

REPORT

"Project cycle management and preparation of the EU applications"

Preparation of the report: TACSO by VESTA

Sarajevo, August 2015

1. INTRODUCTION

About the project

European Union funded project of Technical Assistance to Civil Society Organisations - TACSO 2, is part of the Instrument for the Civil Society Facility (CSF), which aims to strengthen civil society within a participative democracy and to stimulate a favourable environment for civil society in the beneficiary countries of accession assistance (IPA).

The project is specifically aimed at:

- Increasing the capacity and actions of CSOs
- improving the democratic role of CSOs

Justification for the intervention

Technical assistance in the implementation of trainings is a regular activity carried out within the TACSO program and it is a direct response to the needs assessment of civil society in BiH. According to the findings of the needs assessment of NGOs in BiH for the period 2013-2015, the work plan of TACSO BH for 2015, and systematization of the most common questions received by the TACSO BH Help desk, it was found that a large number of organizations operating in smaller communities have very limited access to technical assistance, as well as lack of knowledge and skills to successfully manage projects based on EU applications with a focus on the logical framework and budget.

Objective and content of the training

Specific objective of the training was enhancement of the knowledge and skills of the targeted CSO representatives in project management based on logical framework approach and development of corresponding budget in EU application.

During the training, the following content was presented to the participants:

- Phases of the project cycle management
- The basic format of the EU application
- Logical framework
- EU budget format
- Example of the prepared logical framework and budget

Target group

Following the expressed needs TACSO BiH has organized a one day training program specifically designed as part of the package of technical support to five (5) cities for a total of 50 civil society organizations (100 representatives of two from one organization).

In order to create space for stronger development within the organization in the field of project management, TACSO BiH has provided the possibility for the participation of two representatives from each of the organizations that has met the following criteria:

- civil society organizations registered in BiH;
- organizations operating at least 3 years and implement projects of interest to the local community and final beneficiaries;
- organization based on membership;
- organizations that do not have significant previous experience in project cycle management, preparation of EU applications or has unsuccessfully applied for the EU funds;
- organizations operating in smaller communities and cities that are close to the location where the training will take place.

Implementation

Preparation and implementation of the training was entrusted to TASCOS VESTA as a local partner of the project TACSO 2. The training was realized in the period from May to July, 2015, on locations in East Sarajevo, Lukavac, Kotor Varos, Cazin and Orasje with the participation of 54 CSO (103 representatives of civil society organizations) across the country.

Organizations that met the set criteria and took part in capacity building program are the CSO **based in 31 municipalities**: East New Sarajevo, Sarajevo, Vitez, Zenica, Eastern Ilidza, Sokolac, Pale, Lukavac, Tuzla, Srebrenik, Zvornik, Gracanica, Modrica, Lower Vakuf, Banja Luka, Gradiska, Travnik, Kozarska Dubica, Sanski Most, Cazin, Bihac, Kljuc, Bosanska Krupa, Buzim, Prijedor, Doboj, Gradacac, Odzak, Vukosavlje, Bijeljina and Samac.

Methodological approach

During the training methodological approach that includes combination of the short presentations, group work, presentation of case studies, panel discussions, direct answers trainers / consultants on issues and dilemmas faced by CSO representatives, was applied.

Location and date of the trainings

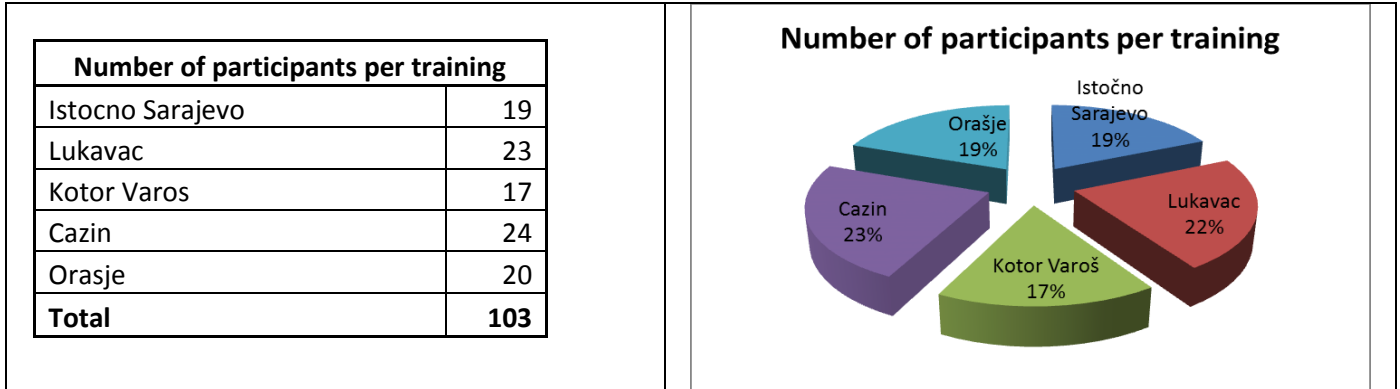
East Sarajevo	12.05.2015.
Lukavac	29.05.2015.
Kotor Varos	25.06.2015.
Cazin	26.06.2015.
Orasje	03.07.2015.

