



**Project EuropeAid/127427/C/SER/Multi**

**Capacity Building of Civil Society Organisations in  
Western Balkans and Turkey**

**Inception Report**

**February 2010**



This project is funded by  
The European Union



A project implemented by Consortium  
lead by SIPU International AB

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## LIST OF ACRONYMS

ACIPS	Association Alumni of the Centre for Interdisciplinary Postgraduate Studies
BCIF	Balkan Community Initiatives Fund
BiH	Bosnia and Herzegovina
CBC	Cross Border Cooperation
CBM	Community Building Mitrovica
CCSD	Centre for Development of Civil Society
CPM	Civic Platform of Macedonia
CRNPS	Centre for the Development of the Non-Profit Sector
CS	Civil Society
CSF	Civil Society Facility
CSO	Civil Society Organisation
CSPC	Civil Society Promotion Centre
DB	Data Base
DFID	Department for International Development
DG	Directorate General
DRA	Deputy Resident Advisor
EC	European Community
ECAS	European Citizen Action Service
ECD	Delegation of the European Commission
EU	European Union
FAQ	Frequently Asked Questions
FENS	Federation of Serbia Non-Governmental Organisations
FPDL	Partners Foundation for Local Development
FSLD	Foundation in Support of Local Democracy
FYROM	Former Yugoslav Republic of Macedonia
HRDF	Human Resource Development Foundation
HQ	Headquarter
IPA	Instrument for Pre-Accession
ISO	International Organisation for Standardisation
JMC	Joint Monitoring Committee
KCSF	Kosovar Civil Society Foundation
KFOS	Kosovo Foundation for Open Society
KPAN	Kosovo Policy and Action Network
KWN	Kosovo Women Network
LAG	Local Advisory Group
MCIC	Macedonian Centre for International Cooperation
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NPO	Not-for-Profit Organisation
OSCE	Organisation for Security and Cooperation in Europe
PCM	Project Cycle Management
PR	Public Relations
PWD	People with Disabilities
RA	Resident Advisor
REC	Regional Environmental Centre
SEGA	Coalition of Youth Organisations
SIPU	Swedish Institute for Public Administration

SKGO	Standing Conference of Towns and Municipalities Serbia
SMSC	Sectoral Monitoring Sub-Committee
STGM	Civil Society Development Centre
TA	Technical Assistance
TACSO	Technical Assistance for Civil Society
TAIEX	Technical Assistance and Information Exchange instrument
TAT	Technical Assistance Team
TL	Team Leader
ToR	Terms of Reference
UNSCR	United Nations Security Council Resolution
USAID	United States Agency for International Development
VAT	Value Added Tax

## **1. PROJECT PURPOSE**

The overall objective of the Civil Society Facility, of which this project forms part, is to strengthen civil society within a participative democracy, to stimulate a civil society-friendly 'environment' and culture.

The general objective of the project is to strengthen the overall capacities and accountability of CSOs within IPA beneficiaries and to guarantee the quality of services of CSOs and a sustainable role of CSOs in the democratic process. The IPA beneficiary countries are Albania, Bosnia and Herzegovina, Croatia, Kosovo under UNSCR 1244/99 (hereafter referred to as Kosovo), the Former Yugoslav Republic of Macedonia (hereafter referred to as Macedonia), Montenegro, Serbia and Turkey.

The main purposes of the project are to:

- increase and improve the capacity and actions of CSOs
- improve the democratic role of CSOs

Examples of relevant CSO activities that can be supported include: policy analysis and advocacy; monitoring of state performance and the action and behaviour of public officials; building social capital and enabling citizens to identify and articulate their values, beliefs, civic norms and democratic practices; mobilising various actors to participate more fully in politics and public affairs.

## **2. ACTIVITIES DURING THE INCEPTION PERIOD**

Formally, the project started on 17 August 2009. However, preparatory activities were conducted already in mid July. These included visits to seven of the eight beneficiary countries (excluding Turkey), the purpose being to meet with EC-delegation representatives and partner/host organisations as well as to interview candidates for the vacant Resident Advisor positions.

In late August, the Team Leader and SIPU International representatives undertook a mission to Turkey with the aim to meet with partner organisations and conduct interviews with short-listed Resident Advisor candidates.

### **2.1 Recruitment of remaining staff members**

During the inception period the remaining key staff position, as well as most other positions, have been filled. The CVs of all successful candidates (for all team positions) have been subject to the approval of the European Commission in Brussels. The standard set-up in each country/territory is a team consisting of a resident advisor, a project officer and an administrative and financial assistant. In accordance with SIPU International's technical proposal, due to the size of the country, the project activities in Turkey are supported and facilitated from two offices, in Ankara and Istanbul respectively. Following consultations with

project partners in Turkey it has been decided that the Resident Advisor will be based in Ankara while the Deputy Resident Advisor will operate out of an office in Istanbul, the later located within the premises of one of the consortium partners, HRDF.

**Table 1: List of key staff**

Key staff position	Name
Team leader	Palle Westergaard
Resident advisor Albania	Genci Pasko
Resident advisor Bosnia and Herzegovina	Slavica Drašković
Resident advisor Croatia	Aida Bagic
Resident advisor Kosovo	Ardita Metaj-Dika*
Resident advisor Macedonia	Suncica Sazdovska
Resident advisor Montenegro	Goran Djurovic
Resident advisor Serbia	Zorka Raskovic
Resident advisor Turkey	Ayca Haykir
Deputy resident advisor Turkey	Neslihan Ozgunes Oktem

\* *Ardita Metaj-Dika replaces the expert identified in the Consultant's technical proposal as Resident Advisor for Kosovo.*

In total, the team (field staff) consists of 31. Key staff members are listed above.

A manning schedule containing the name and position of all project staff members is attached as **Annex 1**.

## **2.2 Establishment of the regional office and TA desks**

One of the major tasks during the inception period has been the establishment of the project's organisational and administrative infrastructure which includes a regional office and TA desks in the eight beneficiary countries and territories. Due to the size of the country, two national offices have been established in Turkey, in Ankara and Istanbul respectively.

Project operations will be coordinated from a regional office that has been set up in Sarajevo. In addition to the Team Leader and his assistant, this office accommodates the project's Communication Officer, the assistant Communication Officer and the Webmaster. The regional office will have a pivotal role in the project; to support the implementation of regional and national level activities, in terms of technical advice and coordination as well as through various communication and visibility measures including the management and administration of the project website.

TA desks have been established in all beneficiary countries. Depending on the situation in each country, two different approaches have been applied. When deemed appropriate, the TA desks/project offices have been annexed to leading CSO umbrella/network organisations or, in one country, linked to a government institution. In other cases TA desks have been established as more independent entities. However, regardless of the solution chosen concerning the physical location of the TA desks, these units will operate as fully independent entities supporting and facilitating the capacity building of all interested and relevant CSOs in the beneficiary countries regardless of whether these are affiliated with the respective host organisation or not.

The set-up at country and territory level is summarised in the table below.

**Table 2: Project office arrangements**

Country	Host organisation/project set-up
Regional project	A separate office has been established in Sarajevo.
Albania	A separate project office/TA desk annexed to EuroPartners Development's premises has been established.
Bosnia and Herzegovina	The project office/TA desk is located within the premises of the Civil Society Promotion Center.
Croatia	A separate project office/TA desk has been established within the premises of the Government Office for Cooperation with NGOs.
Kosovo	The project office/TA desk is located within the premises of the Kosovar Civil Society Foundation.
Macedonia	A separate project office/TA desk has been established.
Montenegro	The project office/TA desk is located within the premises of the Centre for Development of Non-Governmental Organizations.
Serbia	A separate project office/TA desk has been established.
Turkey	The project office/TA desk in Ankara is established as a separate office while the office /TA desk in Istanbul is located within the premises of the Human Resource Development Foundation.

A list containing contact information for all project partners is included as **Annex 2**.

Additional activities conducted during the inception period include the following:

- Registration of the project with the appropriate authorities in each country/territory in line with the national laws and regulations, a process that has proven cumbersome and time-consuming. In a few countries/territories the registration process was still on-going at the time of the inception report submission. Application for VAT exemption and opening of bank accounts. Issuing of project internal financial and administrative guidelines.
- A training programme conducted for Administrative and Financial Assistances on the software used for project financial reporting
- Presentation of the project, the role of the resident advisors and the local technical help desks in the project at a conference in Zadar on the topic Strengthening the triangle CSOs - National Governments – European Commission organised by ECAS (European Citizen Action Service).
- A consultative meeting was conducted in Sarajevo with participation of all project staff, consortium partners and host organisation representatives.
- A project logo and tag-line has been developed with external expert support.
- Representatives of the project have participated in a total of approx. 15 different events (meetings, conferences, workshops, etc.). These are listed in **Annex 3**.
- In conjunction with the needs assessment, numerous meetings have been held with CSO in order to obtain information about needs and priorities, etc. Similarly, during the process focal group meetings and stakeholder conferences have been organised in order to deepen the analysis and reconfirm the tentative conclusions drawn. These activities are accounted

for in the needs assessment reports that will be published separately. In summary of the findings is presented below.

- Development of a draft communication strategy, a web-page structure and a database approach.

## 2.3 Needs assessment

The project needs assessment was the most resource consuming activity during the inception period, engaging the regional office as well as all TA desks. The needs assessment was conducted by the teams based on a common format/structure including instructions on methods of data collection, checklists and a unified reporting format. Methodological support was also provided by the senior advisor during the assessment. As a starting point, a desk review of available reports and data was conducted by the teams. Then structured interviews and focus groups with CSOs, governments' representatives and donors were organized followed by national consultative meetings to check the preliminary findings with the CSOs.

Several areas of improvement, common to all or most of the participating countries and territories were identified during the exercise. Four priority areas, as agreed at the consultative meeting in Sarajevo, include the need to improve general conditions for CSOs funding, to continue building CSOs organizational capacities, to increase their positive image and to enhance public trust in CSOs and to enhance CSOs participation in government processes, in particular at the local level. In addition, some countries consider that improvements are also needed regarding institutionalized cooperation between central government and the CS sector as well as regarding the relevant legal framework. The overarching theme for all the areas is, in accordance with the overall project purpose, the strengthening of CSOs role in democratic processes.

Improving general conditions for CSOs funding refers both to the internal capacity of CSOs and to their environment. In all the concerned countries/territories there is still a need to assist the CSOs in diversifying their funding sources and improve their fundraising capacities. When it comes to the larger environment, one can notice a general trend in some of the beneficiary countries/territories of international donors being replaced by the state budget (on national and on local level) and an increasing reliance on the EU funds. This in turn requires more attention being paid to developing transparent procedures in the state budget allocations, creation of specialized foundations for CSOs and expertise on grant-making within public administration bodies. There is also a need to create more favorable conditions for corporate philanthropy and additional assistance to CSOs in applying for EU funds.

Organizational capacities are seen as the basis of the CSOs sustainability. In all of the countries and territories there is still a need to develop various project management skills (strategic planning, financial management, monitoring and evaluation, networking etc.) as well as their analytical competence. In some countries, there are specific target groups that would benefit from additional knowledge and competence building while in others specific themes are singled out as priorities. Priority areas of capacity building also include institutional capacity building (starting from the creation of statutes) as well as the ability to influence policy through advocacy/lobbying.

All countries/territories stressed the importance of better promotion of the CSOs role and mandate. It is noticeable that for various reasons CSOs are still facing low level of confidence



and lack of public trust. Several countries have emphasized the need for better promotion as well as for the more efficient functioning and operations of CSOs whose actions should be tailored to effectively address community needs. Special attention should also be put on the promotion of success stories to build positive momentum. Need for transparency and credibility is required from all countries/territories, making it prerequisite for gaining public trust and creation of positive image within community. This would contribute to better promotion and presence in daily lives leading to the creation of social capital.

All countries/territories are emphasizing the need for an improvement in the communication between public administration bodies and CSOs at all levels. CSOs participation in decision-making at local government level is considered as a particular problem. Several countries require improvement of CSOs capacities and changes in the legislation to remedy this. State perceptions of CSOs are also negative and need to be changed.

It is noticeable that CSOs in the region are facing similar problems, with certain specific ones for each country/territory, when cooperating with central government. There is a perceived need for improved legislation and its proper enforcement to improve the situation. In some countries, there is a need to establish cooperation mechanisms between the government and civil society. Regarding the relevant legal framework, the most frequently mentioned area is the fiscal regulations (e.g. taxation, accounting requirements). In addition, in some countries there is a need to amend legislation regarding the status of public benefit organizations as well as securing implementation of the existing laws. Regulatory pressure on CSOs and non-transparent/non-egalitarian distribution of state funds is also a problem

Active participation of CSOs in changing the relevant policy and legal environment is the key component in the overarching theme of strengthening the role of CSOs in democratic processes. In all of the countries/territories there is a clearly identified need to strengthen the CSOs 'watchdog' function, a role that CSOs might not be aware of, and to introduce (or implement) consultative mechanisms ensuring active citizens' participation in the democratic governance processes.

A summary of the findings coming out of the needs assessment is attached as **Annex 4**. The complete needs assessment reports will be made available through the project web-page.

## **2.4 Consultative meeting in Sarajevo**

One of the key activities during the inception phase was the organisation and implementation of a consultative meeting with project staff, consortium partners and selected host organisation representatives. The meeting was held in Sarajevo approximately two months after the commencement of project activities. The main issues discussed during the meeting were:

- Review of the preliminary observations and conclusions drawn during the needs assessment in order to reconfirm the set of activities contained in the project ToR and the Consultant's Technical Proposal.
- Adjust and further elaborate the activity plans in line with the findings and agree on the framework and format for the continued national level activity planning.
- Discuss a range of issues related to project branding and project visibility based on the draft communication strategy, the plans for launching of the project web-page as well as other

similar measures aimed at facilitating and supporting external communication and the establishment of the project as a vehicle for CSO capacity building in Western Balkans and Turkey.

In parallel to the main deliberations, meetings with project consortium partners were also conducted, the aim being to further define the role of these institutions in the context of project implementation and support as well as to extend processes of expert mobilisation in order also to benefit from the resources available within these institutions. To facilitate this, internal consultative processes and procedures will be introduced that provide for dialogue, the utilisation of the most appropriate resources and the dissemination of lessons learnt in other former transition and former accession countries.

As a result of the discussions, a set of project result areas and outcomes were defined. These will be achieved through the implementation of the activities envisaged in the ToR and the Technical Proposal (with some modifications as discussed below). Considerations of particular importance for the reconfirmation of activities were the following:

- Given the time required to influence legislative processes and to produce results before the end of the project, legislation and policy was not chosen as a prioritised result area. Still, whenever appropriate, in its reporting the project will incorporate discussions and comments on policy/legal implications of lessons learnt and changes processes supported.
- In most IPA countries, there is an established body/agency responsible for the cooperation with the CSOs or such a unit is about to be established shortly. However, there are no institutional processes within the Government aimed at facilitating the implementation of initiatives coming out of the dialogue between CSOs and such a unit. The project could initiate a dialogue on how to strengthen the impact of the CSOs in Government decision making.
- Strengthening of CSOs participation in local government decision-making and service production processes is perceived as a priority. In some of the countries involved interesting mechanisms have been implemented which can be considered as examples to learn from. Capacity needs have to be strengthened both within Government bodies and CSOs in order to have a fruitful and constructive dialogue.
- A general need for capacity strengthening of CSOs was expressed. This includes the enhancement of the professional skills of the CSOs, for example advocacy skills, lobbying and financial management as well as to support them in building coalitions, partnerships and networks.
- The benefit of a developed and active civil society is not fully recognized by the public. There is the need to improve the capacity of CSOs in PR as well as include PR related activities within the project which will strengthen the image of CSOs.
- There is a perceived need to strengthen the internal democracy, transparency and management structures of CSOs, especially grassroots organisations in rural areas that often, for reasons of distance and insufficient information, have been excluded from the opportunities for capacity development that have been available in urban centres. Attention has to be given to small grassroots organisations in rural communities.

During the inception phase it became clear that the activities within the component that was called networking in the tender actually aimed at strengthening the relationships between the civil society and different stakeholders, such as the Government on local and national level. This led to a reformulation of that component. The idea behind the division of activities in

components is that it for project management reasons is better to organise and monitor them in certain clusters of activities that relate to each other. The main bulk of the activities implemented within the project will focus on areas that are relevant to all countries and territories. However, the strategy how to create the result can differ. Furthermore, additional result areas can be added that are relevant for the development of the role of the CSOs in a specific national context.

The further elaboration of the regional as well as the national work plans has been carried out within the framework of the results and outcomes defined. The structure arrived at is summarised in the table below. In addition to the components listed, the TA desks/project teams have also developed and further detailed corresponding national work plans.

**Table 3: Up-dated project structure**

<b>Component</b>	<b>Expected outcome</b>	<b>Result areas (outputs)</b>
<b>1. Project visibility</b>	The project is visible for and supported by both CSOs and other external stakeholders	Development of communication strategy Development and testing of project brand Establishment of contact network Development of promotional material Various PR and communications activities Kick-off events
<b>2. Research, help desk and guidance</b>	Service delivery of CSOs is improved	Desk research is performed Needs assessments have been carried out at a national level Helpdesk and information learning house is set up and functioning Database creation and web-portal design
<b>3. Capacity development</b>	Enhanced competence of CSOs	Generic course agendas and training methods are developed and subsequently adapted to the respective national/territorial contexts. On-line community platform e-learning tool is develop Pilot training session is organised National capacity building initiatives are developed and implemented
<b>4. Relationship between CSOs and external stakeholders</b>	Strengthened cooperation between CSOs and government, the private sector and the public	Information and partnership events Facilitation service Strengthened capacity of all three sectors to cooperated government to cooperate on specific issues Cross border cooperation

### **3. COMMENTS ON SPECIFIC SETS OF ACTIVITIES AND CHANGES AS COMPARED TO THE TOR**

Below, we are commenting on sets of activities which, in comparison with the ToR and the Technical Proposal, is suggested to be adjusted in terms of content or level of ambition. It should be noted that comments and elaborations are only made in areas where adjustments are suggested as compared to the ToR/Technical Proposal or when we have considered it necessary to qualify statements made in the referenced documents.

