



# NETWORKS' NEEDS AND BENEFITS OF NETWORKING

REPORT FROM THE SURVEY ON IDENTIFYING THE NEEDS OF  
MACEDONIAN NETWORKS

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## FOREWORD

Creation of partnerships and strengthening the networking of civil society organisations (CSOs) is one of the priorities of the project Technical Assistance to Civil Society Organisations (TACSO). Further on, the TACSO report on CSOs' needs assessment<sup>1</sup> identified the need for supporting the networking of CSOs (TACSO, 2014), which was further confirmed by the TACSO Macedonian local advisory group<sup>2</sup>. Therefore, in the period July 2015 – February 2016, the Macedonian TACSO office and the TACSO resource centre by Macedonian Center for International Cooperation (MCIC) conducted comprehensive assessment of the needs of the networks that operate in the country, which should serve as a basis for the next steps for capacity building for networking and partnership.

The research consisted of desktop research, two on-line surveys and a forum. The surveys aimed at identifying the perceptions, the opinions and the needs for networking. The first survey was conducted among CSOs, whereas the second among CSOs' networks. The forum "Networking and cooperation of civil society organisations" comprised presentations of the findings from the two surveys, discussion in two working groups about the findings and giving recommendations. The findings from the second survey of CSOs' networks conducted in the period October – November 2015 are presented in this report.

Besides being TACSO priority, the partnership creation and the strengthening of CSO's networking are contemporary topics that become more and more important for the civil society and its efforts to be more effective and to have greater impact on social developments. The increased popularity of CSOs' needs to cooperate among themselves indicates the importance of and the benefits from bringing together their efforts, knowledge and resources.

We believe that the report will not only assist TACSO planning, but also Macedonian CSOs, especially the networks, as well as other stakeholders relevant for civil society. This report may particularly contribute to the strengthening of the organisational capacity for building effective sectoral and cross-sectoral networks, as well as other forms of cooperation.

Suncica Sazdovska, Macedonian TACSO office

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<sup>1</sup> <http://www.tacso.org/documents/reports/?id=10448>

<sup>2</sup> <http://www.tacso.org/doc/Zapisnik%20od%20prva%20rabotilnica%20na%20LSG%20vo%20TACSO%202.pdf>

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## INTRODUCTION

Macedonian TACSO office and the TACSO resource centre by Macedonian Center for International Cooperation implemented assessment of the needs of CSOs' networks that operate in the country. The assessment comprised desk research, two on-line surveys and a forum. This report consists of the findings from the second on-line survey, conducted in the period October – November 2015, which covered 23 CSOs' networks. The survey's objective is to identify the needs of the networks in the country, the needs of their main offices and the members, as well as the assistance needed for the networks to operate better.

## TERMS AND CONCEPTS

**Networks** are voluntary association of CSOs mainly, but also of other forms of association, or sometimes of individuals, in order to address common needs, to pursue common interests and/or to achieve common goals. These goals may include only information exchange or coordination, but also undertaking joint actions for accomplishing social changes. Networks' members maintain their own autonomy, i.e. their identity, objectives, structure etc. Networks can be informal or formal and they consist of at least three CSOs or other members. The formal networks are institutionalized and most often they are registered as separate legal entities. Also, networks may take different names. **Networking** represents the relations, the processes and the structure among the organisations in the networks. **The members** are CSOs that are members of networks in any form of membership. The **head office** refers to a body (executive office, secretariat) responsible for the professional and the administrative work of the network, i.e. deals with the daily work, supports the network's bodies and the implementation of the policy and the programmes approved by the network's bodies.

In this report the term networks refers to all the above and it implies any form of association/networking of CSOs, such as platform, union, coalition, federation, alliance etc. be it formal, informal, registered or not registered as separate legal entity that operates in the country.

In this report, a registered network indicates a union of two or more organisations (and other legal entities) registered pursuant to the Law on Associations and Foundations<sup>3</sup>. On the other hand, international networks refer to networks of Macedonian organisations and from at least one additional country, i.e. all cross-border, regional (Balkan, SEE), European and international networks. The term civil society organisation means associations, foundations, unions or other form of association, registered in the country, in line with the Law on Associations and Foundations (2010). The survey did not cover partnerships or umbrella organisations.

## METHODOLOGY AND APPROACH

The survey on identifying the networks' needs in the country was conducted online<sup>4</sup> in the period 27 October - 27 November 2015. The call for the survey was sent to 60 E-mail addresses of networks identified with the survey on identifying Macedonian networks conducted in the period 8 July – 31 July 2015, which was responded by 128 CSOs.

The questionnaire comprised 41 basic questions divided in five areas:

1. Structure and operation of the network (structure, bodies, reports, sources of funding for the network);
2. Network's head office (staff engaged in the head office, needs of the head office and the staff);
3. Members (membership criteria, members' involvement in the processes, membership fee, members' needs);
4. Network's opinion and views (network's effectiveness, benefits of the networking);

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<sup>3</sup> Law on Associations and Foundations

<sup>4</sup> Lime Survey: <https://www.limesurvey.org/>

5. Other (sectoral coverage; geographic coverage, data about the networks).

The questionnaire was answered by 23 networks in total, and more details are given at the end of this report.

The data were processed using SPSS, whereas the report consists of graphical representation of the data mainly on the level of the whole sample. Apart of the graphs, the data are also presented in numbers. The collected data are processed using frequency and proportion of responses. The data are with probability of accuracy of 95% and error of +/-3%. Data processing also took into account results with “do not know” and “no answer”. However, in certain tables and graphs these results are not shown, therefore the sum of all answers is not always 100%. This has been done to simplify the presentation of results.

Besides the survey data, the report also consists of some of the discussions, as well as the recommendations from the national forum “Networking and Cooperation of Civil Society Organisations”<sup>5</sup>, held on February 11<sup>th</sup> 2016 in Skopje, where around 100 representatives of CSOs and networks participated.

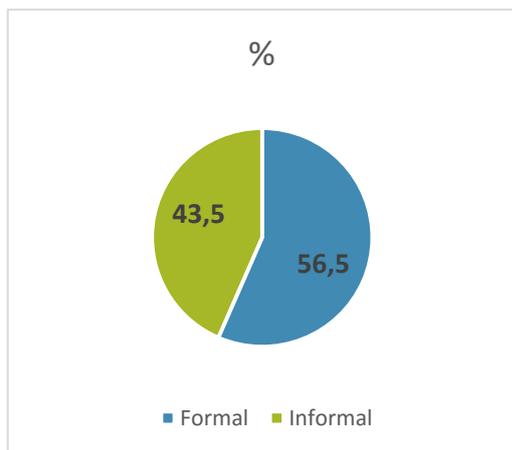
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<sup>5</sup> <http://www.mcms.org.mk/mk/vesti-i-javnost/vesti/1736-vmrezhvanje-i-sorabotka-na-gragjanskite-organizaciji.html>

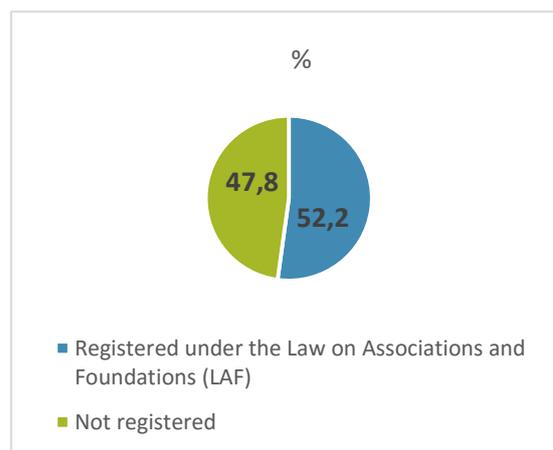
## 1. BASIC DATA ABOUT NETWORKS

The survey for identifying the networks' needs was conducted among 23 CSOs' networks in total. In percentage, 56,5% of them are formal networks, i.e. they have *established structure, rules, systems and procedures*, whereas 43,5% are informal networks. More than half of the networks are registered in line with the Law on Associations and Foundations (LAF) and 75% out of those registered networks are registered in the Skopje region, mainly in the Municipality of Centar (41,7%). The remaining networks that were surveyed are registered in Prilep and in Kumanovo. One quarter of the registered networks are established and registered in 2013.

