality but also for it is associated with the cultural image of Italy, which include our monuments, historic cities, pieces of art, the art of living and the Italian taste. Should we consume these assets, diminishing the investments in heritage protection and conservation, depleting our beautiful and legendary landscape, or showing up political irresponsibility, we will most likely sell much less made in Italy. ARS Progetti was successful, twelve years ago, in proposing this argument to convince the administrators and decision makers of one of the largest cities in China and a most important economic development engine, Chongqing on the Yantze River, to invest in the protection, conservation and restoration of one of the few remaining heritage sites in town. China and Chongqing were at that time driven by a development impetus which paid little care to the legacy of the past, “1000 cities one single face” as was recognized later.



Duhok (Iraqi Kurdistan):
waterstream diversion design

We have been developing our architectural design office out of our main activity in the conservation of built heritage. We have found ourselves several times engaged in architectural concept design, and in the subsequent full design development, for public buildings which must fit in an urban historic context. Basing on this experience we have expanded our activity to contemporary architecture *tout-court*, still maintaining a main interest and focus on the *genius loci* and on local culture. In other words we see our architectural design activity as addressing and incorporating local (cultural) values along with functional needs and applying modern technology to a better living environment.

Our approach to architectural design is inspired and derived from our experience as consultants in the area of development, in other words the architectural concept for us is to answer a need, of a community or an institution, and not to leave a sign of our artistic creativity, creativity being rather devoted to the way the perceived need is answered. Obviously the “need” here may be a material and functional need for living space as well as an immaterial need for values and significance.

This perspective to see the architectural design make it quite contiguous to our approach to engineering, where the whole game is to find an appropriate answer to a problem which must first of all be identified and described. And, again, its identification and description should be consistent with the cultural, social, organisational features of the social group which express the need to be answered.

We are mostly concerned with civil engineering, which means to apply scientific theories and knowledge to build physical structures. In recent years we returned to infrastructure, environmental and water resources engineering, which had been one of our most important sector of activity many years ago. But the contexts in which we operate are normally very complex; therefore, the problem is not only that of finding the best design from a technical or technical/economic point of view, rather, it involves a wider consideration of socio-cultural aspects upstream and downstream the work “*in se*”.



View of the location area



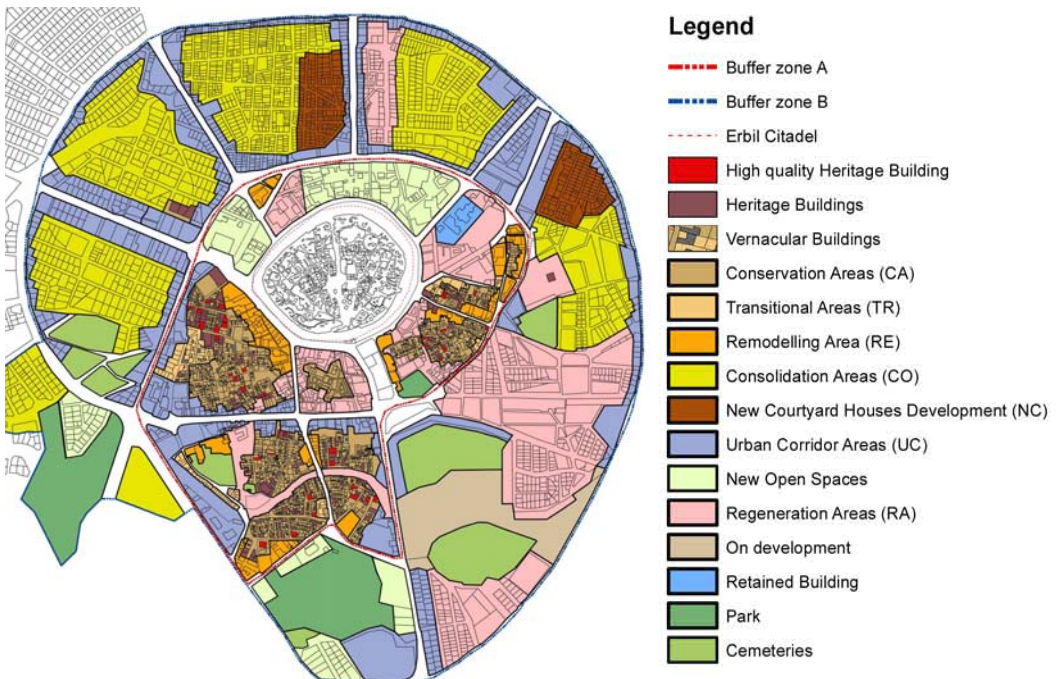
Above: View of the whole structure. Below: the stage



Detailed and execution design of a 5000 seats open theatre in Duhok (Iraqi Kurdistan). This was designed as a most relevant cultural infrastructure which can accommodate various kind of events, performances and celebrations, such as drama, music, dance, large public conferences or speeches of prominent personalities, and cinema.