#### **3.1 Component 1: Project visibility**

*Expected outcome: The project is visible for and supported by both CSOs and other external stakeholders.*

External communication, networking and public relations are of paramount importance for the success of the project. Consequently, a draft project communication strategy (**Annex 5**) has been developed as one of the main activities during the inception period. The strategy will guide the regional office and the TA desks in its interaction with the CSO community, government officials, media and the public at large.

Initial project branding activities have also been carried out during the project start-up. Besides the formal project name, it has been decided to use the acronym TACSO (Technical Assistance for Civil Society) in conjunction with the project logo, on letterheads, on the web-page, in conjunction with media events and in other similar situations. Additional activities to strengthen the project brand will be implemented within the next few months including the production of standardised project name plates, brochures, and similar items. The process of developing more comprehensive communication tools for TV, radio and other media will also be considered and decided on in within the limits of the budgetary resources available.

National kick-offs activities are planned for the second quarter of the project. The kick-offs events/conferences will be organised in conformity with the ideas contained in the technical proposal. When preparing for the national launches, major partners will be consulted and assistance in advertising the event will be sought. In cases where the project launch coincides with EC grant application periods, the later event will be used as a vehicle to gain additional attention.

Training events will be organised to strengthen the capacity of CSOs to communicate with their environment, be it the local community, local or central level representatives or media. To accomplish this coordination and information meetings are scheduled in each country and territory. Importantly, visibility and communication activities will also be carried out with the aim to influence positively the views and perceptions of CSOs among the public in general. Success-stories will be documented and communicated to members of the local societies in collaboration with grassroots organisations. Partner CSOs will also be encouraged to mobilise resources for exhibitions, campaigns, etc. where their role in society and development is explained. The role of CSOs in the accession and harmonisation process will be given particular emphasis. Media collaboration will be encouraged, both at the national and local

level. CSO ability to communicate and influence the media will be developed. It goes without saying that communication alone could not change the public perception of CSOs role in society. Such efforts have to be coupled with concrete achievements, i.e. provision of quality services on the one hand and the improved influence on the policy- and decision-making process by CSOs.

Reaching grassroots and rural-based CSOs will be offer additional challenge for the TA desks. Electronic media, which are important tools for the implementation of the services in general, might not be the most appropriate for these target groups, particularly when taking into account the low internet literacy, limited access to internet and computers as well as low capacities on the usage of such equipment within these groups. Traditional means of communication and outreach will have to complement the tools envisaged to be used in general.

## **3.2 Component 2: Research, help desk and guidance**

*Expected outcome: Service delivery of CSOs is improved.*

As mentioned, during the inception period a needs assessment including desk research was conducted. This desk review included the civil society environment, CSO organisational capacities and milestone achievements. A series of reports based on the reviews and assessments are expected to be published before the end of January 2010.

A help desk function will respond to a range of capacity building and thematic requests from the CSOs and other partner organisations. An important tool in this endeavour will be the general and, in particular, the national web-pages. Therefore, in our planning and reporting system we have chosen to include the web-page and database under this component rather than as part of the networking.

As a proactive complement to the help desk function, the TA Desks will, in accordance with the ToR and the technical proposal, conduct CSO project monitoring with the purpose of supporting capacity building while at the same time gathering information that will be fed into the process of planning future project interventions.

Setting up the help-desk function is a rather straight-forward process although local variations will have to be considered depending on the office premises solution chosen. Assistance will be provided in line with the approach outlined in the Technical proposal. The final list of services offered by each TA desk might differ between the countries, as a reflection of differences in needs and priorities set by each respective Local Advisory Group (within the framework of the project ToR).

The web-page and database issue as well as the CSO project monitoring sub-component require some further considerations. Our conclusions and proposals regarding these areas are summarised below.

### **3.2.1 The web-page and database**

The ToR for the project states that "The Consultant shall launch a web-portal for and on CSOs of the IPA beneficiaries. This portal should have common platforms as well as fora

dedicated to specific sectors and countries. It should inform the general public as well as other donors, public authorities, etc. and should group all the T/A Team products (training manuals, minutes, recommendations, etc.) and have all dates of main events. It should also contain a database of CSOs, information on the legal and policy framework in which they operate, and classify this information in a database.”

One of the activities performed during the inception phase has been the development of a prototype for the general web-page. The intention is that when the web-page has been launched in January 2010, national/territorial web-pages mirroring the structure of the general page will be developed. The web-pages will provide functionality in line with the technical proposal.

The general web-site will be managed and administered from the Regional Office in Sarajevo. It will contain generic information about the project and key documents relating to all project beneficiary countries and territories. The responsibility for the national/territorial websites will rest on the TA Desks. These will include all the help desk activities. The general website has links to all country/territorial websites.

#### *The structure of the general website.*

The front page will give access to:

- the project organization,
- project links and contact details for each TA desk,
- data base information and links,
- intranet,
- E-learning tool,
- a communication blog
- EC information,
- links to government authorities, donors and agencies.
- project publications,
- news on activities and materials, and
- country specific assistance and networking and to information on reports and materials.

The following pages of the website will provide information on:

- TA Desks and their respective offices,
- EC funding and publications,
- evaluation reports,
- knowhow on advocacy/lobbying, PR and communication, project management, fundraising, network and network building,
- country work plans and activities,
- training plans,
- CSO know-how,
- reports from project activities, and
- Local Advisory Group reports.

One of the important features of the general project web-page is the provision of data about CSOs in the IPA region. Presently, two types of databases exist, those related to the registration of CSOs (operated by regulatory bodies) and those that are operated by CSO support organisations as part of the services provided. Problems related to the first category of

databases are that often the information is limited to data required for the regulatory function (such as name, address, signatory, etc.) and that information is not regularly up-dated, which means that many of the organisations registered are (or could be) dormant. The existing non-regulatory databases relevant for CSOs vary greatly in scope and quality. Common problems within this category of databases are poor sustainability, accuracy of data, regularity of updating and the fact that the databases might be limited in scope to the host-organisations target-group or “sector”.

Following a thorough analysis of the situation in the beneficiary countries and territories we have arrived at the conclusion that the best approach will be to provide links from the general web-page to voluntarily kept database, thereby building on existing data structures and providing for sustained project impact. The selection of databases will be made on the basis of agreed criteria such as the range and accuracy of data, accessibility, system for up-dating of data, etc. Project resources will be used to support the organisations managing and administering the databases in further improving their functionality and improving the reliability of the information as well as in standardising data structures. Regional workshops will be organised in order to promote and facilitate the exchange of information and lessons learnt about database management and administration, both as a communication facility and as a capacity development tool. These workshops will attempt to address the particular/country specific needs of organisations managing and administering databases.

Detailed information about the existing databases in the beneficiary countries is included in **Annex 6**.

### **3.2.2 Monitoring and guidance of IPA-funded projects**

An important task for the TA desks is the monitoring/guidance of the CSO projects that have been awarded funding from IPA (where the contracting authority is the EC or an EC delegation). During the inception phase the teams have carefully explored the opportunities for providing capacity assistance for monitoring/guidance of CSO grant schemes and projects. This task will have to be performed in close collaboration with the EU Delegations and upon their guidance in order to avoid overlapping. In some of the concerned countries the monitoring/guidance of the projects is done entirely by the Delegation. Serbia and Bosnia have their own contracted monitors/support organisations, while Turkey and Croatia (and in the future Macedonia) will have to monitor/guide themselves the projects awarded under the Decentralised Implementation (for which these countries are the contracting authority). In other countries, the TA desks will assist the EC Delegations in monitoring/guiding projects. In addition, the TA desks will provide guidance and advice to CSOs in their project implementation. They will also organise other support activities such as open seminars to allow for a better understanding of a specific call and in order to inform about the rules and procedures.

The purpose of this partnership would be to raise the standard of monitoring of EC-funded projects and to improve their management, to create learning for the design of subsequent activities and to improve CSOs’ accountability to both the donor (EC) and their own project beneficiaries.

During the initial months of the year 2010, when expectedly a number of planned grant schemes, both national and multi-beneficiary projects, would be launched, a monitoring & guidance plan will be set up by the TA desks in order to assure that relevant projects are visited early on in the course of the project and in coherence with the EU Delegations agendas. A common project monitoring/guidance matrix and reports templates will be elaborated.

This activity will necessitate that the project establish direct links with the EC-beneficiary CSOs and partners, learning about the project and the environment in which it takes place. Some beneficiaries will also be able to attend monitoring and guidance training. Gradually, the group of CSOs targeted will expand to involve also smaller, locally based/operating CSOs. Services tailored to the later could include training on how to budget and administrate EU funds, support for registration in PADOR, and facilitation of processes whereby smaller CSOs enter into alliances with bigger ones.

As mentioned, full planning of the monitoring/guidance agenda and the pilot work plan for the first six months will be done in the beginning of 2010 but, as a preliminary assumption, the below mentioned number of national and/or multi-beneficiary projects will be visited by each TA desk:

Country	Albania	Bosnia& Herzegovina	Croatia	Kosovo	Macedonia	Montenegro	Serbia	Turkey
<b>No. off visits</b>	30	30	5	30	30	30	50	20

Further details regarding the assessment of needs for monitoring/guidance services in relation to EC funded projects are found in **Annex 7**.

### 3.3 Component 3: Capacity development

*Expected outcome: Enhanced competence of CSOs*

The capacity development component is at the heart of the project. The component will be implemented in accordance with the approach and methodological ideas stated in the technical proposal. Basic and advanced courses will be designed and conducted. A pilot training course will be developed in December and conducted in January/February 2010.

During the needs assessment the following modules were identified as priorities for the training.

Planned Training Modules
<p><b>1. CSO management</b></p> <p>Leadership</p> <p>Strategic planning &amp; management</p> <p>Financial management</p> <p>PR &amp; communication</p>
<p><b>2. Civil participation in decision-making and service delivery</b></p> <p>Civic participation; its purpose and forms</p> <p>Models and experiences of civic participation</p> <p>Role of CSOs in the decision-making process</p> <p>Introducing and improving mechanisms for citizens' participation in democratisation processes</p> <p>Facilitation of participatory problem solving/ participatory strategy elaboration: process steps and necessary skills</p>



<p>Service delivery and CSO</p> <p>Service delivery and public-private partnership on central and local level</p> <p>Best practices of service delivery by CSOs</p>
<p><b>3. Fundraising</b></p> <p>How to create stability in funding of activities including creative fundraising/building membership + volunteerism</p> <p>Application for EU funds</p> <p>Donor research</p> <p>Corporate social responsibility &amp; philanthropy</p> <p>PR &amp; communication</p>
<p><b>4. Advocacy &amp; Lobbying for civic participation in decision making process</b></p> <p>Models and experience of civic participation / best practices</p> <p>Advocacy strategy and tools</p> <p>Advocacy and influencing public policy elaboration including NGOs role in influencing public policy, policy cycle, writing of petitions, research and policy papers, policy briefs as well as coalition building.</p> <p>Monitoring public policy implementation</p> <p>Advocacy skills to change/improve the legal/institutional framework for cooperation between government and CSOs</p> <p>Advocacy &amp; lobbying skills for institutional cooperation between CSO and local governance in rural areas</p>
<p><b>5. Developing and managing EU projects</b></p> <p>Project design &amp; planning</p> <p>Application for EU funds</p> <p>Monitoring &amp; quality assurance: elaboration of monitoring matrix for IPA projects; reporting templates</p>

As outlined in the technical proposal, the intention is that the training will incorporate steps of application and implementation of the knowledge and skills acquired during the training. For example, the training on coalition building could be linked to some of the activities envisaged under component 3.4.

The needs assessments note that in many cases, the public has a negative perception of the CSO community and the contributions that CSOs make to society. A conclusion is that improved communication skills and public relations is a competence area that has to be given priority in the training programme. However, rather than making it a stand-alone module we have chosen to make PR and communication an integral part of other modules, in each case tailored to the specific target group (politicians, public administration officials, the private sector, the public, etc.).

The above modules are all possible subject areas for the basic and advanced courses that, in accordance with the technical proposal, will be implemented. The intention is that, in order to meet the expectations of specific target groups, each basic course will be based on one of the modules. A minimum of two basic courses will be conducted by each TA desk, either as one module being repeated twice if needs justify that, or two basic courses based on two different modules. Curricula and materials corresponding to the five modules will also be posted on the

project's web-page in English as well as in national languages as deemed appropriate by each TA desk.

Consortium partners' vast experience of training design and implementation will be drawn during the execution of the project, in particular in relation to the capacity development component. For example, partners will be involved in the organisation of Training of Trainers events for all the countries and territories. In these events, teams of trainers for each country and territory will improve their knowledge and skills in order to be able to deliver training programs on the specific topic. They will also be provided with the opportunity to share experience with colleagues from other countries and territories, learning from each others experiences.

Besides the training programme and related interventions, activities under this component will also be conducted with the aim to strengthen the collaboration within the CSO community, in terms of joint capacity development efforts, joint fundraising and action planning and through an enhanced exchange of experiences and lessons learnt, at the national as well as regional level.

### **3.4 Component 4: Relationship between CSOs and external stakeholders**

*Expected outcome: Strengthened cooperation between CSOs and the government, the private sector and the public*

This result area is not an immediate reflection of the components contained in the ToR and the technical proposal.

Improved relations between CSOs and central/local level governments will be accomplished through a set of activities mainly contained in the component labelled Networking in the technical Proposal. At a general level, the web-page/portal will support this. Networking and partnership events are planned as outlined in the technical proposal. Particular emphasis will be given to events that allow for best practice dissemination and exchange of experiences between countries and territories. In this context we suggest that on certain occasions, project funds (PIE) could also be used to fund the participation of a limited number of governmental officials responsible for CSO relations in their home countries and territories. Otherwise, we fear that due to the financial downturn, it might become difficult to get the full effects of the regional cross-fertilisation planned for.

When possible, in order to avoid duplication of efforts and provide for sustainability of efforts made and results achieved, the TA desks will work with existing structures (for example, in Croatia) to coordinate civil society-government dialogue. The project will not attempt to indigenous structures that have already been established for this purpose. Instead, the TA desks will assist these bodies to develop more effective and efficient approaches to government-civil society dialogue. Such a strategy will promote and facilitate sustainable in the longer term.

The Local Advisory Groups (see section 4.3 below), which consist of CSO as well as government and EC delegation representatives will provide starting points for the detailed planning of the networking and partnership events. To the extent possible, support will be

given to existing structures and networks, for example through the facilitation of meetings, provision of expert knowledge or mediation skills. CSOs participation in local level decision-making is one of the topics that will be prioritized in the context of networking and partnership process since it was identified as a main issue during the needs assessment. Development of the legal framework for CSO activities will be indirectly supported through these networks and partnerships, for example through focus groups and conferences dealing with particular legal constraints in a country/territory. Law enforcement will be a topic in focus in other cases.

### **3.5 Consolidated work plan**

The framework for the TA desks planning are; i) the tasks listed in the ToR as well as in the technical proposal, ii) the needs and priorities identified during the inception report, and iii) the resources available to each TA desk. The needs identified have been translated into training modules and other planned interventions.

To enable the TA desks to conduct detailed planning and resource allocation, the assumption has been made that approx. 80% of the resources will be allocated equally between the TA desks (double for Turkey) regardless of the size of the country/territory and the CSO community. The rationale for this is that although needs vary in magnitude the resources immediately available to each TA desk in terms of the manning of these units is equal.

The remaining 20% will be allocated in response to the quality, innovativeness and relevance (in a regional perspective) of proposed activities supporting the project purpose and the identified result areas.

A consolidate work plan and a time chart is attached as **Annex 8**. The consolidated work plan represents an amalgamation of the work plans of the respective TA Desk.

## **4. PROJECT DECISION-MAKING STRUCTURES**

### **4.1 Project management structure**

As part of the project management and advisory structure a project Steering Committee, a Programming Committee and Local Advisory Groups will be established in accordance with the ToR for the project.

The European Commission DG Enlargement will establish a Project Steering Committee consisting of representatives of Beneficiaries' civil society stakeholders and representatives of EU member state based CSOs. The Committee will be chaired by DG Enlargement assisted by the project as required. The Steering Committee will meet frequently, at least twice yearly.

As a complement, a Programming Committee will also be established, the role being to advise and assist in drafting the training programmes as well as in designing the website. The Committee will consist of a selection of members from the Steering Committee. This Committee is expected to meet at least six times during the implementation period of the contract. The approach will assist in ensuring that a coherent conceptual framework for the

project is established and maintained. The two consortium partners from Poland and Romania with particular experience of training will also be consulted in parallel to the assessment by the Programming Committee.

In addition to the Steering Committee and the Programming Committee, Local Advisory Groups will also be established at national level. The role of the Groups will be to review the actions undertaken and to provide recommendations. This will ensure that the activities are in line with the priorities of the target groups and endorsed by other stakeholders as well as the EC Delegations.

During the inception phase the role of the Local Advisory Groups was revised in purpose to meet needs, identified by all TA desks, for improvement of institutional cooperation between the government and CSO; needs for overcoming the division among CSOs within the countries or territory and needs to create better condition for involvement of rural NGOs in democratic processes. Based on these considerations, each TA desk will appoint a Local Advisory Group consisting of:

- Approximately three to five CSO representatives, depending on the size of the country, the structure and complexity of the CSO “community”, and other similar considerations. When considered necessary, after consultations with the EC/delegation, even higher number of CSO representatives has been accepted.
- One or a few representative(s) from the central government unit for cooperation with CSOs.
- One representative of local governance (Ministry of Regional Development or Ministry of Local Self Governance or the National Association of Municipalities, whatever applicable in the respective country), and
- Representatives of EU and possibly one more donor.