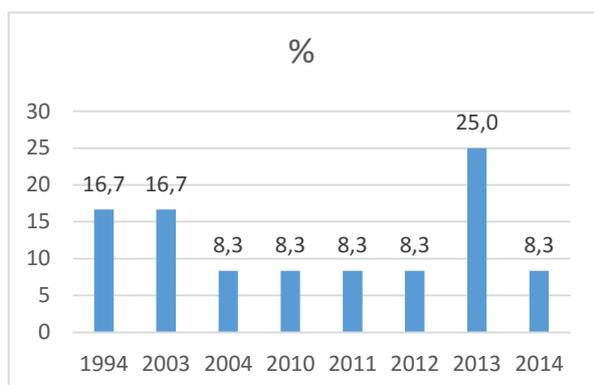
Graph 1. Formal/informal networks



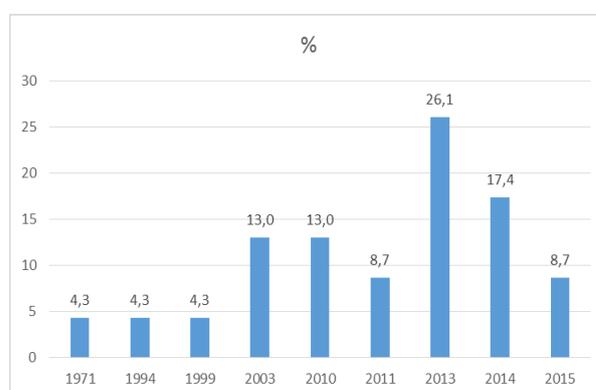
Graph 2. Legal status of networks



Graph 3. Year of network's registration

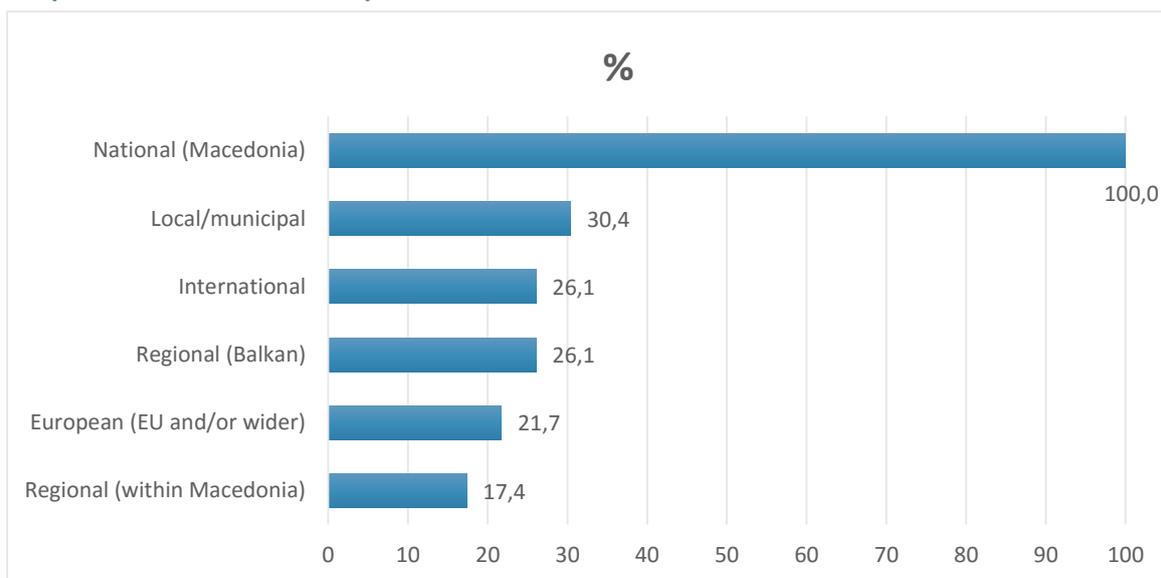


Graph 4. Year of network's establishment



All the networks that were surveyed operate on national level (in all eight country regions). 30,4% of them also operate on local/municipal level, whereas, 26,1% of the networks operate on international level and same percentage of networks also operate on regional level (Balkan). 21,7% of the networks operate on European level, whereas, 17,4% of the networks operate in specific regions of the country.

**Graph 5. Networks' level of operation**



The networks are mainly active in the following sectors: human rights, civil society development, democracy and rule of law. The networks are the least active in: consumers' protection, decentralisation, sports, hobby and recreation and culture.

**Table 1. Networks' area of operation**

Sector	%	Sector	%
Human rights	52,2	Transparency	17,4
Civil Society Development	47,8	Disabled people	17,4
Democracy	43,5	Environment and natural resources	17,4
Rule of Law	39,1	Education, science and research	17,4
Good Governance	30,4	Rural development	17,4
Gender issues	30,4	Elderly	13,0
Social protection and humanitarian work	30,4	Anticorruption	13,0
Children, young and students	26,1	LGBTI	13,0
Employment	26,1	Decentralisation	8,7
Interethnic relations	26,1	Consumers' protection	8,7
Health and health protection	26,1	Culture	4,3
Tolerance	21,7	Sport, hobbies and recreation	4,3
Transparency	21,7	Other	21,7
Migration	21,7		

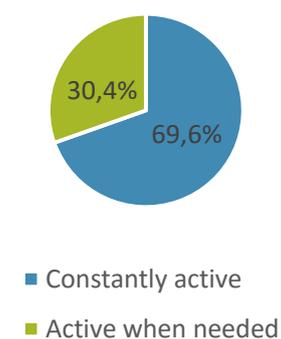
## 2. STRUCTURE AND OPERATION OF NETWORKS

This part of the survey researched the structure, the managing bodies, the reports that networks prepare and the sources of funding of networks. More than one third of the surveyed networks are active networks and they have established organisational structure. Most of the surveyed networks have prepared report in the past two years, and main source of funding for more than two thirds of the networks are international foreign donors.

### 2.1. NETWORKS' ACTIVENESS

More than two thirds of the surveyed networks are constantly active, i.e. they maintain regular communication with the members, prepare work plan, hold meetings of the network's bodies in line with the dynamics stipulated in the statute or other document and they submit reports. The remaining 30% are active upon demand, i.e. for certain issues and they hold meetings when there are conditions or needs. These networks have no work plan and they implement ad-hoc activities. All networks stated that they are active, i.e. none of the networks stated that they are inactive. Inactive network is a network that has not implemented a joint activity or has not had any communication about some issues and has not convened in the past two years.

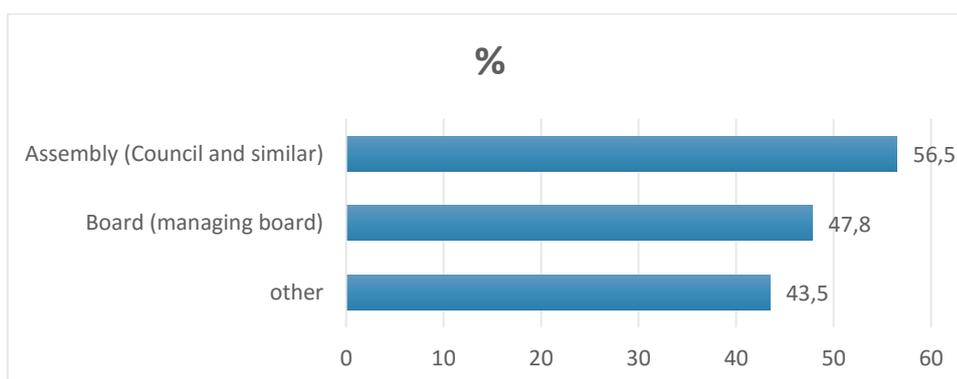
Graph 6. Networks' activeness



### 2.2. ORGANISATIONAL STRUCTURE OF NETWORKS

The results about the organisational structure of the networks is similar to the results about the networks' activeness, i.e. almost two thirds stated that they have established organisational structure, whereas one third has not done that yet. The most frequently mentioned managing bodies by the networks with established organisational structure are assembly (council) and board (management board). Besides these bodies, the networks have also listed committee, supervisory board, secretariat, coordination body, president and executive director as managing bodies.

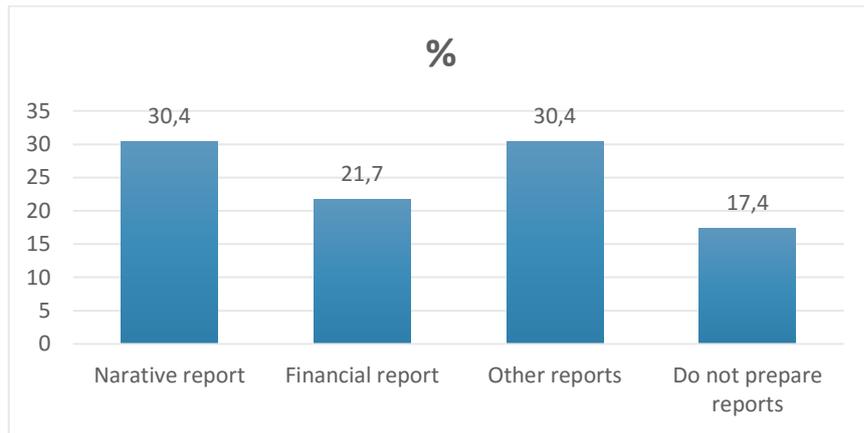
Graph 7. Networks' managing bodies



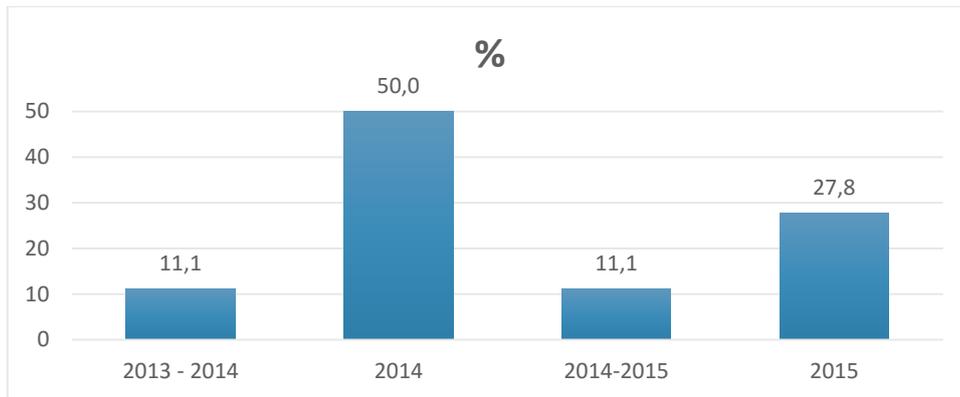
### 2.3. REPORTS PREPARED BY NETWORKS

Most of the surveyed networks ((82,6%) prepare narrative, financial and other types of reports, whereas 17,4% do not prepare reports on their work and operation. The last prepared report for half of the networks that prepare reports on their operation refers to 2014, whereas 27,8% of the networks prepared report for 2015.