Similarly to what happened with architecture we started to develop urban planning and urban design for historic centres and then expanded this activity to any kind of urban area. Our experience has brought us to see physical planning, whether at the level of a town or at the level of a region, as an integrated governance function and not as an isolated technical activity answering the demand for settlement areas, infrastructure and services. The huge urbanisation process which has been taking place in developing countries, which brought to half of the world population living in urban areas, imposes a total revision of consolidated town planning models and approaches, as it does in developed countries the immigration of people coming from developing or in any case poorer countries. This is the real challenge to be addressed in terms of adaptation, renovation or even total transformation of urban areas, to accommodate new comers, to prevent social marginalisation and conflicts, to develop the dynamic concept of inclusion and to develop the new opportunities that migratory processes disclose rather than to build unlikely fences.

2010-2011: ERBIL BUFFER ZONE: HOMOGENEOUS AREAS





1902-John William Waterhouse: *The Crystal Ball*

The use of the crystal ball for pythonic purposes seem to date back to the middle age. However consultants do not posses any such tool. Forecasts are necessary for planning future development but are then usually denied by actual development. However the international community seems much more interested in forecasting the future to justify its decisions than in learning lessons from what went wrong with past forecasts.

20 years in international consulting and design business

The Vision for Consulting in Governance and Institutional Strengthening

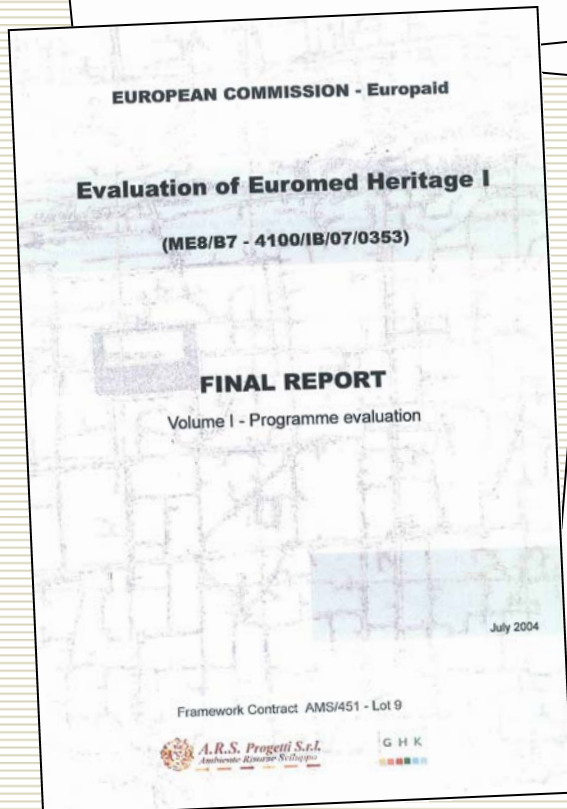
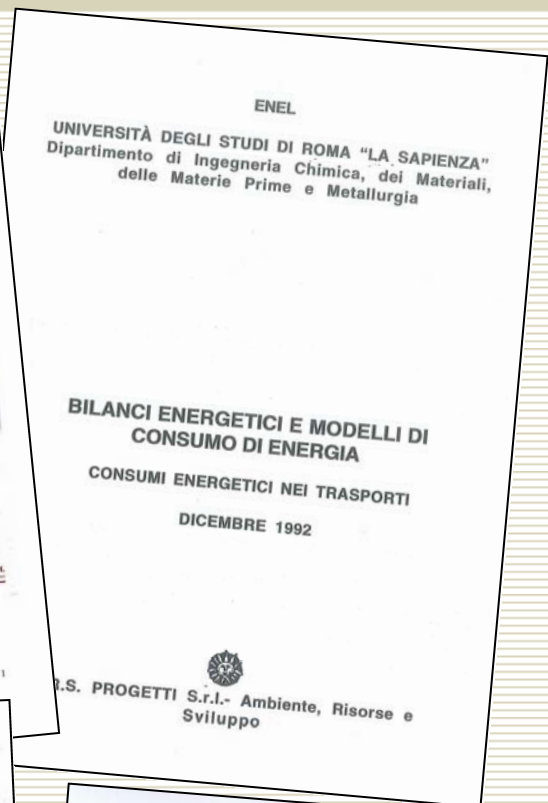
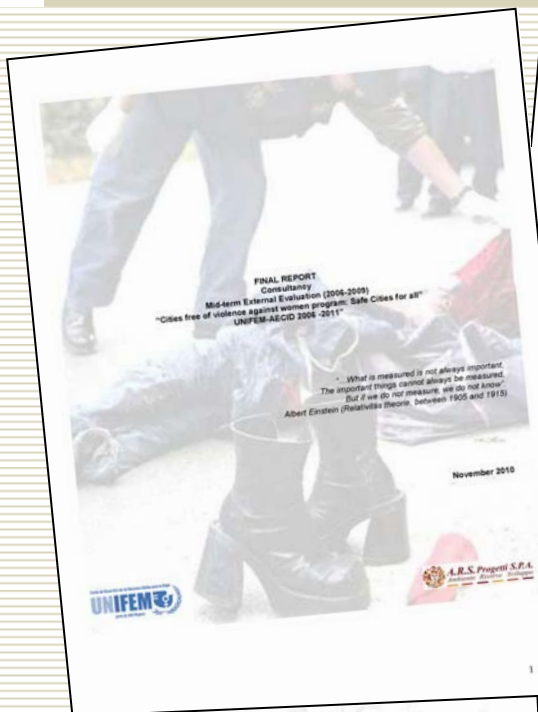
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As made clear above, we strongly believe in the socio-cultural specificity of the answers to the complex problems entrusted to us. Any socio-cultural context is different from any other, its specificity must be understood, the interpretation model must mirror this specificity and the answer, to be really useful, cannot but be but a different one any time. Paradoxically this may lead to re-invent the umbrella, i.e. something already known and apparently obvious, but the fact that it will be an ex-post umbrella will confer effectiveness to it, both because most likely it is adapted with a particular handle or shape and because there is hardly one single solution to a problem and the choice is process which must be fulfilled without prejudice or without taking for granted any ex-ante umbrella. This research is time and resource consuming but worth in most cases of complex problems, as development problems always are. Actually this is the only way to sustainability. The way beneficiaries are involved in this research is obviously a most important part of the picture, as they are the bearer of values, culture and systems of social relations and the *best speakers for themselves*.