The criteria used for the selection of CSO representatives are the following:

- CSO must be an active organisation, well integrated into local civil society with strong connections to the grassroots level.
- Geographical representation: the full committee should be as representative of the whole country/territory as possible, broadly covering all regions and any important minority/ethnic groups.
- CSO representative should have a personal track record of NGO engagement over a considerable period.
- Existing or previous inclusion of the CSO in EC-funded projects would be an advantage.

In order to avoid conflicts of interest, the Resident Advisors will not be formal Local Advisory Group members. However, the Advisors will be invited to attend Group meetings.

During the inception period various measures have been taken in order to create awareness of the process of Local Advisory Group establishment. Announcements have been made during the focus group meetings and project presentation meetings in all eight beneficiary countries and territories. The final decision on selection is made, based on the criteria mentioned above, by the Resident Advisor in cooperation with the Team Leader.

Every six months the Local Advisory Groups will hold *monitoring and lesson-learning workshops* with the respective national project team. Representatives from CSOs that are participating in the project and also EC task managers may be invited to contribute to the workshops. These workshops have the joint purpose of being an instrument for project monitoring, but also a tool for producing capacity-building knowledge and know-how.

In **Annex 9**, the tentative composition of the Local Advisory Group in each country is included.

It should also be mentioned that all the members of the Consultant's consortium are anticipated to participate actively in the management and implementation of project activities. Particularly, partners with extensive experience of human resource development in transition and accession countries are expected to provide substantial contributions when the project's training programme is elaborated. All members of the consortium will also support the programme and offer their experiences during particular strategy review and project performance sessions.

## **4.2 Reporting**

Besides this Inception Report the project will produce Interim Reports every six month. The first interim report will provide an evaluation report of the first training session and provide information on the suggested improvements to the course before the next basic course in another country is delivered. A second annexed evaluation report will provide information on the use of the website as well as recommendations for adjustments.

The reporting will be done in relation to the result areas and indicators identified in section 2.4 above. Baseline information is provided in the need assessment reports. The reporting will meet the requirements as stipulated in the ToR, i.e. include information relating to:

- Inputs such as man-days committed to specific activities, expenditure on selected items e.g. promotional publications, training materials etc.
- Outputs, for example training man-days delivered, consultations on project issues (man-days), numbers of dedicated project preparation materials distributed etc.
- Results, i.e. number of assisted CSOs and other stakeholders, number of project proposals completed by assisted CSOs, etc. (number of partnership projects developed, number of regional initiatives launched, number of CSOs/people taking part in regional initiatives, etc.).
- Impact measured as number of projects approved for support under the relevant IPA Civil Society Facility Programme, etc. (number of regional problems solved, number of regional CSOs taking part).

## **4.3 Sustainability**

Due to its regional focus, the large set of planned activities, the broadly defined target group and the wide range of beneficiaries this project poses particular challenges in terms of sustainability of activities and results. A combination of measures have been incorporated into the activity plan in an effort to overcome these difficulties and cater for continued use of the approaches, methods and knowledge introduced as well as for the survival of established









structures and systems. The main elements in the sustainability strategy applied by the project are the following:













- All TA desk actions will be undertaken in close collaboration with leading networks and CSOs in each country or territory. In order to avoid creating monopolies, the project will, when possible, aim to work with several leading CSO support organisations in each country/territory.
- Local Advisory Groups have been established as support functions to the TA Desks. The Groups, consisting of representatives of central and local government, the CSO community and donors, will provide advice but also offer entry points to leading institutions of relevance, thereby facilitating the early institutionalisation of programmes and activities as appropriate.
- Comprehensive actions to make the project visible from the beginning will assist in getting the intervention recognised and acknowledged by stakeholders and the TA Desks perceived as useful partners.
- Reports, manuals and information materials will be translated to local languages. An approach based on openness and easy accessibility to training materials will be introduced from the commencement of project activities.
- A substantial part of the resources available to the project will be used to build networks and to strengthen the targeted organisations' institutional capacity. Improved capacity to raise funds and to identify new sources of income will contribute to financial sustainability.
- Advocacy and lobbying skills improvement will increase the participating organisations capacity to participate in the decision-making process. Increased impact of the organisations' actions and improved service-delivery capacity will allow them to gather resources for continued activities, from the private sector as well as the public in general.











## Annex 1













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**Annex 3 Summary of national events that the project has participated in during the inception phase**

	<b>Event/Conference</b>	<b>Organizer</b>	<b>Place</b>	<b>Time</b>	<b>Event's Goal</b>
<b>Albania</b>	Meetings with Albanian CSOs in Tirana and various districts to present the project in the framework of the preparing the needs assessment and share views	TACSO Tirana Desk Office	Tirana, Elbasan, Durrës, Shkodër, Vlorë, Pukë, Kukës Pogradec, Korçë Albania	15-25 September 2009	Presentation of the project and receiving feedback from 31 organisations all over Albania
	Coordination meeting with the Department of Strategy and Donor Coordination at the Prime Ministry premises	TACSO Tirana Desk Office	Tirana, Albania	30.09.2009	Presenting and sharing common views: - on the role of TACSO with a view to assist in the work of the Agency for the Support of Civil Society - to initiate a dialogue on how to strengthen the impact of the CSOs in Government decision making
	Coordination meeting with the EC Delegation to Albania	EC Delegation to Albania	EC Delegation Tirana	29.10.2009	Meeting to coordinate all the actions of TACSO in line with the EC Delegation within the framework of the project
	Increasing the impact of CSOs Action	EC/TAIEX, DG Enlargement	Brussels, Belgium	23-26.11.2009	Training dedicated to improve the efficiency and know how of CSOs that will include workshops on project management, fundraising tools, campaigning and advocacy skills.
<b>Bosnia and Herzegovina</b>	Second Assembly of the Union	Union for Sustainable Return and Integrations in	Sarajevo, Bosnia and Herzegovina	4.11.2009	Involving civil society organizations in the decision-making process in local communities with the aim of economic development. The meeting resulted in an

		BiH			identified potential for rural based CSO to participate further in the capacity building component in our project.
	Meeting with ACIPS (Association Alumni of the Centre for Interdisciplinary Postgraduate Studies)	SIPU: Slavica Draskovic, Emina Abrahamsdotter, ACIPS: Sanel Huskic, Tatjana Ljubic and Sara Nikolic	ACIPS premises in Sarajevo, Bosnia and Herzegovina	4.11.2009	Introduction of ACIPS activities and presentation of the project as well as exploring possibilities for ACIPS activities to be presented through the project.
	Meeting with DFID (Department for International Development)	SIPU: Slavica Draskovic DFID: Maja Bosnic	Sarajevo, Bosnia and Herzegovina	9.11.2009	Identification of a possible interrelation of the DFID and SIPU Project with an aim to reach synergetic effect in BiH community in regards to the cooperation between the government and CSOs.
	Meeting with CSO Renesansa	SIPU: Slavica Draskovic Renesansa: Snjezana Rupcic	Sarajevo, Bosnia and Herzegovina	10.11.2009	Meeting with the organization which represents 22 grassroots organizations throughout the country that fight against breast cancer. Exploring the willingness and needs of the network to take part in capacity building activities of the project. Organization Renesansa already expressed the needs in the questionnaire.
<b>Croatia</b>	Coordination Meeting with Representatives of State and Public Bodies	Government Office for Cooperation with NGOs	Zagreb, Croatia	14.10.2009	Presentation of the project and networking.
	21st Session of the Council for Civil Society Development	Government Office for Cooperation with NGOs	Zagreb, Croatia	30.09.2009 16.10.2009	Presentation of the project and networking.
	Sector Analysis for IPA 2010	Government Office for	Zagreb, Croatia	29.10.2009	Facilitating sector analysis for IPA 2010 programming and networking.

	Programming	Cooperation with NGOs			
	Social Entrepreneurship Conference	Government Office for Cooperation with NGOs	Zagreb, Croatia	17.11.2009.	Presentation of the project and networking.
<b>Kosovo</b>	Meeting with Community Building Mitrovica  (CBM- is a leading local level organisation and representative of all grass root organisations in Mitrovica region dealing with development of local level initiatives, inter ethnic dialogue and peace building).	SIPU: Ardita Metaj-Dika  CBM: Valdete Idrizi	Premises of CBM in Mitrovica, Kosovo	6. 11.2009	Presentation of the project goals and activities and exploring the possibilities of engagement of CBM in project activities/ capacity building component and conditions for implementation of the project in Mitrovica region.
	Meeting with Center for Development of Civil Society -CCSD (CCSD is Serbian NGO operating in north Mitrovica and leading organisation of the KPAN (Kosovo Policy & Action Network) – a newly established network of 6 most active K-Serbian and	SIPU: Ardita Metaj-Dika  CCSD: Momcilo Arlov	Premises of CCSD in North Mitrovica Kosovo	6.11.2009	Presentation of the project objectives, establishing basis of cooperation for implementation of the project objectives, addressing the needs of Kosovo Serbian CSO's.  Exploring the conditions for involvement on the project in a capacity of LAG member. As a result project obtained the commitment of the CCSD and KPAN leader to become member of LAG.

	other minority CSOs in Kosovo)				
	Conference: The Debate on Europe's borders and the future of enlargement	KCSF and European school for european Integration	Prishtina, Kosovo	25.11.2009	Conference of conditions/opportunities and implications of integration of Balkans in EU
	Conference: Czech Transition /Kosovo Debate on European Issues	Institute for European Policy; Ministry of Foreign affairs – Czech Republic and KCSF	Prishtina, Kosovo	4.12.2009	Czech Path to EU/ Transfer of experience/know how; Kosovo Debate on the EU Issues
<b>Macedonia</b>	SECTOR Regional Workshop on Civil Society Seeking Urban Sustainable Development in the Western Balkans	Regional Environmental Center for Central and Eastern Europe – Budapest under the SECTOR programme – Supporting Environmental Civil Society Organizations in South Eastern Europe	Ohrid, Macedonia	9-10.11.2009	Presentation of the project and networking.
<b>Montenegro</b>	EC Delegation Meeting	EC Delegation in Montenegro Moderated by Nikola Bertolini and attended by Henk Visser	Montenegro	16.09.2009	Present Civil Society Facility and especially our Technical Assistance Project to attendees which included 27 NGOs. Resident Advisor role was presented with all possible service for CSOs within this project.

<b>Serbia</b>	Training of Trainers (first module)	Standing Conferenece of Towns and Municipalities Serbia (SKGO)	Kovacica, Serbia	9-11.10.2009	Increasing competences of Serbian trainers on Institutional development
	Conference „Implementation of National social strategy on the local level”	Ministry for Social Affairs of the Republic of Serbia	Belgrade, Serbia	16.10.2009	To establish bases for development of local social services delivered by CSOs; netwoking
	VI Assembly of Federation of Serbia NGOs (FENS)	Civic Initiatiives and FENS Council	Belgrade, Serbia	17-18.10.2009	To introduce the New Law on CSO registration and put up a new platform for CSO dialog with public sector and EU institutions
	Fair of Municipalities of Vojvodina	Province Secretariat for Local Self-government	Novi Sad, Serbia	11.11.2009	To share best practices of local governments in participatory planning; networking
	Seminar on Local Government Monitoring	OSCE Mission to Serbia DG Unit	Novi Sad, Serbia	12-13.11.2009	To introduce methods and techniques for local government monitoring; networking
<b>Turkey</b>	None.				



## Summaries of Needs Assessment

### Legal Framework

Albania	Bosnia and Herzegovina	Croatia	Kosovo	Macedonia	Montenegro	Serbia	Turkey
CSO legislation is incomplete regarding income generation and financial sustainability such as taxation and involvement in economic activity of public benefit	There should be a clear distinction in definitions of PBOs and Mutual BOs (Law on Registration treats equally CSOs and other associations like sport, war- veterans)	Status of PBOs is not regulated (The Law on PBOs is in preparation for several years, there is still no agreement on the most appropriate form for PBOs in Croatia)	Need to draft implementing mechanisms to ensure implementation of the newly adopted Law on the Freedom of Association in NGOs	Legal provisions regarding economic activities of CSOs are unclear. Legal entities, foreigners and underage persons are not allowed to associate	Basic Law on NGOs should be fully compliant with Council of Europe documents	Improvement of fiscal regulations regarding fiscal (tax and customs) treatment of CSOs – currently they are treated as small/ medium size (profit) enterprises	Improving conditions especially in the areas of money collection, fundraising activities by applying new techniques and obtaining public benefit status
CSO representatives were consulted in recent changes in the legal framework. There were no follow up activities promoting changes within civil society after the adoption of laws and regulations	State Register of Associations and Foundations (responsibility of Min. of Justice) should be linked with lower levels registers to provide unified data-base of active CSOs	There is a need to improve legal framework regarding social contracting and social entrepreneurship	Need to provide recommendations on following documents: Draft Sponsorship Law, Draft Law on VAT, Draft Law on Empowerment and Participation, with special emphasis volunteering	Division (Separation) of the executive and governance structures is unclear; no status of public interest and consequently no benefits related to public interest etc.	Introducing new and higher tax incentives for individuals and companies donating to NGOs	Improvement of fiscal regulations regarding tax exemptions or benefits for businesses supporting the civil sector	Applying the rules for promoting right to assembly of individuals such as reductions in taxes, new form of CSO such as non-profit firms

Agency for Support of Civil Society provided for in the relevant Law did not become functional yet	Problems in the implementation of the Legal Framework. Procedure for changing National Statute is long without institutional control mechanisms. Need for more efficient procedures (State level registration lasts 60 instead of 30 days)	To create appropriate conditions for CSOs to offer free legal aid services		New CSOs Law is being prepared and public debates are planned by the end of the year. The new law is expected to provide more favourable frame for the important issues regarding the CSOs sustainability and good governance	To amend Labour Law and create a possibility for employees to work as volunteers, as well as to pass the specific legislation on voluntarism	Assistance and support to CSOs in the process of re-registration in line with the provisions of the new Law on Associations	Application of regulations to allow fair distribution of public funds
The Government requires further concrete actions to utilize the civil society development fund				Tax frame for CSOs is unfavourable and does not provide enough tax benefits for CSOs		Further definition of legal provisions regarding State financing of CSOs	
				Complaints on the Law on Donations and Sponsorships for Public Activities: high administrative burden; unclear criteria for public interest activities; insufficiently informed beneficiaries. Follow up study on benefits and improvements of the tax frame for CSOs is necessary		Further definition of legal provisions in relation to volunteering	

## Strengthening the role of CSOs in the democratic process

Albania	Bosnia and Herzegovina	Croatia	Kosovo	Macedonia	Montenegro	Serbia	Turkey
Increase CSO participation in the democratic process by increasing their knowledge and capacities on EU integration processes	More active participation of CSOs and citizens in consultations with state level ministries in accordance with the Rule on Consultations in Legislative Drafting Processes	Strengthening good governance and transparency within public sector and CSOs (this may contribute to fight against corruption and prevention of discrimination)	Strengthening capacities and increasing the role of CSO's contributing to good governance and transparency within public sector	CSOs should strengthen their "watch dog" role: advocacy and lobbying, research and analysis, specific thematic expertise (anti-corruption, EU accession, anti-discrimination, pro-poor budgeting etc.).	Improving legislation defining procedures on CSOs participation in decision-making process at national level	Strengthening the role of civil society in the creation of a positive environment regarding the EU Accession Process	Improving legal infrastructure regulating active participation of CSOs in decision making processes
	Similar framework (like Rule on Consultations in Legislative Drafting Processes) should be developed on entity and cantonal and municipal level	Increasing public participation in decision-making	Increasing public participation in decision-making process		To improve NGO capacity to act as watch dog and policy actors	Strengthening capacities of selected CSOs for watch dog /monitoring of Government role	Improvement of information flow and consultation channels between public authorities and CSOs
	Encouraging CSOs to use already established mechanisms of cooperation with government (Agreements signed at state and local levels, Department for Cooperation established at Ministry of Justice)	To increase CSOs interaction with a variety of state institutions (e.g. Parliament)	Strengthening the CSO's independent monitoring and watchdog role			Increasing public participation in decision-making process	Building social capital by providing support for sustainability and effectiveness of the networks
	Bigger number of CSOs (focusing on rural CSOs) performing watch-dog function regarding minority, social and economic rights, youth issues, civil		increase communication and cooperation with government at central and local level;			Increasing CSOS communication with government at central and local level	

	dialogue, accountability of governments at all levels related to CSOs interests, monitoring of corruption in education and health at local level, etc						
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### Improving of general conditions for CSOs funding

Albania	Bosnia and Herzegovina	Croatia	Kosovo	Macedonia	Montenegro	Serbia	Turkey
CSOs need to diversify their funding base by expanding their abilities from developing proposals for donor agencies to ensuring income generation over a long period of time	Establishing more transparent procedures for allocation of all level state grants to CSOs, as well as definition of clear criteria where needed	Increase knowledge on grant-making within the public administration bodies	Need for institutionalized government fund for civil society	CSOs failed to prepare and adjust to changes appearing after the country became candidate country	Establishing co funding schemes in national and local budgets for CSOs projects supported by EU funds	Enhancing CSO fundraising capacities through training and seminars	Strengthening the organizational and fundraising capacities of CSOs
	Promoting examples of CSOs providing services to the government and business and providing unique services to target group of beneficiaries	Enhancing understanding and implementation of the Code of Good Practice, Standards and Benchmarks for the Allocation of Funding for Programmes and Projects of NGOs	Need to increase organisational capacities ( management and expertise)	Majority of the organizations rely on the financial resources mainly provided by the international donors. There is obvious need of diversification of financial resources and development of fundraising strategies and skills.	Improving legislation on distribution of lottery funds as to ensure independence, efficiency and transparency of Commission's work	Assistance and support to CSOs in writing and submitting successful project grant applications for EU CSO Project Tender	Establishing Donor coordination
	Advocacy effort of CSOs in order the Code of Good Practice to be introduced according to the Agreement signed between CoM and CSOs in 2007	Create conditions for further development of corporate philanthropy	Need for long term strategies, ensuring sustainability and profilisation of the NGO's	System of State financing of CSOs lacks transparent procedures and consistent policy. There is an improvement in funds allocated through the General Secretariat,	Redefining legal competencies and providing specific budget for Government's Office for Cooperation with NGOs	Monitoring, mentoring and support to recipients of EU Project Grants (this area is addressed by TA under IPA 2007)	Facilitating social corporate responsibility projects to support CSOs