The structure of the training participants

The number of the CSO participating in the training		The number of the CSO participating in the training	
Istocno Sarajevo	10		
Lukavac	11		
Kotor Varos	11		
Cazin	12		
Orasje	11		
Total	55		

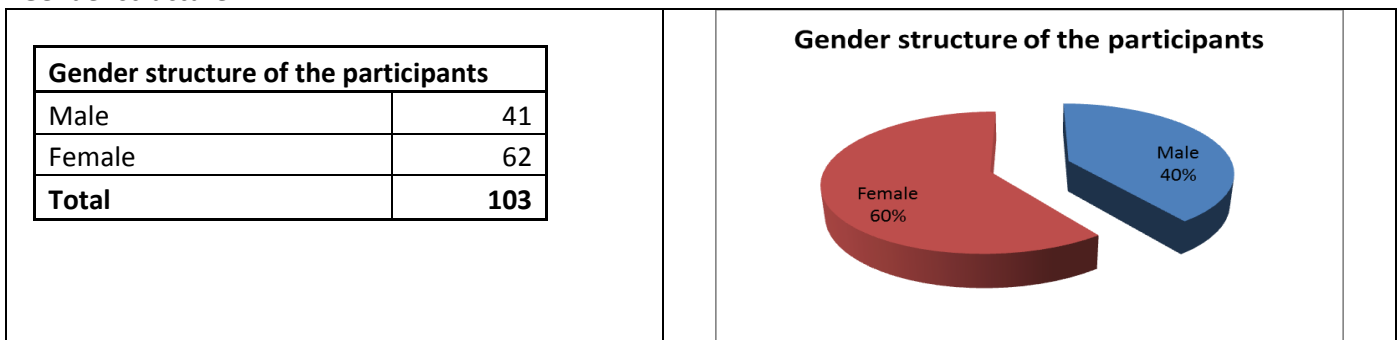
From a total of 55 CSO that participated in the training, the percentage of 18% of the participants were from East Sarajevo, the percentage of 60% (20% each) belongs to participants from Lukavac, Kotor Varos, as well as those from Orasje. Chart shows that the highest number and percentage of involved civil society organizations are from Cazin (22%). It is evident that the number of organizations that took part in training is higher than planned for 9% as a result of the decision that all CSO that fully met the set criteria are given the opportunity to participate in training.

Number of training participants



As we can see from the chart, the training was attended by most of the participants from Cazin 23% (i.e. 24 participants from a total of 103), followed by Lukavac with 22% (23 participants from a total of 103) participants. East Sarajevo and Orasje occupy third and fourth place, with 19 and 20 participants (19% and 20%), while the lowest percentage outcome has Kotor Varos with 17 participants (17%).

Gender structure



From a total of 103 trainees, according to the chart and numerical data, we can see that from the total of 103 participants, 40% of them (41) were men, and 60% (62) were women.