Opposite to this approach we may found all those who believe in universal models, often those of the dominant culture, or the scholars who, after a life spent to build a theory or an interpretation model, are driven by an interest to make the reality fit into the model and not vice versa, or those who export in other countries the successful experience of their country in one sector without an adequate, and mostly difficult, comparative analysis of background conditions in the two countries.

Last but not least, among the reasons which often prevent the application of an approach based on specificity, irrespective of one's opinion, is the appeal of the short-cut. A pre-cast solution cost much less than an ad-hoc one and this is often the choice of many consulting firms, to increase profit to the extent this is permitted by their clients and by the system.

Notwithstanding the above concepts are part of the long lasting debate on cooperation and development which started after the Second World War, it is truly discouraging to realize that many international



organizations implicitly support and diffuse various models which are western-specific and taken for granted *a-priori*, and are actually bearer of over-simplified approaches to complex problems, which result in disasters. And this happens to the detriment of the universally evoked participatory approach or of international charters or declarations on development aid to which allocate to the beneficiary the responsibility to choose for itself. It is not questioned here the right, for instance, of the European Union to export the values of the European culture, but the practical manner, sometime disastrous, through which this is done. Nobody could seriously question the depth of the European thinking on the concept of peace or on human rights, but the way this is translated in cooperation programs by EuropeAid is sometime discouraging in as much a context-specific approach is not the case and a square protocol is imposed with the funding.

A last clarification on the expected content of specific and original answers to complex problems. In every theme or subject related with development, such as economic development, or fight against poverty, or good governance and rule of law, or policy dialogue with civil society, or the fight against corruption, we avail ourselves of well-established theories, disciplines, concepts, tools, paradigms. These are the bricks of any construction one wish to build. However a building is not the bricks it is made of and with the same bricks entirely different buildings can be made. The bricks in this analogy may be objects such as the market and its tools, or separation of the judiciary from the executive power, or the various items of the good governance and public liability. The true feature of specificity in general is not made of some new theory or fundamental concept or conceptual being, is not a new brick nobody had thought before. Somebody said that two thousand years ago humankind had perhaps thought all what can be thought and since then we are just assembling in various manners these thoughts. So the specificity is made of the way these conceptual items stay together in the specific case, with their specific priorities, relative weight, specific relations.

So this is our perception and with this we endure in our activity of study, planning, design and technical assistance.