	(Funding of the Sector-civil society sector)			but not for the majority of funds distributed through the Ministries including high amounts from the lottery.			
			Good governance and financial management			Assisting in the development of procedures and methodologies for transparent and effective government funding of CSOs	
						Developing Government acceptance of CSOs as viable service providers	
						Promoting corporate philanthropy and supporting CSOs from the Private Business Sector	

### Strengthening of CSOs organizational capacity

Albania	Bosnia and Herzegovina	Croatia	Kosovo	Macedonia	Montenegro	Serbia	Turkey
Through increasing their organizational sustainability the CSO sector can increase its ability to secure and manage sufficient resources, to enable it to fulfill its mission effectively and consistently over time without excessive dependence on any single funding source	Educated and trained CSOs will be more operational and capable to connect their activities, local plans and strategies with EU standards and to their mission related EU documents	To increase CSOs' capacity to access EU funds and to implement EU-funded projects	To build capacities of CSOs' on fund raising - project design and grant application to access EU and other funds	CSOs are focused on short-term thinking and projects implementation, failing to develop their long-term organisational strategies	Capacity building should include trainings and consultancies. Areas of expertise: PCM, strategic planning, advocacy, organizational and financial management, work with volunteers, PR, M&E, coalition building, networking,	Enhance strategic, analytical and research capacities of CSOs	Development in technical and analytical capacities of CSOs

					fund raising, CSR and communication with enterprises		
CSOs need to establish proper governance, management, administrative and financial systems to ensure the achievements of their goals and objectives effectively and efficiently and develop sustainable programs in the long term	Increased understanding of networking principles will lead CSOs to increased partnership, access to donor funds and sustainable change after projects implementation	To increase coordination among different TA providers in order to improve quality of TA services to CSOs	To increase capacities on project implementation and financial management;	There are insufficient democratic and transparent practices established within the CSOs. With exception of few developed organisations, the founders still play a crucial role in all level decision making.	To provide easy access to information on EU policies and legislation	Increase capacities of CSOs for implementing EU funded projects	Improvement of channels between CSOs and Networks/Umbrella Institutions and organizational capacities of Networks/Umbrella Institutions
	Education in project management from needs to impact assessment will lead to the increased capacity for monitoring CSOs projects as well as service delivered by government	Increase visibility of CSOs in the context of EU integration	Increase analytical, monitoring and evaluation capacities;	Transparency and accountability has been focused mainly towards the donors and less towards the members, target groups and public	To introduce mechanisms for direct communication among CSOs eligible for cross-border cooperation programme	Strengthening of regional networks for CSO development	
		Improving good governance practices in CSOs	Improving general capacities of the ethnic minority NGO's	CSOs do not have planned approach to public relations and lack skills in this respect, including IT skills and use of social media			
		Improve monitoring and evaluation capacities both of the public administration bodies and the CSOs (especially in the area of social services delivery regarding quality standards of	Increase visibility of CSOs in the context of EU integration	There is lack of expertise in areas like: good governance, democratic and responsible management, strategic planning, financial management, fundraising strategies			

		services provided by CSOs)		and practices, public relations			
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## Further development (horizontal and vertical) of institutionalized cooperation between central government and CSO sector

Albania	Bosnia and Herzegovina	Croatia	Kosovo	Macedonia	Montenegro	Serbia	Turkey
Strengthen the relationships between Government and CSOs in Albania which still remain not that intensive	Support to CSO activities related to the further implementation of the Agreement between CSOs and Council of Ministries on the central national level	Strengthen communication between public administration bodies, the Council for the Development of Civil Society and Government's Office for Cooperation with NGOs	Strengthen communication between the government and civil society sector and encourage implementation of the memoranda of cooperation between government and civil society actors	During the 2.5 years of the implementation of the policy framework of the civil society-government relations some measures are implemented. No or very little progress in: participation of CSOs in the decision making, participation of CSOs in the EU integration processes and support of the development of civil society in the rural areas	To create Government NGO Cooperation Council	To support the regional dialogue regarding the Civil Society Anti-Corruption Agenda	Improvement of dialogue and partnership mechanisms between central government and CSOs
CSO's role need to be better represented in its relations with the Government so as to increase trust reciprocally	Support to the CSOs and its networks and coalitions to approach state level ministries during Legislative Drafting Process	Encourage implementation of the Code of Good Practice in Consulting the Public (to be adopted soon)	Increase capacities of the Center for Registration of the NGO's to implement its mandate	Institutional capacities for cooperation with CSOs on the national level are represented by the Government Unit for cooperation with NGOs and network of responsible liaison officers in the Ministries were strengthened through number of capacity	To fully implement the Action Plan for implementation of the Strategy on Cooperation between the Government and CSOs	Support to the Consultative process for the creation of the National Strategy for the Development of CSOs	Development of framework for a general strategy for civil society

				building programmes supported by EU and other donor funds			
Networking between CSOs is still limited. Some of the coalitions set up during the last five years like the Albanian Coalition Against Corruption, Citizen's Advocacy Office, "MJAFI" Movement are either non-existent, or diminishing their activities	Presentation of the think tank organizations' research and analysis of public policies on regular basis to the broader CSO community	Evaluation of the National Strategy for the Creation of an Enabling Environment for Civil Society Development 2006-2010; preparation of the new strategy on civil society development, for the period after 2011	Ensure substantial participation of the civil society in decision making process	Capacities for cooperation with CSOs should be further strengthened	To redefine competencies of contact persons for cooperation with CSOs	Support to the developing effective mechanisms for CSOs influence on Government office for cooperation with Civil society (that is to be established)	
					Contact persons have be active in improving knowledge and skills necessary for efficient performance of their duties		

### Increasing CSO participation in local government processes

Albania	Bosnia and Herzegovina	Croatia	Kosovo	Macedonia	Montenegro	Serbia	Turkey
Empower the relations between local government and civil society for the latter to become a protagonists in the local decision-making processes	Strengthening the capacity of CSOs from the municipalities where there are no agreements between CSO and municipal authorities (or canton authorities)	Strengthening communication between public administration bodies and NGOs on the local level	Strengthening communication between government and NGOs on the local level	Strengthening capacities of local-self governments and building institutional mechanisms on local level for cooperation with CSOs	Revising legislation and improving practices for NGO participation in decision making on local level	Strengthening capacities of local CSOs to influence the creation of institutional mechanisms for citizens participation on the local level	Developing legal infrastructure regulating participation of CSOs in budget allocation process at the local level
	Support to CSOs in improving the criteria, models and procedures for distributions of funds to CSOs at municipal	Encourage establishing institutional mechanisms of cooperation between CSOs and	Encourage establishing institutional mechanisms of cooperation between CSOs and		Improving legislation on "free chair" in local parliaments for NGO representatives		Establishing fair conditions for participation of CSOs in local governments' processes



	and canton level	governments on the local level (councils, codes, charters on cooperation)	governments on the local level (councils, codes, charters on cooperation)				
	Support to CSOs to communicate its contribution towards social well-being at local level (municipal and canton)				Engaging NGOs and improving their capacity to participate in budgeting process in local level		

### Rising of public trust and image of CSOs

Albania	Bosnia and Herzegovina	Croatia	Kosovo	Macedonia	Montenegro	Serbia	Turkey
Establish a continuous dialogue and promotion of CSOs so as to make them more visible towards the public and encourage having their voice at all levels of society	Promotion of the CSOs as a vehicle towards EU integration both to the broader and segmented public (business community, academic community, local governments...)	There is a need to educate public on the CSOs' overall contribution to social and economic development and on their capacity to assist individual citizens in solving problems on the local community level	Better understanding of non governmental sector and of the role and responsibilities of NGO's in society by general public and civil society sector	CSOs are facing low level of trust, lack of support and low participation of citizens. One of the main reasons is how effective they have been in addressing the community needs and main challenges of the society	To improve communication of NGOs with citizens	Improvement of the public awareness and understanding of the nature and work of CSOs	Improvement in communication with media
Improve communication between CSOs and the community that they represent and beyond	Presentation on CSOs annual reports on project (results) and financial reports on their web sites		NGO's should be more present in the media with their professional work – this depends on their organisational and professional capacities	CSOs need to put more efforts to increase their legitimacy and credibility	CSOs' have to improve their transparency acting within standards established within NGO Code of Conduct and publishing their programme and financial reports	Promotion of local CSO success stories and positive impact on communities	Establishment of close links with people and communities
	Promotion of CSOs who have undertaken introduction of ISO standards into their work to broader civil society community in the country			Building the social capital of the CSOs becomes essential for their sustainability		Education of CSOs in PR and media contact	

				Confidence building and developing cross-sector relations are prerequisite in the process of looking for indigenous support		Engaging Decision Makers and relevant public figures to champion Civil Society causes	
				Democracy, transparency and accountability of CSOs are values that should be incorporated in their practices together with the highest standards of conduct. This should contribute to the improved public image and identity of the CSOs			

### Other precondition for civil society development

Albania	Bosnia and Herzegovina	Croatia	Kosovo	Macedonia	Montenegro	Serbia	Turkey
Need for an ongoing coordination of actions, networking and information sharing at all levels	Cooperation and exchange of information among all ongoing bigger projects addressing civil society issues in special regard to the civil dialogue and dispersion of information to the largest possible number of CSOs in the country through all communication means				Necessary to establish stronger associating of CSOs into networks and coalitions of programme and ad hoc character. Additionally, it is necessary to connect local networks with regional networks which act at the EU level		Council of Europe document “Code of Good Practice for Civil Participation in the Decision Making Process”, which defines four gradual levels of participation that include information, consultation, dialogue and partnership for policy change could be examined. Dialogue with the related teams of the Council of Europe would benefit the future decision making process

	Very few CSO are familiar with Communication strategy in regard to EU integration process and possibility for their involvement as communication multipliers; this shows that CSOs should be well informed about the documents issued by governmental institutions						Prime Ministry Ethics Commission has some activities regarding the application of ethic codes in the public institutions of Turkey. Relations could be established with this Commission to share related information/experience in the ethic rules that could be applied between public authorities and CSOs
	Number of visits for the guidance and monitoring purpose as well as focus of projects should be defined according to the interest and benefit to the CSOs who will be contacting TA desk-based on FAQ and CSOS implementing EC funded projects						



# Communication Strategy



This project is funded  
by the European Union.

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## **Introduction**

This Communication Strategy has been developed in the context of the TACSO project (Technical Assistance for Civil Society Organisations in the Western Balkans and Turkey). The assistance is funded by the EC as part of the Civil Society Facility, an initiative aimed at strengthening civil society within a participative democracy as well as to stimulate a civil society-friendly 'environment' and culture. The project is implemented by a consortium consisting of SIPU International (lead firm), Civil Society Promotion Centre (CSPC), Human Resource Development Foundation (HRDF), Foundation in Support of Local Democracy (FSLD), and Partners Foundation for Local Development (FPDL). The objective of the project is to strengthen the overall capacities and accountability of Civil Society Organisations (CSOs) within IPA beneficiaries and to guarantee the quality of services of CSOs and a sustainable role of CSOs in the democratic process.

The project communication strategy is designed on the basis of the desk research and needs assessment findings that were carried out during the inception phase of the project. In addition, project assigned staff from each beneficiary country completed a Needs Assessment questionnaire, which gave insights on the challenges, faced by the project and opportunities for overcoming identified challenges. Among other things, the findings pointed out to a tremendous need for CSOs in every country to enhance their overall professional skills, including advocacy skills, lobbying, financial management as well as the capacity to handle public relations related issues.

Along with the Needs Assessment, further research was requested through a Communication and Public Relations questionnaire aiming to better understand the communication environment in each country. Representatives of the project countries agree that the most important publics in understanding this project will be the civil society environment, followed by the state institutions and EU and donor organisations. Identified as the most influential opinion makers in all countries were political circles, government institutions and officials, the media, EU and donor organisations and national or religious leaders. The most influential media in the countries were national and local TV stations, print media and some Internet media.

Based on the information acquired, the Communication Strategy represents a general framework for the TACSO project. Since the project has 10 offices – one regional and nine Technical Assistance (T/A) Help Desks – two located in Turkey – the Communication Strategy, as well as the overall project will have to meet the special needs of each country. Although parts of the strategy are set, other areas, for example choosing which media products to implement or which communication channels to use will be at the discretion of each country.

Sarajevo, January 2010

Åke Sahlin  
Project Director

Palle Westergaard  
Team Leader

## Chapter 1: Project Communication Goals

The overall objective of the project is to strengthen civil society within a participative democracy, to stimulate a civil society-friendly 'environment' and culture, as well as the general objective to strengthen the overall capacities and accountability of CSOs within IPA beneficiaries and to improve the quality of services of CSOs and a sustainable role of CSOs in the democratic process.

The main purposes of this project are to:

- increase and improve the capacity and actions of CSOs
- improve the democratic role of CSOs

These purposes shall be achieved through a number of activities, which are aimed to assist the civil society in assuming the appropriate roles in the respective democratic processes. The focus of the project is to strengthen the capacity of the CSOs mainly through supportive measures. A key project outcome is to enhance the visibility of CSOs within the society as a whole and particularly within the sector itself.

In order for the project to reach its goals, internal and external communication, as well as public relations, are essential areas of work. Two interlinked communication and public relation goals should be achieved:

- (a) visibility of the project via branding, project contact network building, communication structure development and project activities and
- (b) increased capacity among CSOs to handle public and media relations.

In maintaining the sustainability of the project reputation in regard to its regional and national dimensions, the project will promote the values of a professional, influential and democratic civil society.

The Western Balkan environment has a strong density of different CSO support activities commenced by a broad variety of international donors. Therefore, project visibility is crucial in order to reach:

- national stakeholders to increase the public awareness of the project;
- constant involvement and openness on behalf of the project participants;
- inter-agency coordination among the international operators working with the civil society (various EU projects, OSCE, UNDP, IREX, NDI, OSI and others).

Putting the project “on the map” of the region means a complex effort with an emphasis on the project specifics and advantages. For this reason, specific activities have been designed to ensure the visibility and success of the project.

The specific activities and target groups are elaborated further in Chapters 2 and 8.

## Chapter 2: Stakeholder/Target Audience Communication Approach and Analysis

One of the first ways we will begin to work towards accomplishing our goals will be through contact network building and communication structure development. T/A Desk teams will be responsible for this pro-active introductory activity, whose purpose is to establish direct contact with strategic project partners.

Contact network building is a face-to-face activity, which should result in knowledge of the strategic CSOs, government, media, local governance and parliamentary contact points that could be useful for the project. These stakeholders will be contacted due to their proven influence within their countries and as such they are also included in our target audience.

T/A Desk teams will approach strategic stakeholders for individual meetings to inform them about the project, its objectives and activities.

### 2.1 Primary Stakeholders:

The following stakeholders would be of principal importance for contact network building:

- (a) CSO actors with an emphasis on those with already existing networks or national thematic CSO platforms, who serve as agents of change and as a basis for continuous network and platform building;
- (b) Government officials who are directly working with CSOs (coordination offices, as well as welfare, health, justice, environment sectors), as well as other levels of respective Governments;
- (c) Project Directors of other EU funded programs oriented at strengthening civil society;
- (d) Editors of print and electronic media outlets and journalists that are reporting on civil society issues.

The planned result is to have a developed CSO and project supporter contact network among the key stakeholders, working contact lists and identified “public figures” who will publicly support the project, be ready to advocate, lobby, and contribute to the project needs and further on, for overall CSO strengthening.

Contact network building and communication structure development activities will be commenced shortly before the project’s promotion begins with a series of kick-off events in the project countries, therefore ensuring that the project support activist group, together with the media, act as project advocates at a very early project stage.

### 2.2. Target Audiences

Our stakeholders are the foundation of our network. This network will not only contribute to our goal of increasing the project’s visibility and promoting CSOs as a whole, but also provide teams with valuable resources and knowledge in how to reach our target audiences.

In the course of developing our communication strategy, it is also important to consider our audience’s needs and interests, to reach a broader impact and to narrow the gap between the urban and rural environments. To do this, we have performed an *audience analysis* by asking questions such as the following:



- 1) Who is our audience?
- 2) Who should be included in our audience (primary stakeholders, those who should get a copy of the communication, key decision-makers who might not be present, etc.)?
- 3) What does our audience already know and what do they need to know?
- 4) How might they feel about our project/message, what other emotions might be at play?
- 5) How can we interest them (e.g., by the way I structure the message? By emphasizing what it is for?)

Based on an analysis, our target audiences are:

- (a) CSOs and the CSO Community
- (b) Donor organisations
- (c) Government officials who are directly working with CSOs (coordination offices, as well as welfare, health, justice, environment sectors), as well as other levels of respective Governments;
- (d) Project Directors of other EU funded programs oriented at strengthening civil society;
- (e) Editors of print and electronic media outlets and journalists that are reporting on civil society issues.
- (f) General public (through media)

#### CSOs and the CSO community

As the project's direct beneficiary, we will have a two-step approach in our strategy. First, we will provide CSOs and the CSO community with as much information as possible. We will link to CSO-oriented news services to the beneficiary countries and actively publicise the project through activities with CSOs. Second, will be our approach to fulfill goal (b), increasing CSOs' capacity in handling public relations and communication.

T/A Desk teams will offer assistance to CSOs to ensure that they are accomplishing the goals they have set for themselves, ie. in terms of communicating with their target group or local constituency, maintaining to the relevance of their activities, remaining accountable, building a base of grassroots or community support, informing the wider public about their activities and building broader acceptance of their programme, maintaining good relations with donor organisations, keeping abreast of their activities, plans and the interests they represent.