**Graph 8. Reports prepared by networks**



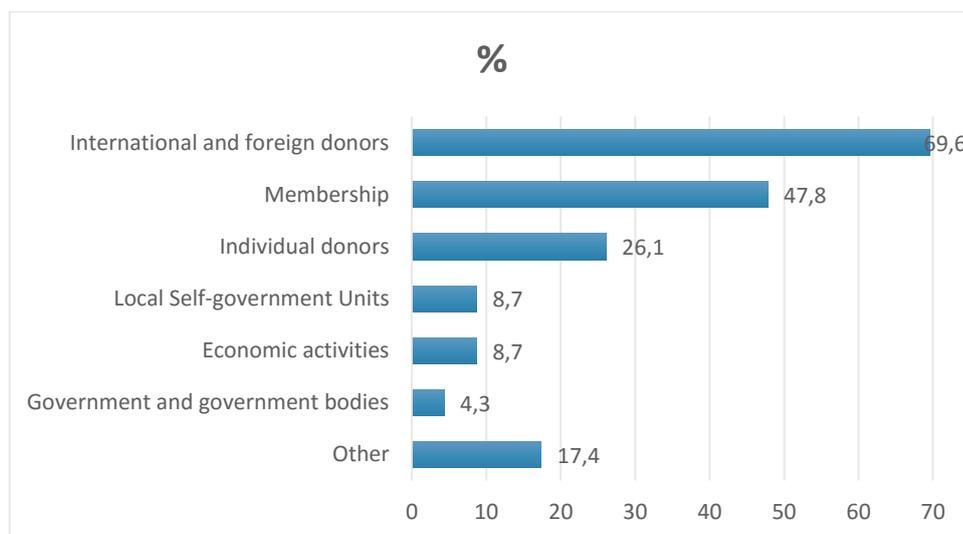
**Graph 9. Period for which the network prepared report**



## 2.4. FINANCING OF NETWORKS

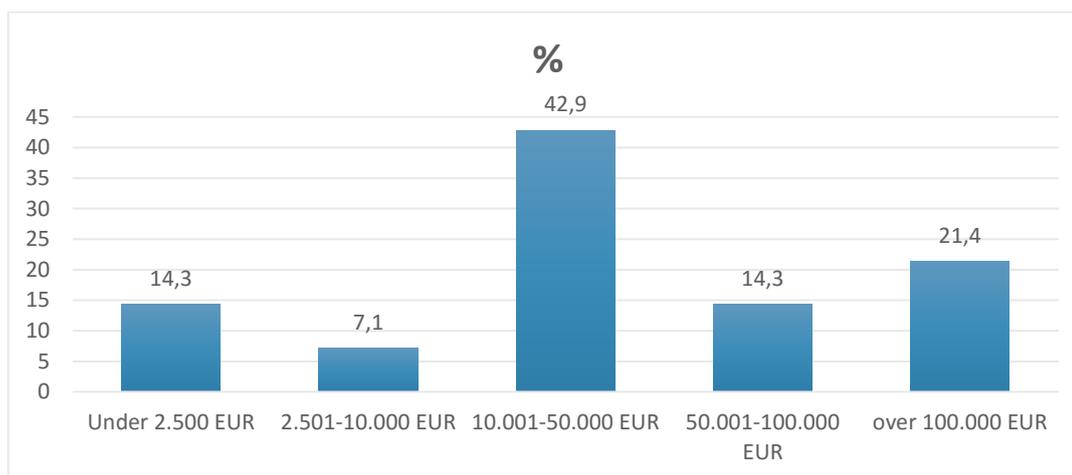
More than half of the surveyed networks (56,5%) have their own budget. Main source of funding for more than two thirds of the networks are international and foreign donors. Other common source of funding for the networks is membership fee, whereas the third most common source of funding is individual donors (constituents).

**Graph 10. Most common sources of funding for networks**



The budget of 42,9% of the networks in 2014 was between 10.001 and 50.000 Euros, whereas 14,3% of the networks had a budget under 2.500 Euros in 2014.

**Graph 11. Networks' budget in 2014**



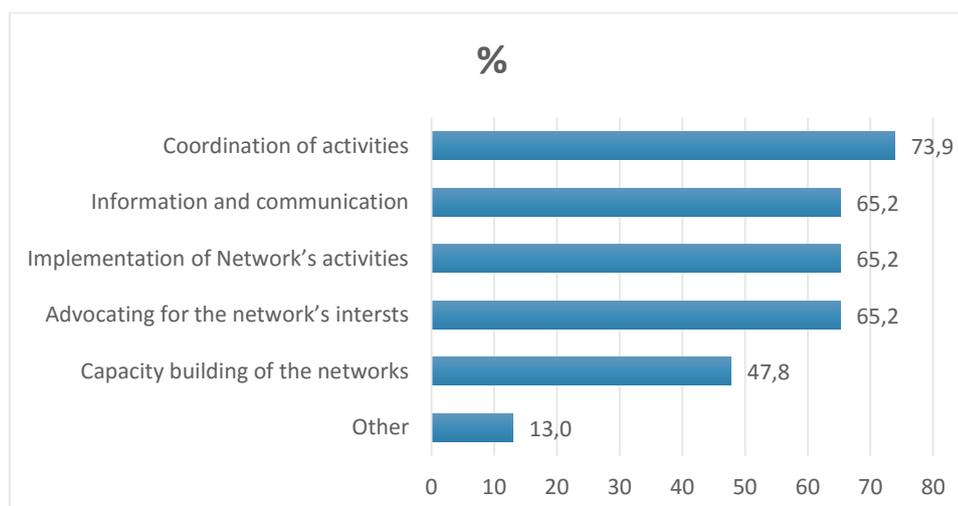
### 3. NETWORKS' HEAD OFFICE

Head office refers to a body (executive office, secretariat) that is responsible for the professional and the administrative work of the network, i.e. deals with the daily work, supports the network's bodies and the implementation of the policy and the programmes approved by the network's bodies. 73,9% of the surveyed networks have a head office. The network's main offices are mainly located in Skopje (76,5%) i.e. mostly in the municipality of Centar (58,8%). In Gostivar are located 11,8% of the networks' head offices, whereas the other head offices are located in Prilep and in Kumanovo.

#### 3.1. PRIMARY ROLE AND MANAGEMENT OF NETWORK'S HEAD OFFICE

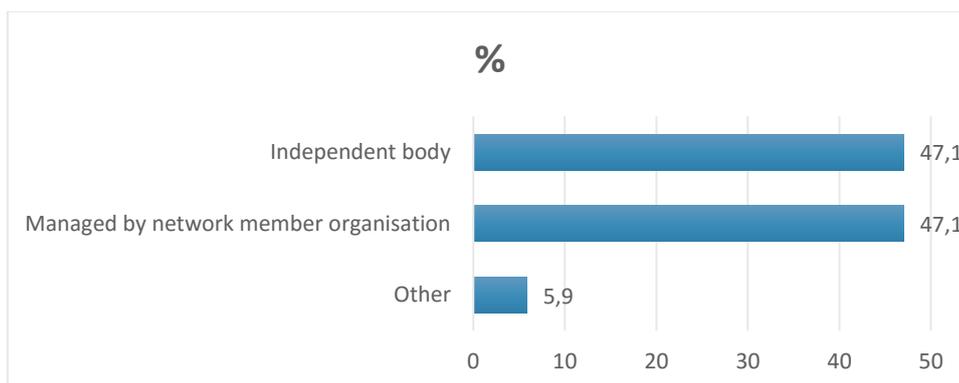
The networks with a head office have assigned several responsibilities and tasks to their head office. As a matter of fact, for most of the networks (73,9%) the head office is the main place where they coordinate their activities. Almost two thirds of the networks also consider the information sharing and communication, the implementation of activities and the advocating for the network's interests as prime roles of their head offices.

**Graph 12. Prime role of the network's head office**



The head office is independent body, i.e. separate office with employed staff in 47,1% of the networks. On the other hand, 47,1% of the networks have head office which is managed by a member of the network. The head office is located in one of the network member organisation or rotates among several network member organisations, and the staff responsible for the head office is actually employed in the network member organisation where the head office is located.