Organismo accreditato COFRAC N° 4-0023
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AB
certification

**CERTIFICATO
CERTIFICAT
CERTIFICATE**

N° AI 844

• Certificiamo che il Sistema di Gestione della Qualità della ditta:
• Nous certifions par la présente que le Système de Management de la Qualité de la société:
• We hereby certify that the Quality Management System of the company:

ARS PROGETTI S.p.a.
Via Girolamo Dandini, 16 - 00154 ROMA - (Italia)

• è conforme ai requisiti della norma:
• en conforme aux exigences des normes suivantes:
• is in compliance with the requirements of the following standards:

EN ISO 9001:2008

• Il campo di attività per la gestione qualità, coperto dal presente certificato è il seguente:
• Le domaine d'application du système de management de la qualité est le suivant:
• The scope of the Quality Management System is:

Progettazione e erogazione di servizi di assistenza e consulenza tecnica in Italia e all'estero, nei campi della conservazione e valorizzazione del patrimonio culturale e della cultura, del rafforzamento istituzionale e della riforma della pubblica amministrazione, dei diritti umani e dello sviluppo economico e sociale, dell'ambiente e della pianificazione territoriale
Projetation architecturale et ingénierie

Conception et prestation de services d'assistance et de conseils techniques, en Italie et à l'étranger, dans les domaines de la conservation et de la valorisation du patrimoine culturel et de la culture, du renforcement des institutions et de la réforme de l'administration publique, des droits humains, du développement économique et social, de l'environnement et de la planification territoriale
Conception architecturale et ingénierie

Design and provision of assistance and technical consultation services, in Italy and abroad, in the fields of the conservation and valorisation of cultural heritage and culture, institutions strengthening, public administration reform, human rights, social and economic development, environment and physical planning
Architectural design and engineering

Settore EAC 34-35

• Sviluppo presso i centri operativi di:
• Centre opérationnel de:
• Developed in the operational centres of:

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• Il presente certificato rilascià in vigore per un periodo di tre anni salvo commissione onerosa, a condizione che l'azienda e la società di certificazione AB Certification:
• Ce certificat délivrera en vigueur pour une période de trois ans à moins d'un contrat, à condition que la mise en place et la conformité du système de management de la qualité soient jugées satisfaisantes lors des audits de surveillance et que les conditions de contrôle de AB Certification soient observées.
• This certificate is valid for a three year period unless further notice, provided that the compliance and implementation of the Quality Management System are found to be satisfactory at follow-up audits and that AB Certification contract rules are fulfilled.

Emesso a Paris, il 27 di gennaio 2011
Fait à PARIS, le 27 janvier 2011
Issued in Paris on the 27th of January, 2011

Data di validità: 26 di gennaio 2014
Date de validité: 26 janvier 2014
Expiry date: 26th of January, 2014

Renouvellement de certificat avec émission du 16/12/2009 (C'est la première émission du 27/01/2007)
Renouvellement de certificat avec émission le 16/12/2009 (Avec première émission le 27/01/2007)
Renewal of certificate with issue on 2009/12/16 (First 1st issue on 2007/01/27)

Georges ABI RACHED
Le Responsable Certification

Jean-Charles HEITZMANN
La Direction

Il Rappresentante dell'Impresa

Per informazioni puntuali e aggiornate circa eventuali variazioni intervenute nello stato della certificazione di cui al presente certificato, si prega di contattare il numero telefonico +39-024398454 o fax +39-0243994786 o alla mail info@abcertification.it



Quality Certification

In 2006 ARS Progetti obtained the certification of its Quality Management System according to UNI EN ISO 9001:2000, from the certifying body AB Certification (accredited by COFRAC) -Certificate no. A 844, sector EAC 34-35.

ARS Progetti is committed to keeping its Quality Management System updated and fully operative and considers it as an opportunity of continuous improvement.

Code of Ethics

ARS Progetti provides consulting services, such as surveys, studies, design and technical assistance, mainly to public committers and for public interests. ARS Progetti operates mainly within the international co-operation framework and on behalf of international bodies such as the European Commission, the World Bank, U.N. agencies etc.

Its overall mission is purely professional and consists in finding out solutions “which works” to the kind of complex problems which usually make for its assignments. Working on this ARS Progetti pursues the interests of its direct and “indirect” clients and project beneficiaries. This mission goal prevails on any other business-related considerations.

ARS Progetti is committed to respecting and maintaining and making all its personnel and consultants respect and maintain:

- full devotion to the clients’ and beneficiaries’ interests;
- freedom of thought and total independence from any conflict of interest;
- the principle of expertise and capacity, that must be verified prior to any tender application or before accepting an assignment;
- the professional secrecy of the information acquired during the service provision;
- the refusal to influence unlawfully the result of tenders it take part in;
- the principles of justice, dignity, humanity, equanimity and moral balance while carrying out a project;
- the diversity of people, whoever they are.

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