#### Foreign donor organisations, international NGOs and development agencies

Staying current with the work of these organisations, as well as promoting our work will ensure that efforts are not duplicated and that our project will continue to be advertised among users.

#### Government institutions and ministries

An important aspect of the project is not only to increase the democratic process of CSOs but also to facilitate the government's cooperation with civil society and in that, understand how the project can assist the institutions and ministries to move forward in the institutional process.

#### General public through media

In order for a country to successfully integrate into the EU, its citizens must support the integration. Therefore, the project will link its activities with the work of the EC delegation and the accession process in order to raise the profile of civil society and garner public support for CSOs using project services.

### Chapter 3: Media Relations

Media are one of the most influential opinion makers in all project countries. In doing our stakeholder analysis, we will need to be especially selective in whom we want to include in our contact network because they will have the opportunity to greatly strengthen our efforts.

The media will be one of the prime means by which we promote our project to target audiences and other interested stakeholders. Through the media, we will work to raise awareness of not only our project but also that of CSOs. In raising awareness, we hope to portray CSOs in a more positive light – highlighting the work of these organisations and the successful results – so as to improve the level of trust and the image of CSOs with the general public.

Most Western Balkan countries and Turkey list that the most influential media are national and local TV, print media and some Internet media. However, the emphasis will be on locally based media and radio stations. Our project Web site, as well as those of our consortium and host members, will serve as our primary vehicle to Internet media.

Media visibility is aimed to be ensured at all stages of the project. Electronic and print media communication products of the project will be in line and synchronized with all the project promotion, information, and partnership building activities with an outcome of enhancing joint project communication goals.

The project's media communication approach will include but is not limited to the following media products:

- Participation in TV/Radio studio discussions and national morning programs with project promotion and CSO actual problematic related content;
- Production of project promotional video on project beneficiaries to be used proactively in all public relations and external communication;
- Project mentions' (kick-off events; trainings; press conferences) in national news services prime time stories and print media articles;
- Project national CSO promoters' interviews in print media and Web media;
- Promotional activities through the EU and Western Balkan CSO related Web resources (CONCORD, TRIALOG and similar) or thematic CSO related resources (ENCOD, EUMC, SCOPE and similar)
- Promotion through internet social sites (i.e. Facebook).
- Web site
  - The Web site will serve as a channel to communicate the most current updates with the project. A regional Web site with additional sub-sites of information for each of the beneficiary countries in the country's local language will be created. The Web site is of an interactive nature, allowing visitors to ask questions, post comments and participate in the civil society conversation.
  - Each sub-site will contain more specific information on the project in a respective country including a description of the project, its aims and purpose, details of the country project team and or local partners, as well as of country project activities including what services are offered and how to contact the office.
  - The Web site includes a section for EU Corner, Project Organisation, Publications and access to the CSO Database.

## Chapter 4: External Communication

TACSO has an open external communication approach based on the belief that it is helping to promote the principles of a strong, professionally capable and reputable civil society.

TACSO trusts in the capacity of its staff to promote and stand for these principles in media and stakeholder communication. Therefore, in providing basic information about the project, a specific event, etc. all staff could be considered disseminators of information.

However, in other situations such as a press conference or issuing a statement, the spokesperson should be one of the senior experts, Resident Advisors if based from an NPO or from the Communication Officer or Team Leader if the event/statement applies to the whole region/project. It would be preferred that the Resident Advisor and Team leader act as spokesperson for media events.

To reach the proper outcome, all project staff has been advised the following when dealing with the media:

- The best approach with the media is to be prompt, helpful and honest. All contacts from the media should be returned as soon as possible, in deference to reporters' deadlines. At the most, a call, e-mail or other form of communication should be responded to within **24 hours**.
- If contacted by the media, obtain the name of the person calling, the media organisation and, if available, the anticipated time of release of the print or broadcast information. Please inform the CO/CA with the details.
- Make sure you understand each question from the media before answering. Always be prepared for uncomfortable questions. If you have not prepared and approved press line in advance, take the question and tell the journalist that you will call them back. Also, if you are uncomfortable in providing a response, take the reporter's number and advise him/her that you or someone else will provide the information as soon as possible and contact them as promised. Ask for advisory from the CO/CA/TL and get back to the media.
- You are entitled to get the advisory and/or talking points from the CO/CA, although, you cannot expect that your article will be produced by them accordingly.
- Do not offer speculations or gossip. Do not answer a reporter's question with "no comment", rather tell to the journalist that at the given moment you cannot give them an answer but you will answer them later, and do get back to them. Make sure the reporter understands your responses. Journalists are extremely busy. Honor it and keep your message short and clear.
- Provide the media with media kits. Usual content of media kit is: a project folder with information on the project including a fact sheet, up to date press releases, information on the event, your business card with contact details – your phone number and/or e-mail address for follow-up questions.
- All materials presented to the media or used at project events must use the project's logo/tagline/letterhead, etc.
- Remember that in communication to the media or any other kind of external network, you are a representative of TACSO. Therefore, expression of personal opinions should be clearly and carefully identified as such.

- Issues that in your TACSO capacity should not be discussed with reporters are 1) political matters, 2) personnel issues, 3) project internal matters.
- TACSO strongly supports the publications; blogging and presentations of the project staff. Although, it is highly unacceptable that the publication should conflict with or discredit the project work.
- For media monitoring and follow-up needs please keep the CO/CA informed on coming publications (i.e. interviews, press coverage of an event TACSO was involved in and similar).
- CO/CA should be informed of all communication with media, in timely manner. Preferably the matter of discussion with journalists, questions asked by journalists and answers given by TACSO representative should also be sent to CO/CA.

## Chapter 5: Process Evaluation and Monitoring

In both external and internal communication, our principle is to be transparent. This same principle is applied to our evaluating and monitoring. Both processes, evaluation and monitoring, should be performed on a continual basis so that we can constantly adapt and stay open and complete in our communication.

Evaluation and monitoring are as well important because they will allow us to,

1. Learn lessons. From past events, media materials, etc. What worked, what did not and how to improve.
2. Anticipating potential problems. In keeping current with information we can control a situation before it becomes a true threat. Being informed will allow us to communicate complete and accurate messages not only amongst each other, but also with our stakeholders and our target audiences.

As already mentioned in Chapter Four, External Communication, there are a number of potential threats that could affect the project's implementation and communication goals. When engaging in monitoring, these potentials threats can be foreseen and resolved. Urgent news should immediately be addressed, i.e. directly affecting the project/organisation should be reported to the TL/CO/CA ASAP for further action.

The topical area covered by TACSO is too broad for team members to be able to provide media monitoring. In-house organisation of media monitoring would not be actual and would not provide sufficient information. Media Monitoring will be outsourced, to maximum two agencies that will provide media monitoring and press clipping for all offices on daily bases.

Media monitoring and press clipping will include all media outlets (electronic and print), as well as news media (Internet media). Media monitoring agency will be provided with the list of media to monitor and with key words/categories that will be monitored.

- Monthly report to be prepared with all media clippings or at least summaries, for all radio and TV stations as well as an analysis of the messages in answering the following questions:
  - Are they positive or negative?
  - Are there improvements in the media's reports since before the project – to be determined based on each country's initial needs assessment?
  - Are there any issues that should be addressed soon?
  - Are there any areas of major concern?
  - Any success stories worth further emphasis that could be used as success stories in our newsletters and/or Web site?

## Chapter 6: Communication Work Plans

The communication working plans are three inter-harmonized parts that consist of a work plan for the regional help desk, national project offices (NPO) and a work plan out of the region of implementation.

Members of the regional help desk who will be responsible for duties are the Team Leader (TL), Webmaster (WM), Communication Officer (CO) and Communication Assistant (CA). In the NPO working plan it will be understood that those responsible for carrying out the activities are the Resident Advisor (RA) and staff. Activities in the final plan will be coordinated with the regional help desk and headquarters.

The timeframe of the working plans are divided into eight quarters with each representing three months of the two-year project. Quarter one is from the official start in August until September, quarter two is from October – December 2009 and so on.

Please note that the project communication activities are covering part of the project implementation. It is directly linked to the project implementing activities set up by the Country Needs' Assessment. Any delay in the project activities' will result in a delay to the relevant communication working plan. Therefore, (apart of the Communication Strategy design) there are some open deadlines, December included.

The project staff is advised to keep in close cooperation with the CO/CA at any stage of communication activities. The CO/CA will be open to any relevant advisory.

### 6.1 Communication/WEB Plan for Regional and National Offices

Abbreviations: NPO: National Project Offices; Resident Advisor: RA; Team Leader: TL, CO: Communication officer; CA: Communication Assistant; WM: Webmaster

<b>Objective No</b>	<b>Activity - Communication Activity or Covering Event</b>	<b>Details</b>	<b>Quarter</b>	<b>Responsible</b>
<b>1.</b>	Development of project brand. Branding plan including project name and logo and other institutional identity elements, like unified letterheads, business cards, envelopes, covers, pens, etc.	Branding plan developed  Branding plan confirmed by HQ  National project offices informed of branding plan	1	Project Management /CO/WM
<b>2.</b>	Questionnaire (internal/external communication risks) to NPO  Questionnaire developed for process evaluation	Fact finding for the strategy  Tool used to evaluate internal communication	1  2-8	CO  CO/CA
<b>3.</b>	Internal and External Communication guidelines developed and enforced	Strategy support tools	2-8	CO/CA/TL
<b>4.</b>	Communication Strategy drafted	Strategy concept promoted and discussed at the consultative meeting  Strategy drafted  National strategies to be added  Strategy approved by HQ	2	CO/WM/CA

			17 <sup>TH</sup> Nov 2009	
<b>5.</b>	Development of promotional materials in English: (a) project flyer; (b) project brochure; (c) project fact sheet.  Use of materials at conferences/events	Drafting of promotional materials; input from offices on their respective country. Identification of other possible promotional material that should be developed. Basic design preparation to be done. All promotional materials will be subject to revisions during project implementation.  Creation of dissemination plan	2-8	CO/CA/NPO  CO/CA/NPO
			2-8	All project staff
<b>6.</b>	Advisory for following PR activities: (a) WEB promotional event; (b) Media interviews and /or articles and monthly bulletins (c) Kick Off event preparations; (d) Any other NPO PR activity		2-8	CO/WM/CA/NPO
<b>8.</b>	Kick off events	Communication/PR	2-3	NPO/CO/CA



	Kick off events should consist of including a plenary session, parallel seminar series, a contact fair and speaker's corner.	Advisory developed for the Kick – Offs to identify a topic for each kick-off event. In accordance with the assessment of NPO.		
9.	Database preparation	Development of plans for the databases including that for content and links to other databases.  Draft plan for RAs comments and reporting	2-3	WM/CO/CA  With data from NPO contributions
10.	Web portal design, construction and maintenance          Evaluation of the Web site and updating Team leader blog	Web-manager appointed  Design and construction  Country-specific Web sites  Translations  Manuals and trainings for administrators  Web site on line	2-8          1 <sup>st</sup> February 2010  2-8	WM/CO/CA  NPOs to provide data/suggestions          WM/input from all project staff

			2-8	TL and input from regional office staff
<b>11.</b>	Project promotional video development;  Coordination and preparation of the Promotional Videos translation through the NPO's;  Promotional video pro-active use at the relevant public event and/or media	Mandatory: WEB;; available internet forums  Optional: trainings; conferences; forums; TV interviews and/or studios.	2  In accordance with the Web site launch and kick-off events	NPO/CO/CA/WM
<b>12.</b>	Media monitoring network ensuring within the project region	Reports to be collected through the NPO Offices.  CO/CA collects monitoring data and forwards it on a monthly basis.  In cases of emergency – <i>ad hoc</i>	2-8	CO/CA  NPOs to provide reports with analysis
<b>13.</b>	Information and Partnership Events	Advisory on the development of these events as well as necessary materials and PR activities	3-8	CO/CA/WM/NPOs
<b>14.</b>	CSO Training Events	Advisory on the development of these events as well as necessary materials and PR activities	2-8	TL/CO/CA/WM/NPOs

## Chapter 7: Target Audiences: Activities and working tools

As mentioned in Chapter Three: Media Relations and Products, in order to accomplish goal a) visibility of the project via branding, project contact network building, communication structure development and project activities that were included in the bulleted list would be applied to all target groups but again adapted to each specific countries' needs.

The communication tools to be used can include, speaking, writing, fax, e-mail, voicemail, teleconferencing, formal and informal meetings. etc. The choice of these tools can greatly impact our communication strategy. In setting out to guide the channels of our communication strategy, the following questions could be used:

- Is the message we want to convey formal or informal?
- Do we need an immediate response?
- Do we need audience input?
- Is the message best said face-to-face?
- Can the message be text only, or do we need to enhance it via pictures? Body language?
- Do we need a permanent record of the message

In order to accomplish goal b) increase capacity among CSOs to handle public and media relations the following activities and working tools will be implemented.

Target Group	Activities and working tools
CSOs and the CSO Community	Monthly bulletins (i.e. reports and newsletters) to the project's database
	Regular upkeep of the project Web site
	Placing news on dedicated civil society news outlets for example <a href="http://www.see.oneworld.net">www.see.oneworld.net</a> or <a href="http://www.mango.org">www.mango.org</a> . Precise list to be defined by CO/CA and NPOs.

	<p>Printing of promotional material, brochures and handbooks. Distributing materials through advisory committee members, at the T/A office and in all activities. Brochures will be sent electronically to all CSOs making enquiries at the Helpdesk. Site visits and monitoring activities will provide particular opportunities to disseminate information in person.</p>
	Send project promotional information and updates through CSO
<b>Foreign donor organisations, international NGOs and developmental agencies</b>	Forwarding of main project news items to donors and INGOS: press releases, monthly bulletins etc;
<b>Government institutions and ministries</b>	Coordination and information meetings will be held regularly with the government office or department charged with relations with civil society. Close liaisons with the ministry or department for European integration
	Monthly bulletins/newsletters will be sent to all government departments with a possible engagement in civil society
	Research and policy documents will be sent to relevant addresses – particularly those containing policy recommendations concerning, for example, the legal framework governing CSOs or mechanisms for government –civil society cooperation
	Results of the Institutional Needs Assessment will be forwarded to government departments
	Government addresses will be sent all press releases to alert them to project events
<b>General public</b>	Press releases will be used regularly as well as press conferences that will link to major public events organised by the project, such as kick-off events, partnership events.

	Facilitation of institutional processes, especially those concerning central level policy will also be promoted with the participation of institutions and CSO partners to mainstream media
	Press and electronic media will be invited to attend large public events, such as the kick-off events or information events. Invitations will be backed up by professional quality press packs.

### **Acronyms and Abbreviations**

TACSO	Technical Assistance for Civil Society Organisations
SIPU	Swedish Institute for Public Administration
CSPC	Civil Society Promotion Center
HRDF	Human Resource Development Foundation
FSLD	Foundation in Support of Local Democracy
FPDL	Partners Foundation for Local Development
CSO	Civil Society Organisation
IPA	Instrument for Pre-Accession Assistance
OSCE	Organisation for the Security and Co-operation in Europe
UNDP	United Nations Development Programme
IREX	International Research and Exchange Board
NDI	National Democratic Institute
OSI	Open Society Institute
T/A Desk	Technical Assistance
NGO	Non Governmental Organisations
CONCORD	European NGO Confederation for Relief and Development
ENCOD	European Coalition for Just and Effective Drug Policies
EUMC	European Monitoring Centre
NPO	National Project Office
CO	Communication Officer
CA	Communication Assistant
TL	Team Leader
LAG	Local Advisory Group
WM	Webmaster
RA	Resident Advisor
HQ	Headquarters
INGOs	International Non Governmental Organisations

## Annex 6

## Databases in the region

	<b>Databases operated by Regulatory bodies</b>	<b>Voluntarily operated databases (operated by CSO service organisations or similar)</b>
<b>Albania</b>	<p>Since the registration of the first Albanian NGO in 1991, the relevant legal framework has been subject to several improvements.</p> <p>In May 2001, a new NGO legislative package was enacted by the Albanian Parliament and therefore, all NGOs registered before were obliged to re-register based on the latter law. Efforts were made since that time to register and at present, at the Commercial Registry of Tirana Court, there are 2,231 associations, 311 foundations and 552 centers registered. Nevertheless, constant updating is required of information as many of them change addresses or cease their activities due to donor oriented and based profile.</p>	<p>The largest database is the one established by <b>Partners Albania – the Albanian NPO (Non-for-profit organizations) Directory</b>, being a service offered since 2002 by this organization. It contains information on the NGOs name, date of foundation, general background information, mission, contact data, etc., for more than 800 non-for profit organizations. Due to the dynamic nature of the sector and the changes it undergoes, the database is also established on the Web site of Partners Albania where all organisations can download the information easily. In this framework, since 2002, the directory is being constantly updated.</p> <p><b>The Albanian Yellow Pages NGO Directory</b> is a project of the Albanian Civil Society Foundation and Soros Foundation established since 2004 until 2007. It is an online service with 578 NGOs from the whole territory of Albania. In this database, are grouped NGOs established by the law on Non-profit-making organizations, respectively: associations, centers, institutions, foundations. No specific criterion has been given priority in this database. All organizations that have committed to provide information are included here. Membership in this project and the inclusion of information has been open to all organization wishing to participate.</p> <p><b>EuroPartners Development</b>, in the framework of a project funded by the EC Delegation on “Increase the Capacities of Albanian NGOs Towards Future Sustainability” for the period 2008-2009, conducted a Situation Analyses and Training Needs Assessment. It established a database of NGOs from Tirana, Gjirokastra, Elbasan, Shkodra, Vlora and Korca with a total of <b>307</b> NGOs. The database is constantly updated and will also be made available online for NGOs wishing to apply for Cross-Border Cooperation Funds.</p> <p><b>REC Albania, the Regional Environmental Center for Albania</b>, has prepared the NGO Directorate of Albanian environmental NGOs, including a research study respectively. It is prepared since November 2006. Both the evaluation and the address book are part of a considerable support coordinated from REC which will be implemented for the period 2006 – 2010. It is also an online directory that can be found on the REC Web site. Every NGO is required to provide both general and specific information. There are 68 NGOs and the information in this directory is constantly updated.</p>