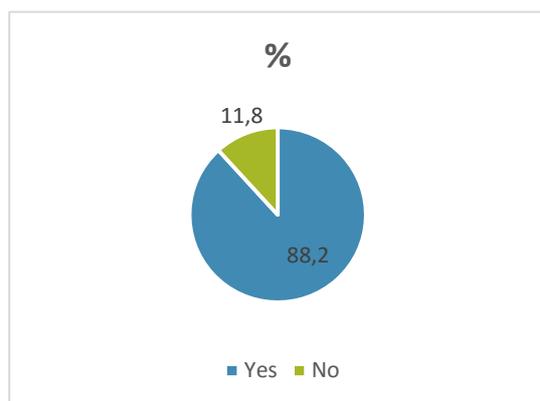
**Graph 13. Management of the head office of the network**



### 3.2. STAFF ENGAGED IN NETWORK'S HEAD OFFICE

The networks with a head office (88,2% of them) also have staff that is hired and works there. These people receive salary or fees for their work in the head office, regardless of the type of their employment contract. Most often there is one, three or four people engaged in the head office, i.e. on average every network has three people working in their head office.

**Graph 14. Staff in the network's head office**

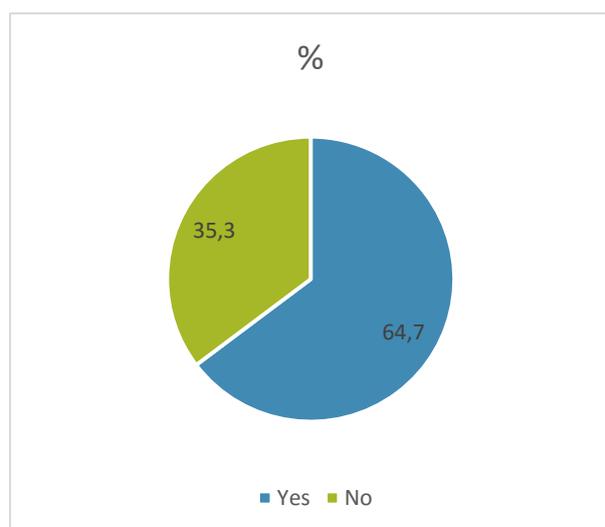


**Table 2. Number of engaged staff in the network's head office**

Number of staff in the network	%	Number of networks
1	20,0	3
2	13,3	2
3	20,0	3
4	20,0	3
5	13,3	2
7	13,3	2

Volunteers are engaged in 64,7% of the network's head offices. Most frequently there are two or three volunteers, however, there are networks with higher number of volunteers (over 50 people). Therefore, the average number of volunteers per network is 13.

**Graph 15. Volunteers in the network's head office**



**Table 3. Number of volunteers in the network's head office**

Number of volunteers in the network	%	Number of networks
1	9,1	1
2	27,3	3
3	18,2	2
4	9,1	1
7	9,1	1
15	9,1	1
30	9,1	1
69	9,1	1

### 3.3. NEEDS OF NETWORK'S HEAD OFFICE

The network's head office has various needs that has to be fulfilled in order for the head office to be able to play its role and fully implement its tasks and activities. On a scale from 1 to 10, where 1 denotes the least and 10 the most needed, the networks ranked the funds for implementing activities and paying staff in the head office, as well as the funds for operational costs as the most needed for the network' head office. During the research time, the networks ranked the legal aid as the least needed.

**Table 4. Needs of the network's head office**

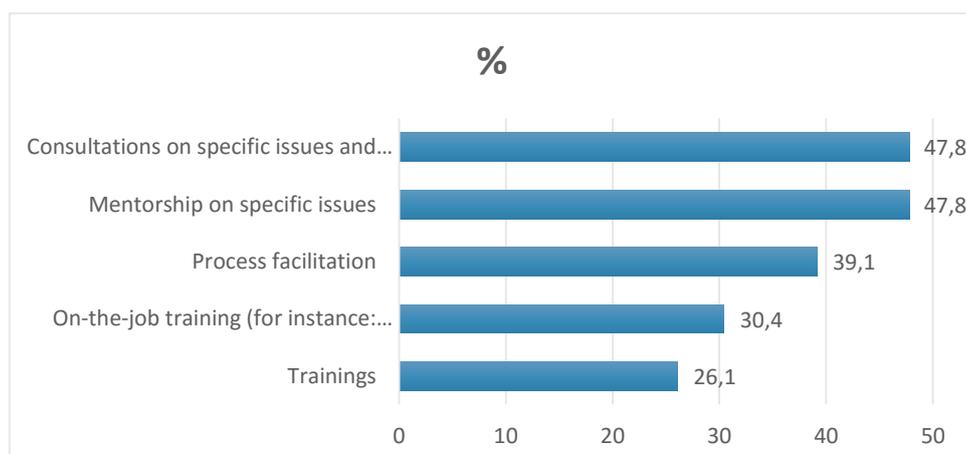
Needs	Average rating	Number of networks that gave 5 or higher
1. Funds for implementing the work programme/activities	9	17
2. Paid staff in the head office	8,5	16
3. Funds for operational costs (electricity, water, phone etc.)	7,9	16
4. Office space	7,4	14
5. Capacity building	7,3	15
6. Equipment (computers, vehicles etc.)	6,5	14
7. Legal aid	4,9	8

On a scale from 0 to 10, where 0 denotes insufficient and 10 fully sufficient, the networks assess the knowledge, the skills and experience of the staff i.e. the quality and the qualification of the staff to fulfil the role of the head office with average grade of 7,8.

According to the networks, the staff in the head office has a need for various capacity building activities. Almost half of the networks that have head office, believe that the staff needs consultations on specific issues and processes, but the same portion of the networks also believes that there is a need

for mentorship on specific issues. One quarter of the networks stated that trainings are needed for the staff in the head office.

**Graph 16. Capacity building activities for the staff in the network's head office**



On a scale of 1 to 10, where 1 denotes the the least and 10 the most needed, the networks stated that the most needed areas for capacity building of their staff are: research and development, public relations and project development and management. At the time of the research, the networks think that the least important areas for capacity building of the staff in their head office are: conflict resolution and office and administrative work.

**Table 5. Areas for capacite building of the staff**

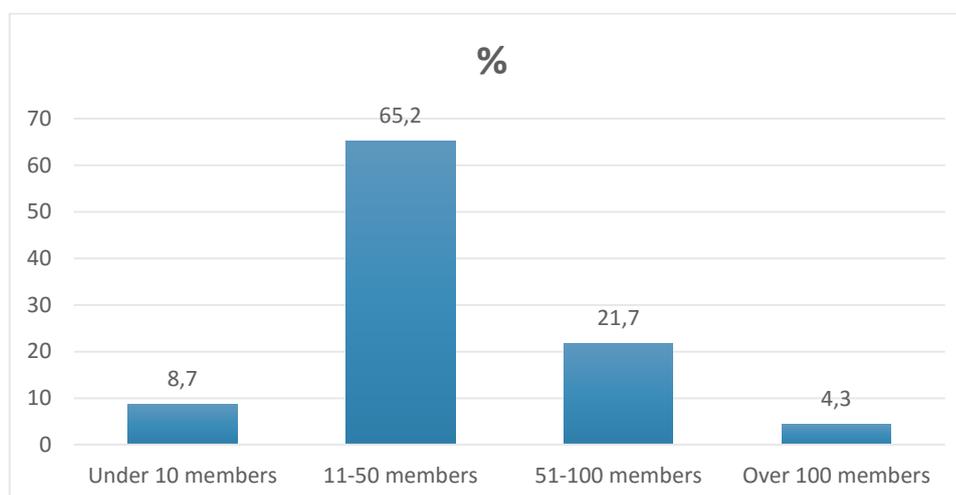
Area	Average rating 1-10	Number of networks that gave 5 or higher
1. Research and development	7,6	15
2. Public relations	7,4	16
3. Project development and management	7,0	14
4. Monitoring, evaluation and reporting	6,8	15
5. Communication skills	6,8	15
6. Resource mobilization (people, funds etc.)	6,8	14
7. Advocacy and lobbying	6,5	14
8. Good governance	6,2	14
9. Legal issues	6,2	10
10. Strategic planning	6,1	13
11. Networking	6,1	14
12. Accounting, finances, procurement	5,8	11
13. HR management	5,8	12

14. Office and administrative work	5,3	10
15. Conflict resolution	4,0	11
16. None of the above	1,5	1

## 4. MEMBERS

This part of the report is dedicated to networks' members, membership criteria, members' involvement in the process, membership fee, as well as members' needs and the benefit from their membership in the networks. The number of members in the surveyed networks is between 7 and 100 members. The number of members in most of the networks (65,2%) is between 11 and 50, whereas the number of members in 21,7% of the networks is between 51 and 100 members. The percentage of networks with over 100 members is the smallest.

**Graph 17. Number of network's members**



According to the data received, six networks have been identified with the highest number of members.