Summary of the key findings

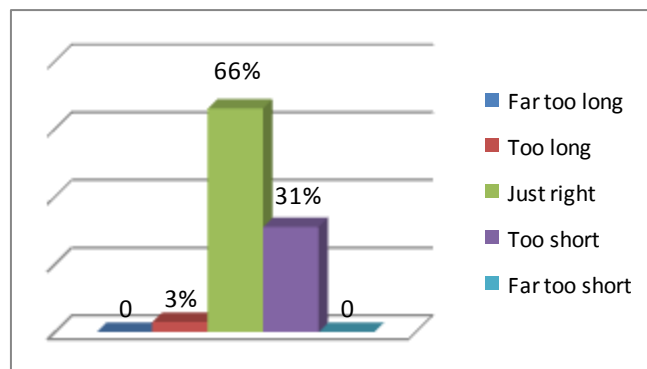
- The training was evaluated as a very successful. The participants expressed significant satisfaction with the achievements at the level of expected results and objectives, related to the acquisition of additional knowledge of the phases in the project cycle, improvements in understanding of the EU standard application and the process of preparation of the Logical framework, as well as an understanding of the EU budget format.
- The participants as very useful evaluated all training materials, particularly pointing out that concrete examples of VESTA implemented EU project (corresponding Logical framework matrix and Budget of the project) are very important and valuable input that they have received during the training.
- The statement of the participants particularly valued the possibility of direct interaction with the trainers and concrete answers obtained to the specific questions they had, and the willingness of the trainers to share their exceptional experience and knowledge in the field of project management.
- Approach to the training and the choice of methods used was rated as optimal because 100% of the participants confirmed that they are very satisfied or satisfied with the choice and combination of methods. By anticipating this outcome of the evaluation the trainers are able to recommend the same, or a similar approach in the implementation of the upcoming trainings.
- During the evaluation, participants expressed the need for extended support in this area, through the organization of the several days long training in this area, which indicates the scope for further technical support and intervention assistance to the less developed CSOs.

2. RESULTS OF THE SUMMARY EVALUATION OF THE TRAININGS BY THE PARTICIPANTS

The summary evaluation of the trainings includes the results of the analysis of the evaluation based on the individual questionnaires filled out by the training participants at all 5 trainings. **Evaluation questionnaires are filled out by 99 participants.** The results of evaluation of individual 5 trainings are presented in the Annex 2 of the Report.

1. Time schedule – assessment of length of the training

<input type="checkbox"/>	Far too long	0
<input type="checkbox"/>	Too long	3
<input checked="" type="checkbox"/>	Just right	65
<input type="checkbox"/>	Too short	31
<input type="checkbox"/>	Far too short	0

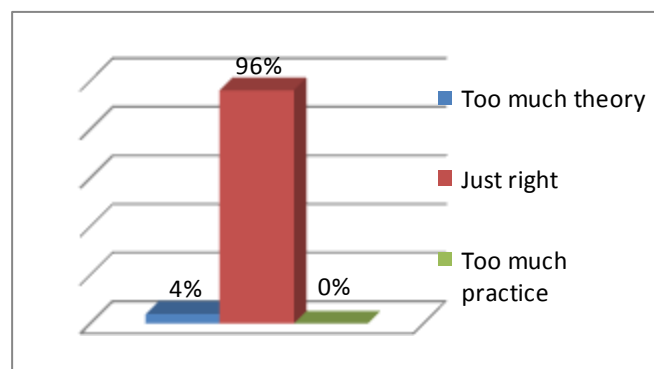


Graph 1: Time schedule

As can be seen from the chart, far the highest percentage, 66%, belongs to those who have said that the duration of training is just right, 31% of them suggested that it is too short, while 3% of the participants rated the training as too long.

2. Assessment of the balance between theory and practice

<input type="checkbox"/>	Too much theory	4
<input checked="" type="checkbox"/>	Just right	95
<input type="checkbox"/>	Too much practice	0

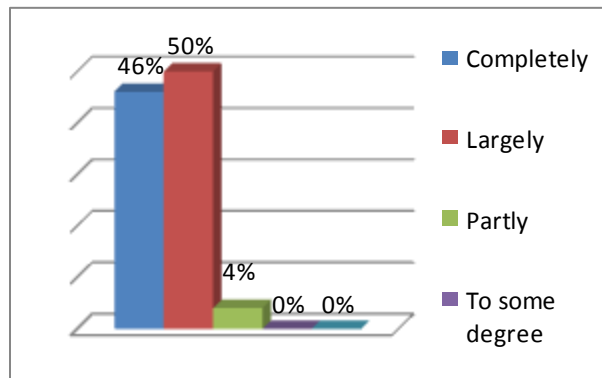


Graph 2: Balance between theory and practice

Chart shows that even 96% of the participants the balance between theoretical and practical part considered appropriate, a small percentage, 4% said that the training included too much theory and not a single participant evaluated that the training anticipated too much of the practical work.