	<b>Databases operated by Regulatory bodies</b>	<b>Voluntarily operated databases (operated by CSO service organisations or similar)</b>
<b>Bosnia and Herzegovina</b>	<p>There are no databases which BiH authorities are responsible for, although there is a signed MoU between BiH and US Embassy in BiH, where the establishment of a national database of registered NGOs is planned. That initiative failed a few years ago, because of technical problems, but the MoU is still valid and there is a willingness of Government to implement it.</p> <p>BiH Ministry of Justice is responsible for the maintenance of the Register of Associations and Foundations of BiH, Foreign and International Associations and Foundations and Other Non-Profit Organizations, that provide the information on registered organizations at the BiH level.</p> <p>The Register of Associations and Foundations of BiH, Foreign and International Associations and Foundations and Other Non-Profit Organizations is a public document, but unfortunately, it is not placed on the Web site. This Register is not linked to other registers at lower levels, and that is the problem for defining total number of CSOs working in BiH.</p>	<p>There are several active CSOs databases in BiH, available at Web sites which are operational and provide relevant information on CSOs in BiH.</p> <p>Note: web portal <a href="http://www.ngo.ba">www.ngo.ba</a> is no longer active, or at least we weren't in position link to this page.</p> <p><b>CSPC Resource Center</b> has two CSOs databases, an internal and public one. The public database set up on the Resource Centre web page is easily accessible and gives various information. The database was updated three months ago, and currently contains information about <b>1,206 organizations active in BiH</b>. The database has the possibility of searching results by name of organizations, acronyms, specific field of activity, (foundations, citizens' associations), category, cities, and other. The database also gives the opportunity for data entry by the organization itself, within the process of on-line registration by fulfilling simple application form. Internal database is being used for organization's internal needs, and is at disposal for all Center's employees. <a href="http://www.civilnodrustvo.ba/index.php?opcija=nvo">http://www.civilnodrustvo.ba/index.php?opcija=nvo</a></p> <p>Other on- line CSO database is NDI and this one is very simple and it gives the possibility to export data in word or excel document. In this database 290 organizations and 120 projects have been registered. Data searching is very simple, by entering the name of organization, sector, contact persons, address, phone, fax, e-mail etc. <a href="http://ngobase.ndi.ba/NGO_datalist.asp?cmd=resetall">http://ngobase.ndi.ba/NGO_datalist.asp?cmd=resetall</a></p> <p>Along with on-line CSO databases, there are some other smaller databases which provide information to the organizations from a specific sector, like OIA (Youth Informative Agency) . It has a web portal for young people, which makes it well-known in Western Balkans region. This base encompasses 329 youth organizations, but this database hasn't been updated in awhile. Data searching is done according to type of organization, its field of scope, its headquarter and according to interesting criteria- if organization has Web site or not, as well as if the organization performs peer education. <a href="http://mladi.info/index.php?type=0&amp;a=5">http://mladi.info/index.php?type=0&amp;a=5</a></p> <p>Along with databases, there are some sites which have no databases as a database itself, but has a directory of organizations with basic information: name, contact person, and address. Some of them are: NGO Council and ICVA. <a href="http://www.bihngocouncil.ba/">http://www.bihngocouncil.ba/</a> <a href="http://www.icva-bh.org/">http://www.icva-bh.org/</a></p>



	Databases operated by Regulatory bodies	Voluntarily operated databases (operated by CSO service organisations or similar)																											
<b>Croatia</b>	<b>Ministry of Public Administration</b> maintains several on-line registries of various types of CSOs, as presented in the following table.	Database of associations maintained by the <b>Regional Youth Info Center</b> (founded by Youth Association Step Forward form Rijeka) is based on the data available from the Central Office of Public Administration (as of July 2009 this is the Ministry of Public Administration). The introductory note states that the data are not necessarily accurate. The database can be searched according to the counties and according to the area of work, same as the on-line Registry book available on the Ministry of Public administration Web site. The current number of entries is 36,282, which is less than the number of entries in the official Registry book (39,064 on November 10, 2009). In difference to the official Registry, there is an option for associations to comment on the database and to report changes in their status. It is not clear, however, whether the entries are updated. Also, there is an option to search for active associations in Primorsko-Goranska County (where the Regional Youth Info Center is based). Available at: <a href="http://www.udruga.hr/">http://www.udruga.hr/</a>																											
	<table border="1"> <thead> <tr> <th>Registry books or database</th> <th>Web access</th> <th>Total number of entries on October 13, 2009</th> </tr> </thead> <tbody> <tr> <td>Associations</td> <td><a href="http://www.uprava.hr/RegistarUdruga/">http://www.uprava.hr/RegistarUdruga/</a></td> <td>38822</td> </tr> <tr> <td>Catholic Church legal persons</td> <td><a href="http://www.uprava.hr/PravneOsobeKatolickeCrkve/">http://www.uprava.hr/PravneOsobeKatolickeCrkve/</a></td> <td>1972</td> </tr> <tr> <td>Religious communities</td> <td><a href="http://www.uprava.hr/RegistarVjerskihZajednica/">http://www.uprava.hr/RegistarVjerskihZajednica/</a></td> <td>344</td> </tr> <tr> <td>National minorities councils</td> <td><a href="http://www.uprava.hr/RegistarVNM/">http://www.uprava.hr/RegistarVNM/</a></td> <td>308</td> </tr> <tr> <td>Foundations</td> <td><a href="http://www.uprava.hr/RegistarZaklada/">http://www.uprava.hr/RegistarZaklada/</a></td> <td>145</td> </tr> <tr> <td>Foreign associations</td> <td><a href="http://www.uprava.hr/RegistarStranihUdruga/">http://www.uprava.hr/RegistarStranihUdruga/</a></td> <td>129</td> </tr> <tr> <td>Political parties</td> <td><a href="http://www.uprava.hr/RegistarPolitickihStranaka/">http://www.uprava.hr/RegistarPolitickihStranaka/</a></td> <td>109</td> </tr> <tr> <td>Funds</td> <td><a href="http://www.uprava.hr/RegistarFundacija/">http://www.uprava.hr/RegistarFundacija/</a></td> <td>11</td> </tr> </tbody> </table>	Registry books or database	Web access	Total number of entries on October 13, 2009	Associations	<a href="http://www.uprava.hr/RegistarUdruga/">http://www.uprava.hr/RegistarUdruga/</a>	38822	Catholic Church legal persons	<a href="http://www.uprava.hr/PravneOsobeKatolickeCrkve/">http://www.uprava.hr/PravneOsobeKatolickeCrkve/</a>	1972	Religious communities	<a href="http://www.uprava.hr/RegistarVjerskihZajednica/">http://www.uprava.hr/RegistarVjerskihZajednica/</a>	344	National minorities councils	<a href="http://www.uprava.hr/RegistarVNM/">http://www.uprava.hr/RegistarVNM/</a>	308	Foundations	<a href="http://www.uprava.hr/RegistarZaklada/">http://www.uprava.hr/RegistarZaklada/</a>	145	Foreign associations	<a href="http://www.uprava.hr/RegistarStranihUdruga/">http://www.uprava.hr/RegistarStranihUdruga/</a>	129	Political parties	<a href="http://www.uprava.hr/RegistarPolitickihStranaka/">http://www.uprava.hr/RegistarPolitickihStranaka/</a>	109	Funds	<a href="http://www.uprava.hr/RegistarFundacija/">http://www.uprava.hr/RegistarFundacija/</a>	11	<p>“Little Database of Associations” is maintained by <b>Association MI</b>, regional support centre from Split. The current <b>number of entries is 674</b>, whereas more than one third are from Split-Dalmatia County (273). Associations can register themselves by fulfilling an on-line questionnaire. DB is searchable according to the areas of work, counties and towns. Available at: <a href="http://www.udruga-mi.hr/udruga.php">http://www.udruga-mi.hr/udruga.php</a> or <a href="http://www.programstep.info/mala-baza-udruga">http://www.programstep.info/mala-baza-udruga</a></p> <p>Database of human rights groups (including women’s rights groups), maintained by the <b>Association Zora from Čakovec</b>, provides detailed information for 31 NGO committed to the advancement of women’s rights and human rights in general. The entries are sorted out by counties and currently, due to the small number of entries, there are no special search options. Data are collected via questionnaire available for download on the Web site. Available at: <a href="http://udrugazora.hr/taxonomy/term/14">http://udrugazora.hr/taxonomy/term/14</a></p> <p>DB maintained by the <b>National Foundation for Development of Civil Society</b> provides an overview of financial support to CSOs since 2004. Searchable according to the year, name of the organization, name of the project, name of the person responsible for the project and the seat of the organizations. Available at: <a href="http://zaklada.civilnodrustvo.hr/financial_support/search">http://zaklada.civilnodrustvo.hr/financial_support/search</a></p> <p>Three DBs maintained by the Government’s Office for Cooperation with NGOs:</p> <ol style="list-style-type: none"> <li>1. Review of financial support to associations provided by foreign donors</li> </ol>
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<p>Their registration is regulated by different laws, so that the collection of data depends on the specific type of CSO. The data are entered by the staff of public administration bodies at different levels (for association this is mostly at the level of county). While this can be considered the most comprehensive database (t.i.</p>																													

	<p>databases), there are problems with regular updating of data and with establishing an accurate number of active organizations (there are estimates that out of some thirty-eight thousand associations at most one third is active).</p> <p><b>Ministry of Finance</b> is in the process of establishing a Registry of not-for-profit organizations; it is not available on-line yet.</p>	<p>(including EU funds) and public administration bodies at all levels since the year 2004. Searchable according to the type of donors, level of government, name of organizations, name of the project or program and the name of the project leader. Available at:  <a href="http://www.uzuvrh.hr/potpore.aspx?pageID=58">http://www.uzuvrh.hr/potpore.aspx?pageID=58</a></p> <p>2. DB of European CSOs (based on the EC Register of interest representatives available at <a href="http://ec.europa.eu/transparency/regrin/">http://ec.europa.eu/transparency/regrin/</a>), searchable by area of operation and the organization's name, has a purpose of assisting Croatian CSOs in establishing partnerships and networking with EU-based organizations. Available at:  <a href="http://www.uzuvrh.hr/udrugeEN.aspx?pageID=62">http://www.uzuvrh.hr/udrugeEN.aspx?pageID=62</a></p> <p>3. DB of civil society organizations representatives with the state institutions and consultative bodies. Searchable by state institutions, consultative bodies and representatives' names. Available at:  <a href="http://www.uzuvrh.hr/drzavnatijsela-savjeti-clanovi.aspx">http://www.uzuvrh.hr/drzavnatijsela-savjeti-clanovi.aspx</a></p>
	<b>Databases operated by Regulatory bodies</b>	<b>Voluntarily operated databases (operated by CSO service organisations or similar)</b>
<b>Kosovo</b>	<p>-The new <i>Law on the Freedom of Association in Non-Governmental Organizations</i> in Kosovo adopted on February 2009 foresees the existence of the public registry<sup>1</sup>. The registry shall necessarily state the name, address, organizational form, and purposes of each NGO, a list of its members until the date of registration as well as the name, address and other contact information of its authorized representative. Law did not established any date when this registry will be created.</p> <p>-To receive information at the office for registration of NGO's there is a procedure that needs to be followed.</p>	<p>- KSCF developed a Civil Society database that is an on-line facility, designed to enhance knowledge and information sharing, facilitate promotion and efficient networking, and bring together all relevant stakeholders for a better coordinated and developed society. It stands for serving the civil society organizations for further support to their strengthening and need to be promoted. This effort consists is focused on specific phases, activities and target groups.</p> <p>1) CSO Database Registration Form; 2) CSO Database Web Site; and 3) CSO Database Maintenance and Revision.</p> <p><b>1. CSO Database Registration Form</b></p> <p>The initial activity was designing and preparing the CSO Registration</p>

<sup>1</sup> Article 12 (Public Register)

The Competent Body shall maintain a public register of NGOs. The register shall necessarily state the name, address, organizational form, and purposes of each NGO, a list of its members until the date of registration as well as the name, address and other contact information of its authorized representative. The register shall also indicate if an NGO has public benefit status pursuant to Article 17 of this Law. The register shall be available to the public in a central location during regular business hours to be established by the Competent Body.

		<p>Form. The developed form consists of four online pages at <a href="http://www.regjistrohu.org">www.regjistrohu.org</a>, which requires users to provide their organisation's general information about the organisation, donor seeking, principals, experience, ongoing and previous projects. The form was designed in three languages, Albanian, English, and Serbian.</p> <p><b>2. CSO Database Web Site</b></p> <p>The second phase involved several activities on creating the CSO Database Web Site. The web site, despite the current registration form for organisation, facilitates donor and individual forms; which, in other terms will complete the whole stakeholder picture of a project. The database is suited in website domains: <a href="http://www.cso-ks.com">www.cso-ks.com</a>, <a href="http://www.csoks.org">www.csoks.org</a>, and <a href="http://www.cso-ks.net">www.cso-ks.net</a>; where all of them redirected to the actual web site uploaded. Upload of the web site to the internet and its accessibility by all of the registered users is the last activity of this phase, taken place in the end of September 2008.</p> <p><b>3. CSO Database Maintenance and Review</b></p> <p>The last phase involved maintenance to ensure sustainability of the action. Upon the successfully upload and functionality of the web site, daily maintenance of the content, user management, and other updates are necessary. The CSO Database has been built and designed upon the principles of self sustainability and interactive platform of the registration information by individual organizations themselves. However, maintenance and update of various components of the database requires technical skills and is dependent on the web administration.</p> <p>-There are no other public databases or information sites related to civil society in Kosovo.</p> <p>Big organizations such is OSCE have developed their own databases but for their internal use only. This information is not available for the public.</p>
	<p><b>Databases operated by Regulatory bodies</b></p>	<p><b>Voluntarily operated databases (operated by CSO service organisations or similar)</b></p>
<p><b>Macedonia</b></p>	<p>According to the changes of the Law on Citizen Associations and Foundations from 2007 CSOs are registered directly at the Central Registration Office.</p>	<p>The most comprehensive database of CSOs is prepared by the Macedonian Centre for International Cooperation-MCIC and contains data about 1,589 CSOs. For each organization, the following data are entered: contact details, registration</p>

	<p>Central Registration Office holds database of all legal entities in Macedonia, including CSOs, with a unified set of data for each entity. With an annual subscription for the services of the Central Registration Office information on the name of the legal entity, address and legal attorney are available free of charge. Additional data, including financial statements for the previous year, are obtained on request and are charged for each entity separately.</p>	<p>details, objectives, target groups, main activities, data on human resources, annual budget, territorial coverage, membership in national and international networks etc. The database can be searched by the name of CSO, target group and by type of organization activities. This database is available at <a href="http://www.graganskisvet.org/mk/adresar/nvoadresar_ang/default_ok.asp">http://www.graganskisvet.org/mk/adresar/nvoadresar_ang/default_ok.asp</a></p> <p>MCIC also prepares a database of CSO projects, which contain data about 521 CSOs' projects. The database contains info about each project's name, objective, short description, target group, location, activities, involved organizations, expenditures, sources of funding. The database can be searched by target group and by type of project activities. This data base is available at: <a href="http://www.graganskisvet.org.mk/adresar/proekti/default_proekti.asp">http://www.graganskisvet.org.mk/adresar/proekti/default_proekti.asp</a></p> <p>Data for both databases are gathered in the field by local interviewers after providing initial contacts from the Central Registration Office. CSOs database was regularly published in the form of Directory. None of the databases have been updated since 2003.</p> <p>Other CSOs and CSOs' projects database is prepared by Metamorphosis and contains data about 500 CSOs covering similar data as the MCIC's databases.</p> <p>In addition Metamorphosis prepared a database of foundations. These databases are available at <a href="http://www.mango.org.mk">http://www.mango.org.mk</a>. These databases also have not been updated since 2003.</p>
	<b>Databases operated by Regulatory bodies</b>	<b>Voluntarily operated databases (operated by CSO service organisations or similar)</b>
<b>Montenegro</b>	<p>The Ministry of Interior Affairs and Public Administration maintains a database for citizen associations and foundations. Information is free of charge – without the assistance from some governmental institutions are not useful (name, address and legal attorney).</p>	<p><b>CRNVO</b> – has a directory of Civil Society Organizations (2003, 2005) and a database of public sector financial support to NGOs (2005). Information on about 1,200 NGOs. Information is free of charge, but the public sector financial support information is not up-to-date.</p> <p><b>Directory of NGOs Coalition</b> – cooperation as a goal especially regarding financial data. Includes Podgorica NGOs who are willing to cooperate with municipality maintained by the local self-government as well as those NGOs who are willing to cooperate with relevant Ministries maintained by the Office for Cooperation with NGOs in the Government of Montenegro.</p>
	<b>Databases operated by Regulatory bodies</b>	<b>Voluntarily operated databases (operated by CSO service organisations or similar)</b>
<b>Serbia</b>	<p>A new Law on Associations has recently come into force in Serbia. The new Law opens up for (voluntary) re-registration of all currently operational CSO's in</p>	<p>The largest database is the <b>CRNPS</b> (Center for the Development of the Non-Profit Sector). The database can be searched by city, name of CSO, or work area/</p>