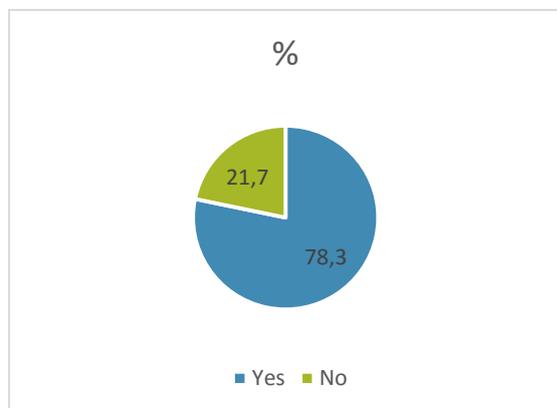
**Table 6. Networks with the highest number of members**

Network	Number of members
1. National Council for Gender Equality	116
2. Macedonian Platform against Poverty	100
3. IPA Mechanism	94
4. Rural Development Network of the Republic of Macedonia	68
5. National Youth Council of Macedonia	60
6. Union of Pensioners' Associations of Macedonia	53

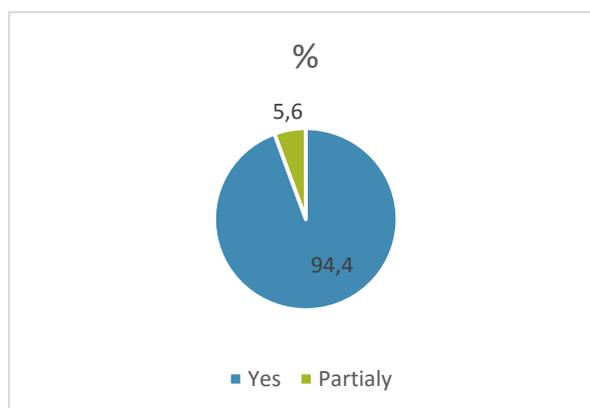
## 4.1. CRITERIA AND TYPES OF NETWORK MEMBERSHIP

Most of the networks have established criteria for membership, and almost all networks (94,4%) fully comply with criteria, whereas 5,6% partially obey the criteria.

**Graph 18. Established criteria for membership**

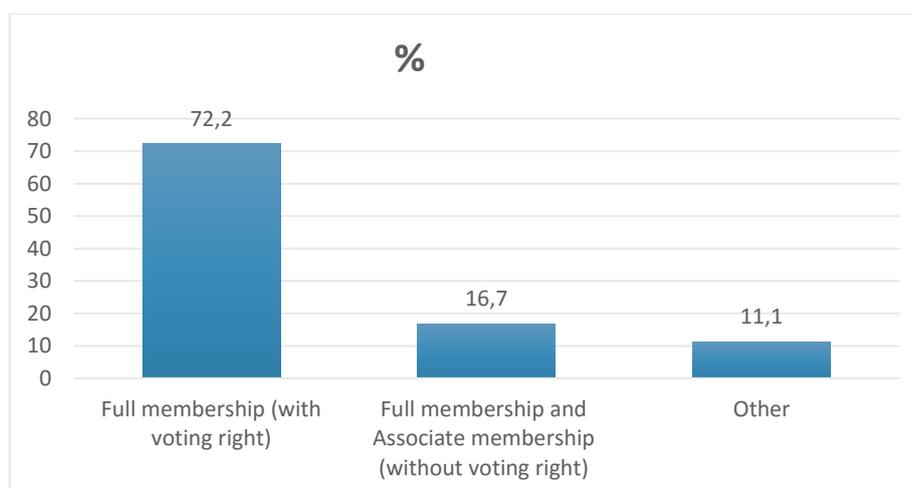


**Graph 19. Compliance with criteria for membership**



Most of the networks (72,1 %) provide one type of membership – full membership (with voting right). Besides them, 16,7% use two types of membership, full membership (with voting right) and associate membership (without voting right).

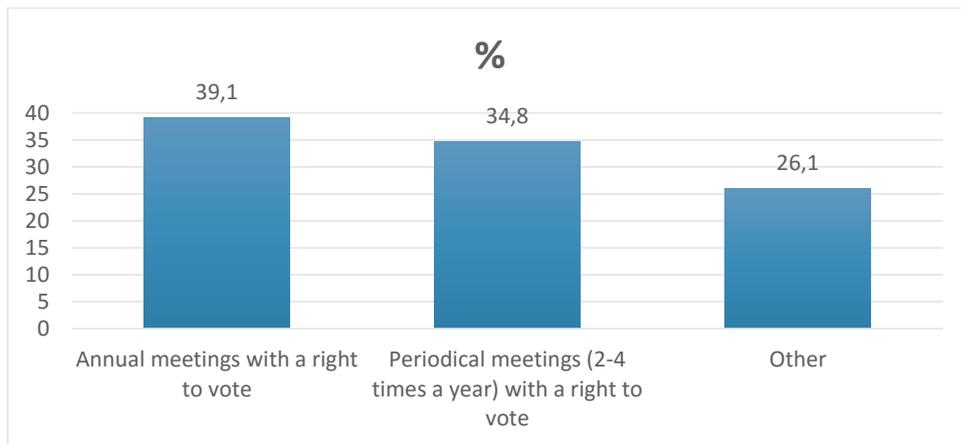
**Graph 20. Type of membership**



## 4.2. MEMBERS' INVOLVEMENT IN DECISION-MAKING AND ORGANISATIONAL PROCESSES

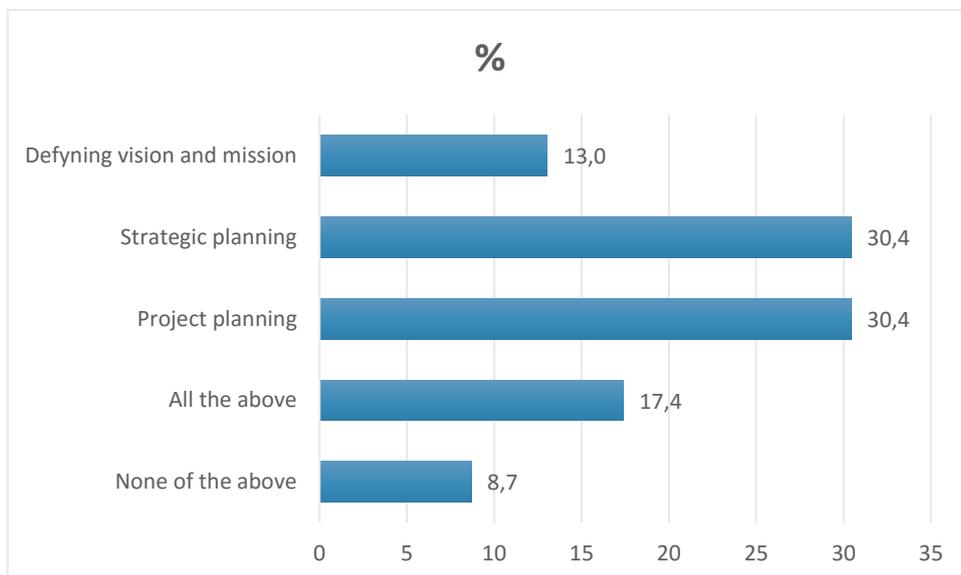
Almost all networks (91,3 %) involve their members in decision-making, whereas in 87% of the networks the network's members are also members of the governing bodies. Most frequently they are involved in decision-making by participating in the annual meetings with a right to vote (39,1%) or periodical meetings with a right to vote (34,8%) and these meetings are held several times a year. Other ways of facilitating members' participation in decision making are consultative meetings and on-line consultations or on-line voting.

**Graph 20. Ways of involving members in decision-making**



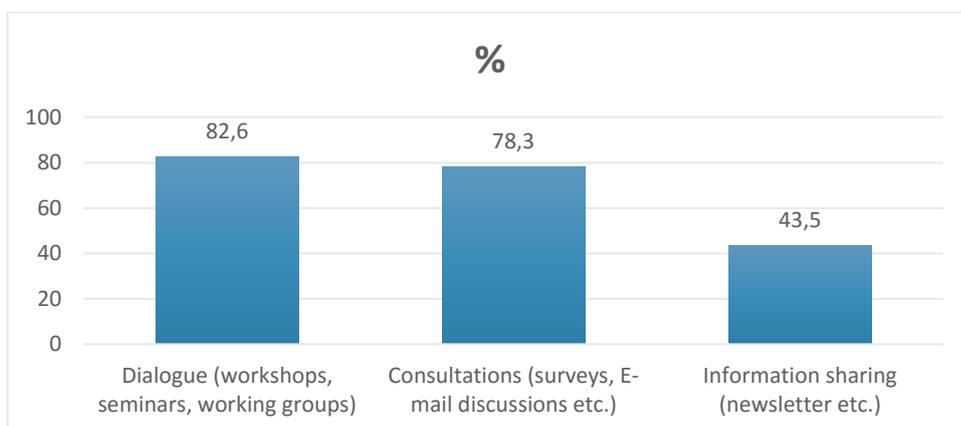
Networks' members are most often involved in strategic planning and project planning processes (30,4 %).

**Graph 21. Members' involvement in organisational processes**



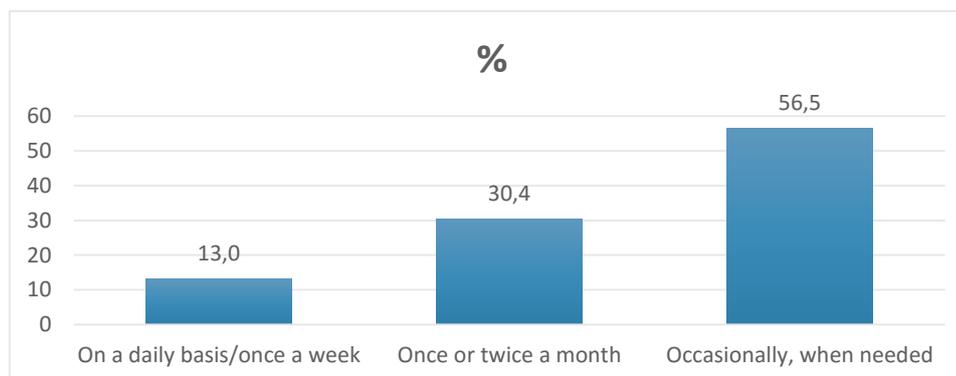
Networks use various ways of involving their members in these processes, i.e. 82,6% of them use dialogue (organising workshops, seminars and working groups with their members) and 78,3% use consultations (surveys or E-mail discussions).