	<p>Serbia, to ensure compliance with new registration procedures, but also to allow for the creation of a unified, comprehensive Registry of all active CSOs. This Registry will be created in the next 18 months, and once it is complete will provide reliable numbers of active CSOs in Serbia.</p> <p>The current registry of the Serbian Business Registers Agency (Agencija za Privredne Registre Republike Srbije) can be found at the following web address: <a href="http://www.apr.gov.rs/Default.aspx?alias=www.apr.gov.rs/eng">http://www.apr.gov.rs/Default.aspx?alias=www.apr.gov.rs/eng</a></p>	<p>activity profile. It contains around 2,200 active entries at the moment. The accuracy of the database is checked a number of times every year: The database is updated daily. The database receives around 300 individual information updates annually. CSOs have the option of entering or amending their own data into the database which holds a wide set of data on each organization, including not only contact details and information on main activities, but also registration details, data on employees, main activities, projects and initiatives, territory covered by the organization's activities, membership of networks, issued publications etc. The database can be found at: <a href="http://www.crnps.org.rs/direktorijum/pretraga.asp">http://www.crnps.org.rs/direktorijum/pretraga.asp</a></p> <p>The FeNS (Federation of Serbian CSOs) database contains information on around 550 Non-Government/ Civil Society Organizations, with a somewhat more limited data set in comparison to the CRNPS database. It can be found at: <a href="http://www.fens.org.rs/eng/clanice.htm">http://www.fens.org.rs/eng/clanice.htm</a></p> <p>The BCIF (Balkan Community Initiatives Fund) CSO Project Ideas database was created for the implementation of the Poverty Reduction Strategy. The idea behind the database was to provide a connection between CSO Projects in need of funding and private businesses willing to provide them with assistance. The database contains 118 CSO profiles, outlining up to two specific planned projects or activities per organization. The database was created in March 2008; no updates were done in 2009 due to lack of funds. It can be found at: <a href="http://www.prsp.sr.gov.yu/grupe/BCIF.swf">http://www.prsp.sr.gov.yu/grupe/BCIF.swf</a></p>
	<b>Databases operated by Regulatory bodies</b>	<b>Voluntarily operated databases (operated by CSO service organisations or similar)</b>
<b>Turkey</b>	<p>Ministry of Interior-Department of Associations: There is a database for all of the associations in Turkey (including 83,053 active associations). However, the data is not open to the public.</p> <p>Prime Ministry-General Directorate of Foundations: There is database for all of the foundations (nearly 4,000) in Turkey. However, the data is not open to the public.</p>	<p>The largest database is the <b>STGM (Civil Society Development Center)</b>: Database for nearly 4,000 CSOs is available. They work on civil society legislation; published a book on the existing regulations and their applications in 2007. YADA Foundation that works together with the STGM produces reports on the CSOs as well as the impact of STGM activities. <a href="http://www.stgm.org.tr">www.stgm.org.tr</a></p> <p><b>TÜSEV</b>: Comprehensive research on CSOs were carried out in 2004 and 2009. 2004 research is available on its Web site; the research in 2009 has not been published yet. TÜSEV also studies civil society legislation and has substantial data on CSOs. <a href="http://www.tusev.org.tr">www.tusev.org.tr</a></p> <p><b>Bilgi University</b>: Database for the publications and training kits that have been produced by various units working in the area of civil society. <a href="http://www.stk.bilgi.edu.tr">www.stk.bilgi.edu.tr</a></p>

		<p><b>History Foundation of Turkey:</b> They established “CSO Information Center” under a UNDP project in 1995. Data for nearly 2,000 CSOs is available; however there is no follow-up due to lack of funding.  <a href="http://www.tarihvakfi.org.tr">www.tarihvakfi.org.tr</a></p> <p>REC (Regional Environmental Center) has a database of environmental NGOs as well as a database of training materials from trainings provided for NGOs and state insitutions in the field of environmental issues and project management related topics.  <a href="http://www.rec.org">www.rec.org</a></p>
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## Annex 7

## Summary of IPA proposals regarding the need for monitoring of project funded by IPA and other instruments

Country	Identified needs
<b>Albania</b>	<p><b>EC grant schemes:</b></p> <ul style="list-style-type: none"> <li>- <b>During the year 2010</b> the EC Delegation in Albania will launch Call for Proposals in support of CSF Sector in an overall amount of 1.3 million EUR.</li> <li>- <b>IPA CBC Albania and FYROM, and Albania and Montenegro under the Financial Allocation of 2008 and 2009</b> will launch the Second Call for Proposal during the first quarter of 2010, in an amount of 1.5 million EUR each. Grants under this proposal will be awarded to CSOs and public institutions in the following areas: <ul style="list-style-type: none"> <li>• Economic development with focus on tourism</li> <li>• Environmental protection</li> <li>• People and people to people institutions to institutions</li> </ul> </li> </ul>
<b>Bosnia &amp; Herzegovina</b>	<p>According to the ECD in BiH for all EU projects, EC ensures proper monitoring of the EC funded projects through externally contracted services and internally available human resources.</p> <p><b>BH Team proposal</b> is to establish links as follows:</p> <p>Concerning <b>IPA 2007</b> there are 2 projects, one grant scheme and one service contract. Under <b>IPA 2008</b> (already launched) predicted number of projects is 16.</p> <p>Orientation (Planned) number of visits for <b>IPA (2007 and 2008)</b> projects is 30 (2 visits per selected number of projects-out of 17 grant scheme projects )</p> <p>Concerning <b>IPA 2 Component- Cross -border Cooperation Program</b>, there is the opportunity for the BH Project Team to perform guidance and monitoring visits accompanied with Project teams from Croatia, Montenegro and Serbia and vice versa, after projects have been approved and to learn in the process of implementation of those projects.</p> <p>Total number of visits to be planned is 60 to 65(over period of project duration, including cross-border cooperation programs).</p>
<b>Croatia</b>	<p>-At the moment there are 2 organizations in Croatia (GONG and Zelena akcija) which are negotiating contracts with EC in IPA 2008 Programme - Civil Society Facility Horizontal Activities: Support to Partnership Actions "Environment, Energy Efficiency, Health and Safety at Work".</p>

-The plan for developing and implementation of IPA programme in Croatia is following:

IPA 2007 – signing contracts with selected CSOs **until the end of 2009.**

IPA 2008 – starting evaluation process of project proposals submitted (three tenders are open from August 2009 until November 2009 (“Developing capacities of CSOs for systematic monitoring and advocacy of sustainable development policies and integrated approaches to waste and water management, transport, regional development, sustainable use of natural resources and environmental safety“, „Enhancing the participation of the CSOs in monitoring of the implementation of the EU Acquis, in the field of fight against corruption and the overall transparency, openness and accountability of public administration bodies“ and „Enhancing the capacities / roles of the CSOs in monitoring of the implementation of the EU Acquis in field of the comprehensive anti-discrimination strategy“ ); **contracts are expected to start in June 2010.**

IPA 2010 – until the end of 2009 sector analysis should be done (based on the meeting with representatives of Council for Civil Society Development facilitated by SIPU Project RA for Croatia)

-Regarding **monitoring of EC project**, in Croatia is valid Decentralized Implementation System. That means that responsibility and programme/project management are transferred to the user state. This system was established in 2004. A total of six Sectoral Monitoring Sub-Committees (SMSC) are responsible for the process of monitoring programmes/projects and they report to the Joint Monitoring Committee (JMC), who is responsible for the entire process of monitoring the implementation. In such a system EC Delegation maintained *ex-ante* control including the following:

- Approving competition documents before the announcement of the competition,
- Approving members of the Evaluation Committee.
- Checking and approving reports during the process of evaluation of received offers.
- Co-signing of the financing contract by the Head of the EC Delegation
- Deciding on the course of further decentralizations based on the regular monitoring of implementation, decentralized projects and the functioning of the implementation system in total<sup>2</sup>

**-In the year 2010 we can expect around 30 CSOs projects** funded through IPA. Some of them will be 1-year projects and some of them probably 2-years projects. We are suggesting that our TAT (technical assistance team) provides support to all one year lasting projects regarding the time of project implementation.

<sup>2</sup> This procedure is specified on the web site of the Government Office for Cooperation with NGOs (<http://www.uzuvrh.hr/stranica.aspx?pageID=44>) 29.10.2009.



<b>Macedonia</b>	<p>Under the National IPA 2008 and 2009 total of <b>30 grants</b> are expected.</p> <p><b>The national IPA 2010</b> is in the phase of consultations that will be finalised in December 2009.</p> <p><b>The IPA 2008 Programme Grant Scheme/s</b> to be launched mid 2010 (700.000 EUR).</p> <p>Priority areas:</p> <ul style="list-style-type: none"> <li>• Improve NGOs' involvement in decision making process</li> <li>• Increase NGOs' social services and community-based activities</li> <li>• Raise awareness on fight against corruption and organised crime</li> <li>• Increase quality in inter ethnic relations</li> <li>• Strengthen NGO management and fundraising capacity</li> </ul> <p>Approximately 15 grants are expected to be signed.</p>
<b>Montenegro</b>	<p>ECD in Montenegro is funding IPA projects as follows:</p> <ul style="list-style-type: none"> <li>• IPA 2007 component I got 8 grants with NGOs and they will be signed during the next month</li> <li>• IPA 2007/2008 CBC is currently being assessed and various contracts with NGOs and local authorities will be signed in the first quarter of next year.</li> <li>• IPA 2009 support to civil society will be launched at the beginning of next year and contracts will be signed in the third quarter of 2010</li> <li>• ECD monitors all contracts with available resources.</li> </ul>
<b>Kosovo</b>	<p><b>IPA funded CSO projects in Kosovo</b></p> <ul style="list-style-type: none"> <li>➤ IPA 2008 – International call for proposal-(1.7 million Euros). Currently 6-7 projects received under this instrument are being evaluated.</li> <li>➤ IPA 2009 – will be open for International Organisations and CSO's</li> <li>➤ IPA 2007- reserve funds – open for local NGO's- related to EU Info Centre.</li> </ul> <p><u>Proposal:</u></p> <p>So far, ECLO in partnership with KCSF organised series of information sessions on rules and procedures of how to apply for grants at EC -in five regions of Kosovo. These information sessions were organised prior to deadlines for submission of applications. These activities seems not to fully reach all the interested CSO's and satisfy all the needs of CSO's in Kosovo. Resulting at the low number of received applications, ECLO identified as an emergent need the further preparation of the CSO's to apply successfully for EC grants.</p>

<b>Serbia</b>	<p>There is one IPA project ‘Strengthening Serbia-EU Civil Society Dialogue’ that is aiming at strengthening the capacity of civil society organizations and raising awareness on the role of civil society in the political processes, to facilitate networking and partnership building between civil society organizations and to increase societal knowledge on EU integration, European policies and institutions.</p> <p>The project is managed by the EC Delegation in Serbia and is implemented by GOPA Consultants.</p> <p>The overall objective of the project is to develop a sustainable civil society dialogue between Serbia and EU Member states by supporting CSOs’ projects targeting to:</p> <ul style="list-style-type: none"> <li>Intensify the cooperation between professional organizations in Serbia and EU through strengthening contacts and mutual exchange of experience between the business communities, professional organizations and social partners;</li> <li>Improve the capacity of the civil society organizations in formulating public policies, conducting professional policy analysis and advocating for the real needs of the communities, thus enhancing the efficiency of CSOs’ participation in the policy dialogue with Serbian authorities;</li> <li>Facilitate networking and partnership building among civil society organizations in Serbia and EU member states;</li> <li>Promote and improve the mutual knowledge and understanding of the society at large of Serbia’s EU integration process, the EU policies and institutions.</li> </ul> <p>The overall duration of the project is 24 months. It started in September 2009 and will finish in September 2011. The overall grant amount allocated to the Civil Society Fund from the Instrument for Pre-Accession Assistance (IPA 2007-2010) is EUR 8.5 million. The grants awarded will be between EUR 50,000 and EUR 150,000. The duration of the supported projects shall not exceed 12 months.</p> <p>Based on information received from Delegation of EC in Belgrade, SIPU TA Help desk is supposed to monitor around 50 local projects that will be granted by the April/May 2010.</p> <p>RE this matter, SIPU Belgrade team met GOPA team that is implemented the project in order to get mutual understanding of areas of cooperation. It is expected that TA Desk provide general assistance to the CSO community at the application stage, for example through open information sessions and/or questions sent in written form to the contact point provided by the Contracting Authority (the EC Delegation web address and the address of the contracted Consultant). The assistance will be provided on the basis of the principles of equal treatment of applicants.</p>
<b>Turkey</b>	Meetings on identification of needs and determination of monitoring tools are ongoing with the ECD.

## Annex 8

## Consolidated project work plan for 2009-2011

<b>Component 1: Project visibility</b>	<b>Outcome: The project is visible for and supported by both CSOs and other external stakeholders</b>		
<i>Result area</i>	<b>Proposed activities</b>	<b>Expected results</b>	<b>Timeframe</b>
<b>Development of communication strategy</b>	Development of a communication strategy	Communication strategy used by all project offices	Q1
<b>Development and testing of project brand</b>	Development and use of the project logo in all project communication, correspondence and publications	Project brand is used in all project materials	Q1-Q2
<b>Establishment of contact network</b>	Contact network and communication structure development through meetings with strategic CSO network and contacts Development of different mailing and other contact lists Organisation of kick-off events in each country Regular meetings with stakeholders	Network of beneficiaries and stakeholders has been established	Q1-Q8
<b>Development of promotional material</b>	Preparation of project flyer, project brochure, project fact sheet, notebooks, pens and other visibility gadgets bearing the project logo Translation of materials to national languages Production of promotional film/video and/or similar tool(s)	Visibility of the project is ensured One promotional film/video (or similar tool) produced	Q2-Q4
<b>PR and communication activities</b>	Ensure media coverage in printed press, radio and TV Prepare and distribute press releases and press kits; Development of user friendly brochure with examples of best practices Use of materials at conferences/events Production of monthly newsletter	Relations with media and communications products are established and maintained Best practices and examples are accessible to the public via national media, WEB page, newsletter	Q2-Q7

<b>Component 2: Research, help desk and guidance</b>	<b>Outcome: Service delivery of CSOs is improved</b>		
<i>Result area</i>	<b>Proposed activities</b>	<b>Expected results</b>	<b>Timeframe</b>
<b>Desk research and needs assessment is performed</b>	<p>Collect all relevant information, assessments and evaluations of CSOs development</p> <p>Conduct meetings with donors, CSOs and government representatives to create an overview of CSOs' present situation and future development</p> <p>Conduct site visits to assess CSOs present structures and identify their capacity building needs</p> <p>Prepare a thorough needs assessment for NGO sector in all eight countries</p> <p>Identify the priorities for interventions within the project's framework.</p>	Eight national need assessment reports and a regional summary report published	Q1-Q2
<b>Webpage and database developed and maintained</b>	<p>Establish a web-page/portal with links to voluntarily operated databases of CSOs</p> <p>Review of national databases and elaboration of an action plan for project support to enhance existing databases</p> <p>Launching of regional and national web-portal/pages</p> <p>Webpage regularly assessed and updated</p>	Web page/portal with a high visiting frequency	Q1-Q8
<b>Helpdesk and information clearing house is set up and functioning</b>	<p>Invite and organize meetings with CSOs to inform them about the project and familiarize with project help desk</p> <p>Publicise the helpdesk services on project website and through other pr campaigns</p> <p>Provide helpdesk assistance to CSOs upon their requests</p>	A well functioning helpdesk is operational throughout the project duration	Q3-Q8

<p><b>Project monitoring and guidance system for EC funded projects</b></p>	<p>A generic design and manual for monitoring and guidance visits is developed</p> <p>Training/synthesizing experts enrolled to undertake the monitoring visits</p> <p>Establishment of national monitoring/guidance agendas</p> <p>Conduct prioritised site visits to assess CSOs present capacity and provide guidance how to improve</p>	<p>Improved effectiveness of EC funded projects</p>	<p>Q3-Q8</p>
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<b>Component 3: Capacity development</b>	<b>Outcome: Enhanced competence of CSOs</b>		
<i>Result area</i>	<b>Proposed activities</b>	<b>Expected results</b>	<b>Timeframe</b>
<b>Generic course agendas and training methods are developed</b>	Elaboration of a programme for regional and national courses in consultation with project partners and stakeholders Development of training materials in English and subsequently translated to national languages Consultations with the Programme Committee Training of trainers based on decisions regarding training methodology Recurrent reviews of the relevance and quality of training	CSOs institutional capacity and sustainability increased	Q2-Q4
<b>Pilot training session is organised</b>	Basic training course in EC funding regulations and application developed and conducted Advanced pilot training course developed and conducted	Pilot project training implemented and evaluated. Pilot training modules introduced in all beneficiary countries	Q2
<b>On-line e-learning tool is developed</b>	Development of project e-learning concept Consultations with Programme Committee and partners Establishment of the e-learning facility as part of the web-portal Promotional activities to support the use of the tool	Training courses including materials, on-line mini-lectures and chat room available through the project web-portal	Q2-Q3

<p><b>National capacity building initiatives are developed and implemented</b></p>	<p>Elaboration of training programmes for the beneficiary countries and territories in consultation with the local advisory groups and project partners</p> <p>Translation of training materials to national languages</p> <p>Training of trainers in collaboration with main network organisations and other relevant institutions</p> <p>Launching of the training programme at national or territorial level</p> <p>Particular training in the Application Procedures for IPA Funding</p> <p>Follow up assistance by TA desks to support the application of knowledge and methods within the participating CSOs</p> <p>Recurrent reviews of the relevance and quality of training</p> <p>Organisation of partnership events to facilitate CSOs partnership building in the cross border areas</p>	<p>CSOs institutional capacity and sustainability increased</p>	<p>Q2-Q8</p>
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<b>Component 4: Relationship between CSOs and External Stakeholders</b>	<b>Outcome: Strengthened cooperation between CSOs and the government, the private sector and the public</b>		
<i>Result area</i>	<b>Proposed activities</b>	<b>Expected results</b>	<b>Timeframe</b>
<b>Kick-off events</b>	Planning of national kick-offs jointly with partner organisations and beneficiaries  Implementation and follow-up to national kick-offs	Beneficiaries and stakeholders aware of the project and its activities/services	Q2
<b>Information and partnership events, facilitation service</b>	Establishment of the local advisory groups  Maintain regular meetings and contacts with CSOs (country wide) to promote collaboration and joint initiatives  Organize regular contacts, meetings, roundtables, collaboration with all relevant stakeholders including government entities and private sector representatives  Establish a reference point for CSOs and all other stakeholders to exchange information and share expertise and networking, i.e. the web-portal  Conduct regular six monthly surveys on institutions and public perceptions on CSOs role in general and in the context of the accession and harmonisation process	Strengthened network of CSOs and other relevant stakeholders in the country	Q1-Q8
<b>Strengthening administrative capacity of government to cooperate with NGOs</b>	Organize jointly with public institutions workshops to strengthen the role of the government and the contribution of CSOs in the decision-making and EU integration processes  Organize workshops and seminars at local level with the local government on strengthening the dialogue between CSOs and local government		Q3-Q6





Activity	Quarter	1	2	3	4	5	6	7	8
Project monitoring and guidance system for EC funded projects									
<b>COMPONENT 3: CAPACITY DEVELOPMENT</b>									
Generic course agendas and training methods are developed									
Pilot training session is organised									
On-line community platform e-learning tool is developed									
National capacity building initiatives are developed and implemented									
<b>COMPONENT 4: RELATIONSHIP BETWEEN CSOs AND EXTERNAL STAKEHOLDERS</b>									
Kick-off events									
Information and partnership events, facilitation service									
Strengthening administrative capacity of government to cooperate with NGOs									
<b>REPORTING</b>									
Inception report									
1 <sup>st</sup> interim report									
2 <sup>nd</sup> interim report									

Activity	Quarter	1	2	3	4	5	6	7	8
3 <sup>rd</sup> interim report									
Final report									

## Annex 9

## Composition of local advisory groups

## Proposed composition

### Albania

#### The LAG is foreseen to have eight members:

T/A Desk Albania proposes to appoint as members of the local advisory group the following persons:

**I. Three representatives from CSO community** who are:

- i. Working more than 10 years of in NGO sector in Albania.
- ii. Descent activists of the civil society having a vast experience in lobbying and advocacy issues, fundraising and revenue generation, networking and coalitions, etc.
- iii. Gaining support from NGOs operating in the same, or similar areas of activity.