**Graph 22. Ways of involving members in organisational processes**



More than half of the networks contact their members occasionally, i.e. when needed. Almost one third of them have direct contacts with the members once or twice a month, while 13% of the networks contact their members on a daily basis or at least once a week.

**Graph 23. Network's direct contacts with its members**



On a scale from 1 to 10, where 0 denotes no cooperation and 10 denotes great cooperation, networks' representatives assess the cooperation with their members with an average score of 7. The same average score for the mutual cooperation was also given by the members that were surveyed while identifying the networks.

Networks stated that their members need various types of trainings. On a scale from 1 to 10, where 1 denotes the least important and 10 the most important, the networks assessed the following topics as the most needed trainings for their members: public relations, strategic planning and monitoring, evaluation and reporting. On the other hand, they believe that their members have a small need for trainings in legal issues and office and administrative work.

**Table 7. Trainings needed for the network's members**

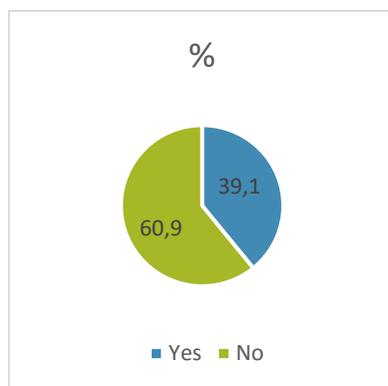
Training	Average rating 1-10	Number of networks that gave 5 or higher
1. Public relations	8,3	21
2. Strategic planning	7,9	22
3. Monitoring, evaluation and reporting	7,7	20
4. Research and development	7,6	18
5. Advocacy and lobbying	7,5	21
6. Resource mobilisation (people, funds etc.)	7,4	20
7. Project development and management	7,3	17
8. Networking	7,2	19
9. Communication skills	7,2	19
10. Good governance/management	6,9	20
11. HR management	6,8	18
12. Conflict resolution	6,4	18
13. Accounting, finances, procurement	6,3	16
14. Legal issues	6,1	15

15. Office and administrative work	6,0	16
16. None of the above	1,2	1

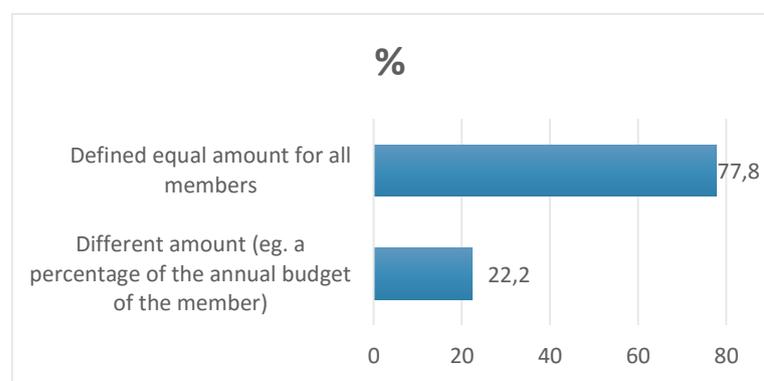
### 4.3. MEMBERSHIP FEE

Networks' members pay membership fee in order to be members in 60,9% of the surveyed networks. The membership fee is defined amount, equal for all members, for 77,8% of the networks, whereas for the other 22,2% of the surveyed networks the membership fee is variable depending on certain specific conditions of the members (eg. a percentage of the annual budget of the member). Membership fee to these networks is paid regularly on annual basis.

**Graph 24. Networks where members pay membership fee**



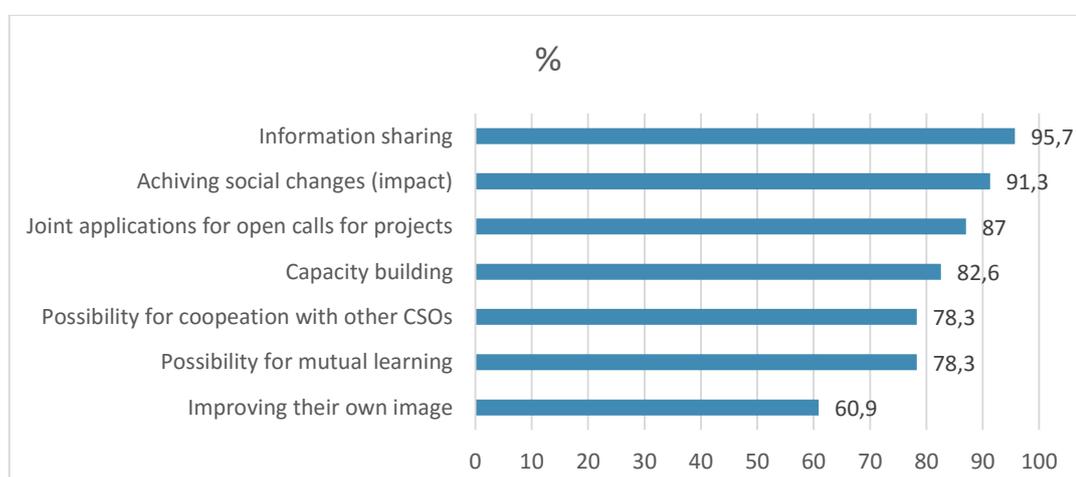
**Graph 25. Determining the amount of the membership fee**



## 5. NETWORKS' VIEWS ON EFFECTIVENESS AND BENEFITS OF NETWORKING

The surveyed networks consider the information sharing and the achieving of social changes as the biggest benefits that they provide for their members.

**Graph 26. Benefits that networks provide for their members**



In comparison to the survey for identifying the networks, these two benefits are also ranked as the most important for the members. Networks and their members ranked on the fourth place capacity building as a benefit of the networking. Unlike the networks, the members ranked as a bigger benefit of networking the possibility for coparation with other CSOs (members). Both, the networks and the members, ranked as the least important the possibility for mutual learning and the improvement of their image.

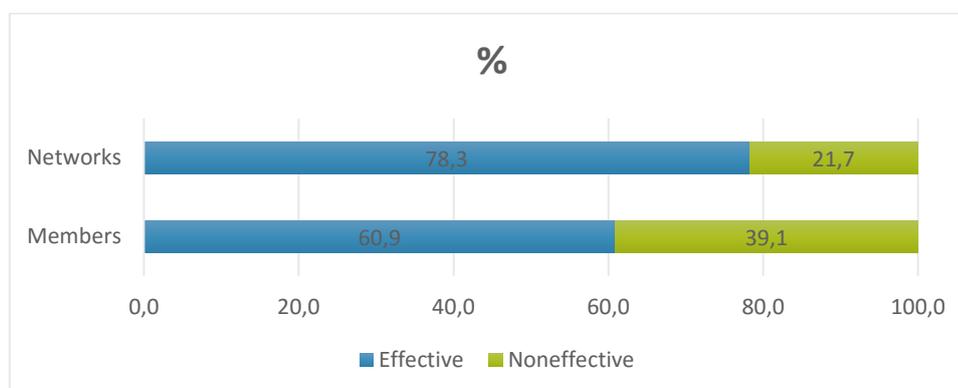
**Table 8. Ranking of the benefits that networks offer v.s. the benefits that their members have**

Benefits	Networks	Members
Exchange of information	1	2
Achieving social changes (impact)	2	1
Joint application to open calls for projects	3	5
Capacity building	4	4
Possibility for cooperation with other CSOs	5	3
Possibility for mutual learning	6	6
Improvement of their own image	7	7

The percentage of surveyed networks that believe that networks in the country are effective and achieve results is 78,3%, whereas 21,7% of the networks believe that networks are not effective. They think that a network of several members has greater impact in advocacy actions compared to a single organisation, whereas the thematic networks with clearly defined areas of operation are even more effective. On the other hand, the surveyed networks which stated that networks are not effective justify their statement with the socio-political context in the country, the inadequate donor policy, the limited organisational and institutional capacity of the members, as well as the unwillingness of the existing networks to work together and to advocate for certain common issues concerning the problems that civil society faces as well as specific issues of social character.

If we compare the abovementioned findings with the findings from the survey for indentifying the networks, where 60,9% of the members believe that networks are effective and 39,1% believe that networks are not effective, in can be concluded that the perception on networks' effectiveness is more positive among the networks.

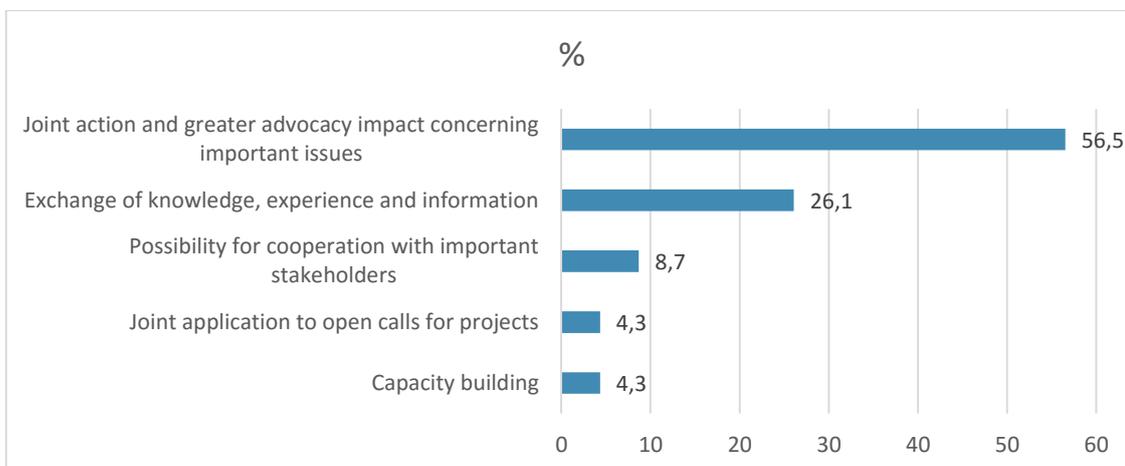
**Graph 27. Effectiveness level of Macedonian networks (networks' views v.s. members' views)**



In general, networks believe that the greatest benefits of the networking are joint actions and greater impact in advocating for important issues. They think that unification leads to greater legitimacy, more strength, visibility and achiving higher goals. Sharing information, knowledge and experience and

also very important benefits which lead to coordinated action and mutual capacity building. It can be concluded that these two main benefits may also cover the other benefits that were listed by the networks, such as possibility for cooperation with other stakeholders, joint application to open calls for projects and capacity building.

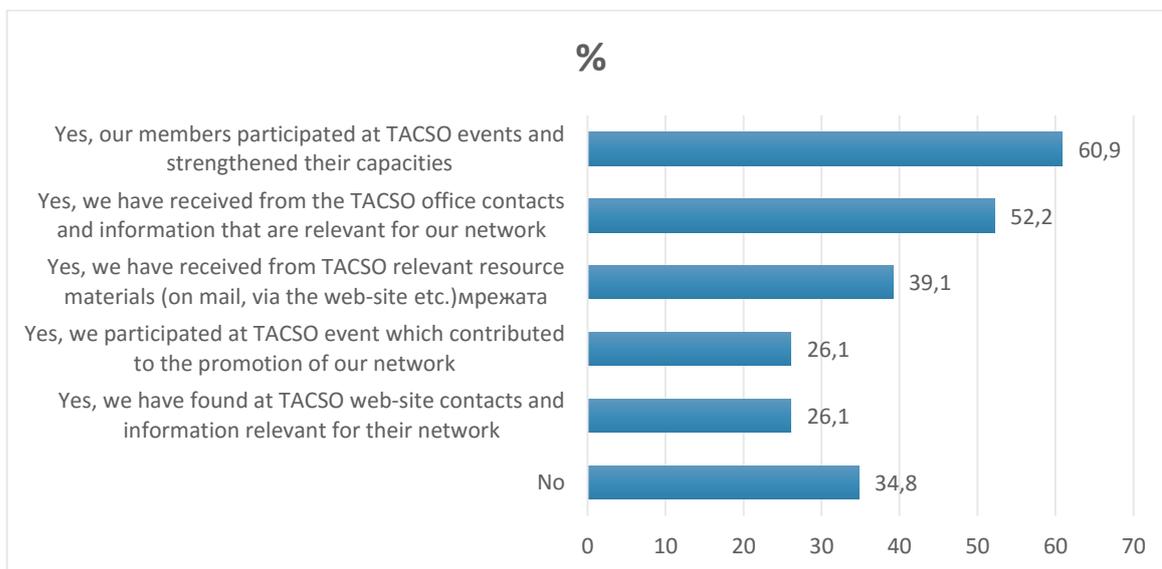
**Graph 28. Networks' views on the benefits of networking**



## 6. TACSO CONTRIBUTION TO NETWORKING

Two thirds of the surveyed networks stated that TACSO project contributed to the improvement of their activities. According to them, the greatest TACSO contribution comes from the TACSO events attended by their members who strengthened their capacities (60,9%) but also great contribution are the information and the contacts provided by the TACSO office (52,1%).

**Graph 29. TACSO contribution to improving the activities of the networks**



## CONCLUSIONS

- Staff and volunteers engaged in the networks' head offices are a condition for success. Actually paid staff and the funding of the activities are the biggest needs of the networks.
- Staff should strengthen their capacities by consultations on specific issues, mentorship and facilitation of processes. The staff has the highest needs for capacity building in research and development, public relations and project development and project management.
- Networks believe that their members will contribute more to the work by strengthening their capacities in areas such as public relations, strategic planning and monitoring, evaluation and reporting.
- The perception about the effectiveness of the networks' operation and the results' achievement is more positive among the networks, rather than their members.
- Joint action, exchange of knowledge, experience and information and the possibility for cooperation with important actors are the key benefits from networking.

## RECOMMENDATIONS

During the event "Networking and cooperation among civil society organisations" after the presentation of the findings from both surveys, the participants discussed in two working groups (working group of network members and working group of representatives of the networks) about the members' needs, the secretariat's need and the need for better coordination, communication and decision making. The following recommendations resulted from the work of the working group comprising representatives of networks:

- There is a need to define the level of involvement of each network member, as well as the obligations of the secretariat and the members in order to have better coordination and communication between the network and the members;
- Establishing good organisational structure and relations that will be respected and building connections based on mutual respect and honesty leads to mutual benefit for the network and its members;
- In order for the smaller members to be more actively involved in the network, it is necessary for the network to do local coordination and to organise meetings on local level which will facilitate decentralised operation within the network. Such operation is particularly important for the networks because it leads to a reduction of costs which sometimes may not be covered by some networks.
- On the other hand, the capacities of the small organisations (members) with their large role in the area where they are established, will be strengthened by the network and coordinated by the network's head office;
- In order to have better transparency, accountability and information sharing the networks should have web-site that will be updated regularly, as well as a communication person;
- In terms of donors' procedures, it is necessary to allow larger amounts for re-granting, and to decrease co-financing. The networks should focus more on institutional grants, whereas the state should create policies for direct support to networks;
- In order to have more transparent operation, as well as to share the work and the obligations for the work in the network, it is recommended for the network's head office to rotate on shorter time periods among members;
- The head office has the greatest need for: regular information sharing and good communication strategy, capacity building of their staff and practicing team work, as well as from financial and technical resources;

- Members have the greatest need for: better transparency of the networks' managing bodies, as well as timely and more efficient exchange of information, access to financial resources and more comprehensive legal frame for defying and distinguishing activities of the networks with respect to independent action and action on behalf of the network. Further on, there is a need for strengthening their institutional and organisational capacities;
- The biggest challenge for the networks is their proactive action.

## ANNEXES

### ANNEX 1. LIST OF SURVEYED NETWORKS FOR IDENTIFYING THE MACEDONIAN NETWORKS

1. Citizens' Network against Conflict of Interest in Public Administration
2. Roma Decade Focal Point - Macedonia
3. Women Civic Initiative – ANTIKO
4. Association of producers and retailers of grape and fruit VIKTORIJA Skopje
5. IPA Mechanism
6. Coalition against Hunger
7. Coalition „All for Fair Trials“
8. Coalition of Youth Organisations SEGA
9. Coalition “Natura 2000”
10. Macedonian Platform against Poverty
11. Network 23
12. Network for Protection against Discrimination
13. Rural Development Network of the Republic of Macedonia
14. National Youth Council of Macedonia
15. National Alliance for Rare Diseases of Republic of Macedonia
16. National Network against Homophobia and Transphobia
17. National Network to End Violence against Women and Domestic Violence
18. Informal network of 16 women's organisations
19. Platform for Gender Equality
20. Platform of Civil Society Organisations against Corruption
21. Rural Coalition
22. Union of Pensioners' Associations of Macedonia
23. Union - National Council for Gender Equality

## ANNEX 2. QUESTIONNAIRE

### QUESTIONNAIRE FOR MACEDONIAN NETWORKS

#### I. BASIC DATA

Data about the surveyed network

**Q1. Name of network:**

-

*Note: Full name as registered in the Central Register of the Republic of Macedonia, in case it is a legal entity or the full name under which it exists as formal or informal network.*

**Q2. Network's status:**

- 1) Registered in line with the Law on Associations and Foundations (LAF)
- 2) Not registered

**Q3. Is the network:**

- 1) Formal
- 2) Informal

*Note: Formal network has established structure, rules, systems and procedures, for instance it has governing and/or executive body, it has criteria for membership, defined decision making processes etc.*

**Q4. Municipality where the network is registered:**

LIST

**Q5. Year of registration of the network:** \_\_\_\_\_

**Q6. Year of network establishment:** \_\_\_\_\_

**Q7. Level of operation of the network:**

Level of operation		
<input type="checkbox"/> Local/municipal	<input type="checkbox"/> National	<input type="checkbox"/> European (EU and/or beyond)
<input type="checkbox"/> Regional (within the country)	<input type="checkbox"/> Regional (Balkan)	<input type="checkbox"/> International