Proposals have been made to:

Ms. Delina Fico- Board Chairperson of women Association “Refleksione”. Ms. Fico has confirmed her participation on the board of LAG.

Mrs. Valdet Sala- CSF Activist

Mr. Rasim Gjoka-Executive Director of Albanian Foundation for Conflict Resolution

**II. Two representatives from government institutions** who are:

- i. Not part of governing body of any CSO during the period of election and also during the execution of the mandate as LAG members.
- ii. Not subject of a judgment which has the force of *res judicata* for fraud, corruption, involvement in a criminal organization or any other illegal activity with CSOs
- iii. Well experienced in project management and capacity development areas.

The proposed representatives from central government are:

Ms. Valbona Kuko, Director of Donor Coordination Department within the Prime Minister’s Office.

Mr. Pierin Marku, Advisor to the Prime Minister. Mr Marku will be member of LAG and will be replaced by the Director of Agency for Supporting the Civil Society in the moment this agency become operational.

**III. Three representatives from international donor community** who have:

- i. A minimum of three years of experience with CSOs in Albania.
- ii. Are directly involved in the grant-making activities for CSOs.

The donor representatives in the LAG are proposed to be:

1. Representative of EC Delegation in Tirana, in charge of CSOs. Mr. Stefano Calabretta, who has confirmed his participation on board.
2. USAID representatives, Ms. Suzana Cullufi no contacted yet.
3. Executive Director of SOROS Foundation, Mr. Andi Dobrusho, who has not been contacted yet since he is on mission abroad.

### Bosnia & Herzegovina

**The LAG is foreseen to have seven members:**

**1. Government level representative:** : Task Manager for Civil Society has been appointed from Directorate for European Integration

**2. CSOs representatives: three leaders** of respectful local organizations have been asked to serve as LAG members and we got the answer that they are honored to be LAG members. Criteria according to Project Proposal and other aspects important for BH circumstances have been satisfied.

- NGO Vesta Tuzla, active in ECAS with activities on entire BH territory-both entity, member of Balkan Network-executive director of the organization is a LAG member
- Association for Democratic Initiative, the first NGO working on capacity building of Ministry of Justice and NGOs, regarding consultation process-executive director of the organization is LAG member
- Representative of Civil Society Promotion Center, leading NGO in the BH regarding the process of establishment of the NGO office at central governmental level and partner of the regional project-executive director of the organization is a LAG member.

**3. Donor representatives**

- EC Delegation in Bosnia and Herzegovina-Task Manager for Civil Society has been appointed
- USAID in Bosnia and Herzegovina- Project Officer for Civil Society has been appointed
- Pending answer from Republic of Srpska Ministry for Local Self-Governance-officer responsible for Civil Society Organizations to be Local Advisory Group member.

### Croatia

**The LAG is foreseen to have ten members**

The members of LAG in Croatia should fulfil at least one, preferably both, of the following criteria:  
They are employed or actively engaged with one of the institutions/organizations relevant for civil society development in Croatia  
They are well informed on the process of EU integration.

**1. Government level representatives: three** national institutions dealing with cooperation with CSOs are included in the LAG:

**One representative of Government Office for Cooperation with NGOs:** The Office has a wide scope of activities, from cooperation in creating and proposing new legislative frameworks for the activity of non-governmental, non-profit sector in the Republic of Croatia, monitoring the implementation of the National Strategy for the Creation of an Enabling Environment for Civil Society Development and measures of the Operational Implementation Plan for the Strategy to forming a programme, standards and recommendations for financing the activity of civil society organizations from the state budget and other public funds, as well as pre-accession and structural funds of the European Union Government Office for Cooperation with NGOs.

**One representative of National Foundation for Civil Society Development:** The National Foundation for Civil Society Development was founded with the basic aim of promoting and developing the civil society in the Republic of Croatia. In order to fulfil its basic aim, the Foundation offers expert and financial support to programs which encourage the sustainability of the not-for-profit sector, inter-sector cooperation, civil initiatives, philanthropy, voluntary work, and which improve the democratic institutions of society. If possible, the representative invited to the LAG will be in charge of international cooperation, especially with other IPA countries.

**One representative of Central Financing and Contracting:** as an Implementing Agency, the CFCA is responsible for the overall budgeting, tendering, contracting, payments, accounting and financial reporting aspects of all procurement in the context of the decentralised EU funded programmes in Croatia.

**2. CSOs representatives: six members are invited, subject of confirmation.**

The Council for the Development of Civil Society and some prominent CSO leaders are invited to take part of the LAG. The Council for the Development of Civil Society is an advisory and expert body of the Republic of Croatia whose job is to implement the Programme of Cooperation between the Croatian Government and non-governmental non-profit sector. The Council has 23 members including: 10 representatives of relevant state administrative bodies and the Croatian Government offices, 10 representatives of non-governmental, non-profit organizations and 3 civil society experts in the areas of international co-operation, cross-sectoral co-operation and the European integration accession process.

### **3. Representatives of international donor community: one representative of the EU Delegation in Croatia.**

The way of recruitment will be direct and personal invitation. All planned members of LAG are already very well informed about the Civil Society Facility and they are valuable actors in civil society development in Croatia. The final structure of LAG with specific names is expected by the end of November 2009.

## **Macedonia**

### **The LAG is foreseen to have eleven members**

#### **Government level representatives:**

1. Representative of the General Secretariat of the Government

Zoran Milkov, Senior Programme Officer for IPA

Phone number: +389 2 3118 022/ 248

e-mail: [zoran.milkov@gs.gov.mk](mailto:zoran.milkov@gs.gov.mk)

2. Representative from the Ministry of Local self-government;

Eli Cakar, Counselor for public relations (also responsible for communication with CSOs)

Phone number +389 75 327 669

e-mail: [elicakar@gmail.com](mailto:elicakar@gmail.com)

#### **Donor community:**

3. Representative from the EC Delegation

Irena Ivanova, Civil Society

Phone number +389 2 3248 588

e-mail: [Irena.IVANOVA@ec.europa.eu](mailto:Irena.IVANOVA@ec.europa.eu)

#### **CSOs representatives - proposal**

Considering very diversified, but fragmented civil society sector in Macedonia, the proposal for the CSOs representatives in the LAG developed in consultation with the EC Delegation suggests selection of eight different networks and CSOs to provide broad coverage of CSOs, involving CSOs from all regions and ensuring adequate representation of different ethnic groups. Proposal also takes into account the National IPA 2008 and 2009 grant schemes priorities and offers selection of the networks and CSOs that provides relevant thematic coverage.

Following CSOs representatives are proposed:

- **Civic Platform of Macedonia-CPM** - national network of 35 CSOs and networks representing various sectors and interests including gender and anti-discrimination networks. CPM addresses issues of general interest for CSOs and directs its activities towards: improvement of communication, coordination and collaboration of civil sector; determination of the needs and priorities and unification of concepts and approaches in civil society; development of domestic support system; establishing partner relation with public sector, business sector and international organizations in Macedonia to establish participative democracy and social responsibility.

- **Coalition "All for fair trials"** - a network of 22 independent CSOs with mission to inspire respect for human rights and freedoms and especially for the international standards for fair trial via various forms of acting and the intent to increase the level of their implementation, to initiate institutional and legal reforms as well as to recover citizens' trust in the judiciary and other institutions of the system.

- **SEGA - Coalition of Youth Organisations** that works on advocacy and lobbying for youth policy in Macedonia, at the same time connecting and strengthening youths with the purpose of improving their overall conditions. SEGA has 30 member CSOs and secretariat based in Prilep. Coalition SEGA is nominated as Contact Point for promotion of the EC “Youth in action” programme.
- **RNVO Roma 2002** is a network of 8 Roma CSOs, and one of the key actors of the civil society in the development of public policies targeting or mainstreaming Roma. The network is dedicated to lobbying and advocacy for the integration and development of the Roma community. Member organizations of the network cover a wide range of areas relevant to the Roma community, such as human rights, gender and youth issues, legal issues, education, health, employment, housing, political participation, etc.
- **Network of Albanian ethnic community CSOs** or CSO of the Albanian ethnic community with good cooperation with other CSOs that works on improvement of inter-ethnic relations in the country.
- **Network active in the area of environment** - Macedonian Green Center established by six environmental CSOs working on advocacy, lobbying and research for environmental issues.
- **CSO working on EU issues** that will represent CSOs working on EU policy issues, EU and civil society, EU negotiations and consultations, Acquis Communautaire.
- **Think-tank network** representing CSOs working on policy analysis, research, advocacy thus providing broader perspectives in LAG of the roles of CSOs.

### Montenegro

**The LAG is foreseen to have nine members.**

**One representative from EC Delegation in Montenegro**

**One Government level representative** - Head of the Office for cooperation with NGOs within the General Secretariat of the Government of Montenegro

**One representative of Donor community** – Open Society Institute Montenegro

**One representative from Union of Municipalities** – an independent, non-governmental and non-profit association of municipalities and other units of self-management, organized with the purpose of accomplishment the people’s common interests and needs.

**Five CSOs representatives** - Five representatives from the country site and rural areas. For this purpose Montenegro is divided in three areas: south, central, and north and from each area one CSO is invited to nominate one representative, who is in line with the defined criteria: minimum 3 years of work with CSOs, number of implemented projects; capacity resources; annual budget estimates. The first three representatives (one from each region) who are nominating by the higher number of eligible NGOs will become the member of the LAG. The process is going on.

### Kosovo

**The LAG is foreseen to have twelve members**

**1. Government representatives:**

1.1 Representative of Office for Good Governance – Office of the Prime Minister  
OGG mandate is to -supervise and advise ministries in the areas of good governance and human rights, draft policies on human rights issues, support public awareness campaigns on international human rights standards, ensure coordination among ministerial sectors on human rights issues, encourage participation of citizens in decision making process and coordination with community. OGG has a good record on coordinating the work and relations between government and civil society in Kosovo.

1.2 Representative of the Agency for coordination of development and European Integrations – Office of the Prime Minister  
The Agency holds the responsibilities for coordination of Government’s activities for European integration

and donor assistance with a view of facilitating economic, social and other reforms, as well as capacity building to support Kosovo's Development and EU Integration processes. The Agency functions as the secretariat to a High Level Forum, composed of both Government of Kosovo and Development Partners. It also serves as a contact point by facilitating the negotiations of bilateral agreements between line ministries and different donors.

1.3 Representative from the Office for Registration of NGO's in Kosovo  
Office for Registration of NGO's accepts respective requirements for registration of NGO, analyses documents presented for registration of NGO and proceeds the requirements for obtaining status for public beneficiaries. Representative from the Office for registration of the NGO's in Kosovo will have an important role in the work of LAG when the project will deal with the issues of NGO database and its modalities.

## **2. Donor community:**

- 2.1 representative from the EC Delegation
- 2.2 representative from USAID
- 2.3 representative from Kosovo Foundation for Open Society (KFOS)

## **3. Local level representation:**

3.1 Representative from the Association of the Kosovo Municipalities  
The Association of Kosovo Municipalities (AKM) has been established on January 26, 2001 in the first meeting of AKM after the first democratic municipal elections in after war Kosovo. The AKM is non-profitable organization with judicial personality representing the general interest of its members-local authorities. Members of Association are local authorities in Kosovo. Local authorities adhere to Association from Association Assembly after the decision is taken in Municipal Assembly.

## **4. CSO's representatives:** Representatives of following networks:

**4.1 Kosovo Civil Society Foundation** - Founded in 1998, and officially registered in December 1999, priority mission of KCSF has been to strengthen civil initiatives by providing support through information, services and trainings to NGOs and other relevant civic institutions in all sectors of Kosovar Civil society. While still committed to this aim, KCSF has recently been giving more attention to the process of European Integration., by raising awareness about the EU within the Kosovo society and providing information and analytical tools to professionals that will have to deal with these issues.

**4.2 Kosovo Women Network** - The Kosova Women's Network (KWN), established in 2000, was originally an informal network of women's groups and organizations from various regions in Kosova. Since its inception, KWN has developed into a network that advocates on behalf of Kosovar women, at the local, regional and international level. Representing the interests of more than 80 women's organizations of all ethnic groups from throughout Kosova, KWN is a leader among civil society organizations in Kosova and the region. In 2006, KWN became the first network of not-for-profit, non-governmental organizations in Kosova to adopt a code of conduct, setting an example of transparency and accountability.

**4.3 HandiKOS-** is a Non-Governmental Organization of and for the persons with disability, established since 1983 as association of paraplegics and children paralysees later named as HandiKOS with the aim of organizing people with disability. With support from its International partners, and various donors HandiKos has re-established its network in 25 municipalities of the 30 throughout Kosova. HandiKOS activities were based on fulfilling emergency needs of PWD (relief activities). The war has created a situation making our work very crucial with PWDs becoming more helpless. From post war emergency help, we have moved on to lobbying for disabled friendly policies, respect for the human rights of the PWDs.

**4.4 Center for Development of Civil Society-** Network of Serbian NGO's -CCSD- is a Serbian human rights umbrella organization based in North Mitrovica. CCSD projects were focused on human rights, youth, education and research. CCSD in Kosovo is well known for its constructive work.



**4.5 Local Level NGO- ATA**

Academy for Training & Technical Assistance (ATTA) is established in 1999 in Prizren with main aim to empower Kosovar civil society to successfully confront with the challenges by offering professional trainings and technical assistance, in building and empowering their capacities. Fields of intervention are Capacity Building / Community Development, European Integration / Harmonization of Kosovar public policies with EU one's/, Public Policy Design and Culture.

**4.6 Kosovo Democratic Institute**

KDI's is founded in 2005 with a mission to support democratic development in Kosovo by empowering nongovernmental organizations and citizens to enhance the transparency, accountability and responsiveness of governing institutions and improve the efficiency of these institutions through citizen participation in decision-making. KDI aims to be regional organization that influences political processes by offering assistance in the process of democratization.

**Serbia****The LAG is foreseen to have twelve members****1. Government representatives: four representatives**

- The Ministry of Finance – DACU Unit (Development and Aid Coordination Unit),
- Serbian European Integration Office (SEIO)
- The Province of Vojvodina Governmental Fund for Development of Non-profit Sector
- Deputy Prime Minister's Cabinet-Team for Social Inclusion and Poverty Reduction

**2. CSOs representatives:**

- **Three representatives** of recognized CSO Networks, utilizing their existing coordinative and governance structure. Networks targeted: a/The FENS (Federation of non-government organizations in Serbia), the biggest network with more than 550 members; b/Network for Supporting Rural Development with more than 100 organizations; c/ BCIF (Balkan Community Initiatives Foundation) as leader/supporter of community based and grass root organizations will represent the voice of underdeveloped CSOs.
- **One representatives from the underdeveloped regions:** one representative from South East Serbia, as the most underdeveloped region and one representative of the most prominent CSOs from Nis, "Protekta";
- **Two representative of the professional CSO:** CRNPS (Centre for non profit sector development) as resource organization that is maintaining the biggest data base of CSOs in Serbia and Civic Initiatives as one of the most prominent CSOs in Serbia dealing with CSO development and acting as one of leading CSOs in the Balkan region.

**3. Donor community representatives: two sits**

- One representatives of the EC Delegation to the Republic of Serbia (Head of Operation or Deputy)
- One representative of USAID

**Turkey**

**The LAG is foreseen to have ten to eleven members**

**1. Government representatives: four sits**

- Prime Ministry General Directorate of Foundations – 1 person
- Ministry of Interior (Desk of Associations) – 1 person
- Secretariat General of EU Affairs – 1 person
- ECD – 1 person

**2. CSOs representatives:**

With the common agreement of the HRDF, STGM; TA and the EC Delegation to Turkey, it is decided to have an announcement from the web-sites of the HRDF and STGM to invite the CSOs that have been established for and are active in **nation-wide** civil society development. It is expected that 3 or 5 organizations can meet this criteria.

The time for LAG establishment is expected in mid-December 2009.

**3. Donor community representatives**

Regarding the representatives of donor organizations, it is still being discussed since there are quite a number in Turkey. It is possible to inform them about the LAG meetings, provide them information but may not be the permanent member of the LAG.