**Q8. Sector of operation of the network:**

Sector of operation	
<input type="checkbox"/> Good governance	<input type="checkbox"/> Tolerance
<input type="checkbox"/> Democracy	<input type="checkbox"/> Culture
<input type="checkbox"/> Rule of law	<input type="checkbox"/> Children, youth and students
<input type="checkbox"/> Transparency	<input type="checkbox"/> Elderly
<input type="checkbox"/> Accountability	<input type="checkbox"/> Disabled people
<input type="checkbox"/> Anticorruption	<input type="checkbox"/> LGBTI
<input type="checkbox"/> Human rights	<input type="checkbox"/> Employment
<input type="checkbox"/> Decentralisation	<input type="checkbox"/> Environment and natural resources
<input type="checkbox"/> Civil Society Development	<input type="checkbox"/> Education, science and research
<input type="checkbox"/> Gender issues	<input type="checkbox"/> Consumers' protection
<input type="checkbox"/> Interethnic relations	<input type="checkbox"/> Health and health protection
<input type="checkbox"/> Migration	<input type="checkbox"/> Information, communication and media
<input type="checkbox"/> Economic development	<input type="checkbox"/> Rural development
<input type="checkbox"/> Social protection and humanitarian work	<input type="checkbox"/> Sports, hobbies and recreation
<input type="checkbox"/> Professional associations (doctors, social workers ...)	<input type="checkbox"/> Other (please specify: _____)

## II. HEAD OFFICE OF THE NETWORK

### Q9. Does the network have a head office?

*Note: Head office refers to a body (executive office, secretariat) responsible for the professional and the administrative work of the network, i.e. deals with the daily work, supports the network's bodies and the implementation of the policy and the programmes approved by the network's bodies.*

- 1) Yes 2) No → Q21

### Q10. The head office of the network is in:

LIST

### M Q11. What is the prime role of the head office? (several answers are possible M)

- 1) Coordination of activities
- 2) Representing the interests of the network
- 3) Implementation of network's activities
- 4) Capacity building of the members
- 5) Information and communication
- 6) Other (please specify) \_\_\_\_\_

### Q12. Is the head office:

- 1) Managed by a member of the network (located in one of the members or rotates among several members, the staff responsible for the head office is employed in the members where the head office is located etc.)
- 2) Independent body (separate office, the staff is employed in the head office etc.)
- 3) Other (please specify) \_\_\_\_\_

### Q13. Does the head office have staff?

*Note: Workers that receive salary or fee for their work in the head office of your network, regardless of the type of contract.*

- 1) Yes 2) No → Q15

### Q14. How much staff is there in the head office of your network?\_\_

### Q15. Are there volunteers in the head office?

- 1) Yes 2) No → Q17

### Q16. How many volunteers are there in the head office?\_\_

### Q17. On a scale of 0 to 10, where 0 denotes "insufficient" and 10 denotes "more than enough" how would you assess the knowledge, skills and experience of the staff?

*For instance: does your staff have enough quality and it is well developed and capable to perform the role, the tasks of the head office.*

0 – insufficient	1	2	3	4	5	6	7	8	9	10 – more than enough
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### M Q18. What are the needs of your network so that it can play its role, i.e. implement the tasks and the activities of the head office? 10 – the most needed, 1 – the least needed



### III, STRUCURE AND OPERATION OF THE NETWORK

#### Q21. How active is the network?

- 1) Constantly active
- 2) Upon demand
- 3) Not active → Q21.1

Note:

*Constantly active networks maintain regular communication with the members, prepare and implement work plans, hold meetings of the network bodies in line with the dynamics stipulated in the statute or other document, they submit reports etc.*

*Networks active upon demand become active only for certain issues and they hold meetings when there are conditions or needs for that, they do not have work plan and they implement ad hoc activities upon demand etc.*

*Networks that have not implemented a joint activity or have not had any communication about some issues and have not convened in the past two years are not active.*

**Q21.1. Please state the reasons for the inactiveness of your network:** \_\_\_\_\_

#### Q22. Has the network established organisational structure?

- 1) Yes
- 2) No → Q23

#### M Q22.1. Which governing bodies exist in the network?

1. Assembly (council etc.)
2. Board (managing)
3. Other (please state)

#### M Q23. What type of reports does the network prepare:

- 1) Narrative report
- 2) Financial report
- 3) Other reports
- 4) Does not prepare reports → Q24

#### Q23.1. Which period does the last submitted report cover?

#### Q24. Does the network have its own budget?

- 1) Yes
- 2) No

#### M Q25. What are the sources of funding for the network?

- 1) Membership fee
- 2) Individual donations (constituents)
- 3) Economic activities (service provision, sales of products etc.)
- 4) Banks and enterprises
- 5) Government and government bodies
- 6) Units of local self-government
- 7) International and foreign donors
- 8) Investments (bank deposits etc.)
- 9) Other

Q26. What was the network's budget in 2014? \_\_\_\_\_

### IV. MEMBERS

Q26. How many members are there in your network? \_\_\_\_\_

#### Q27. Has the network established membership criteria?

- Yes
- 2) No → Q28

**Q27.1. If yes, are those criteria obeyed?**

- 1) Yes 2) No 3) Partially

**M Q27.2. What type of membership does the network have?**

1) Full membership (with a right to vote) 2) Associate (without a right to vote) 3) Other (please specify)

**M Q28. Does the network involve members in decision-making?**

Yes 2) No → Q29 3) Partially

**Q28.1. Are members also members of the governing bodies of the network?**

1) Yes 2) No

**M Q28.2. How does the network include member in the decision-making:**

- 1) At annual meetings with a right to vote
- 2) At periodical meetings (twice-four times a year) with a right to vote
- 3) Consultations, without a right to vote
- 4) Other (please specify)

**M Q29. Does the network include members in the following processes?**

- 1) Defying vision and mission
- 2) Strategic planning
- 3) Project planning
- 4) Other (please specify)
- 5) None of the above → Q30

**M Q29.1. How does the network include members in the abovementioned processes?**

- 1) Dialogues (workshops, seminars, working groups)
- 2) Consultations (surveys, E-mail discussions etc.)
- 3) Information sharing (newsletter etc.)
- 4) Other(please specify)

**M Q30. How often does the network have direct contact with its members?**

*For instance, information exchange and similar activities.*

On a daily basis/once a week	Once a year	Never
Once or twice a month	Occasionally, when needed	

**Q31. Do members pay membership fee?**

1) Yes 2) No → Q32

**Q31.1 How is the amount of the membership fee determined:**

- 1) Gradual increase (for instance a percentage of the annual budget of the member)
- 2) Defined amount equal for all members

**Q31.2. What is the dynamic of payment of membership fee:**

- 1) Once, when becoming a member
- 2) Regular annual membership fee
- 3) Other, please specify:

**Q32. How would you assess the cooperation between the networks and their members, 0 stands for “no cooperation” and 10 stands for “great cooperation?”**

0 – No cooperation      1      2      3      4      5      6      7      8      9      10 – Great cooperation

**Q33. Which of the following benefits are provided by your network to your members?**

Information sharing	Possibility for mutual learning	Capacity building
Possibility for cooperation with other CSOs	Joint application to open calls for projects	Achieving social changes (impact)
	Improving the own image	Other:

**Q34. In your opinion, which trainings are important for members of this network?**

**10 – the most important, 1 – the least important**

	1	2	3	4	5	6	7	8	9	10
18. Strategic planning										
19. Good governance										
20. Project development and management										
21. Monitoring, evaluation and reporting										
22. Public relations										
23. Networking										
24. Communication skills										
25. Conflict resolution										
26. Accounting, finance, procurement										
27. Office and administrative work										
28. Resource mobilisation (people, funds etc.)										
29. HR management										
30. Advocacy and lobbying										
31. Research and development										
32. Legal issues										
33. Other (please specify)										
34. None of the above										

## V. NETWORKS’ OPINION AND VIEWS

**Q35. According to your network, to what extent, generally speaking, are Macedonian networks effective (achieve planned results)?**

Very effective	Partially effective	Insufficiently effective	Ineffective
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**Why? (explain) \_\_\_\_\_**

**Q36. According to your network, generally speaking, what are the benefits of networking?**

.....

## VI. ABOUT TACSO

**Q37. Has the TACSO project assisted in improving the activities of your network and in what way?**

- Yes, we have received from the TACSO office contacts and information that are relevant for our network;
- Yes, our members participated at TACSO events and strengthened their capacities;
- Yes, we have found at TACSO web-site contacts and information relevant for their network;
- Yes, we have received (on mail, via the web-site etc.) from TACSO relevant resource materials (guidelines, information, tools) that will assist our activities;
- Yes, we participated at TACSO event which contributed to the promotion of our network;
- No;

## VII. CONTACT DETAILS

**Q38. Name and surname of the person that completed the questionnaire** .....

**Q39. Contact details about that person (mobile and/or E-mail):\***

.....

**Q40. Contact details about the network:**

E-mail

Telephone No:

Web-site (if any):

**Q41. Do you agree for your network profile and contact details to be published/shared?**

1) Yes 2) No