3. Assessment of the expectation met

- Completely 46
- Largely 49
- Partly 4
- To some degree 0
- Not at all 0

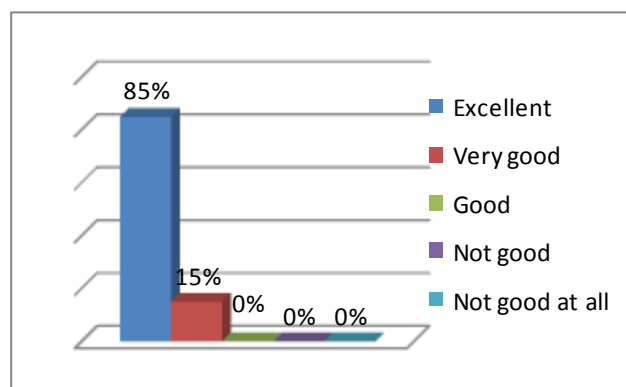


Graph3: Expectations met

The present graph shows that for the most part the expectations of the participants are met. Specifically, 96% of participants' expectations were met completely or largely, while 4% of them said that their expectations are met partly. The analysis also indicates that there were no participants whose expectations are met only to some degree or not at all.

4. Evaluation of the prepared and disseminated training material, in terms of its content usability for further work (where 1 – represents the lowest and 5 represents the highest grade)

1	2	3	4	5
0	0	0	15	84



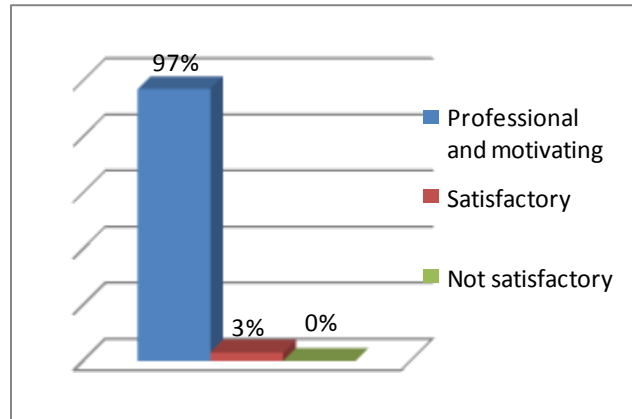
Graph 4: Usefulness of the training material

Based on the results of the analysis, presented according to the above chart, one can notice that even 85% of the participants the content usability of the training material, for their further studying and future work, awarded with grade excellent (5). 15% of participants assessed the usability of the prepared material with grade 4 (very

good), while none of the participants did not mark the usability of the prepared and disseminated material with the good (3), satisfactory (2) and bad (1) grade. Training package distributed to the participants included the following material: TACSO manual "Developing and Managing EU funded projects", tailor made ppt presentation and the case study with the logical framework and budget (concrete example from the VESTA project, funded by the EU).

5. Evaluation of the trainers' performance

- Professional and motivating 96
- Satisfactory 3
- Not satisfactory 0



Graph 5. Evaluation of the trainers' performance

The analysis shows that of the total number of participants as many as 97% said that the work of trainers was professional and motivating, while 3% of them assessed it as satisfactory. Not a single participant thinks that the work of trainers was unsatisfactory.

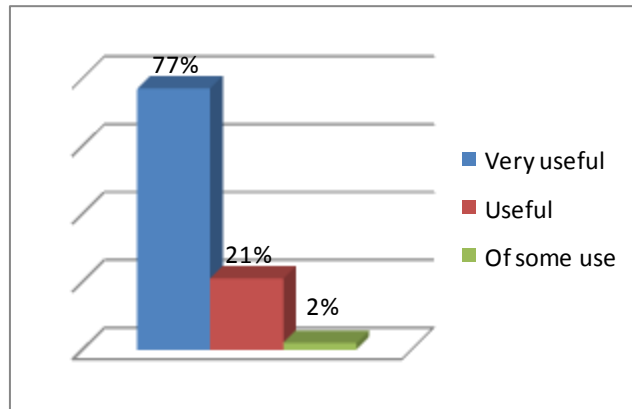
6. The satisfaction of the participants methods used during the training

Methods used during the training	Exceptionally satisfied	Satisfied	Not satisfied
Presentation of the theoretical inputs	83	16	0
Work in the small groups	68	30	1
Case study analyses	78	21	0
Brainstorming	78	21	0
Panel discussion/questions and answers	76	22	1

Based on the table above, it is evident that the approach to training and selection of methods used was optimal because 100% of the participants confirmed that they are exceptionally satisfied or satisfied with the choice and combination of methods. In this way, trainers are able to recommend the same, and a similar approach to be applied in the implementation of the upcoming trainings.

7. Assessment of the usefulness of the training

- Very useful 76
- Useful 21
- Of some use 2

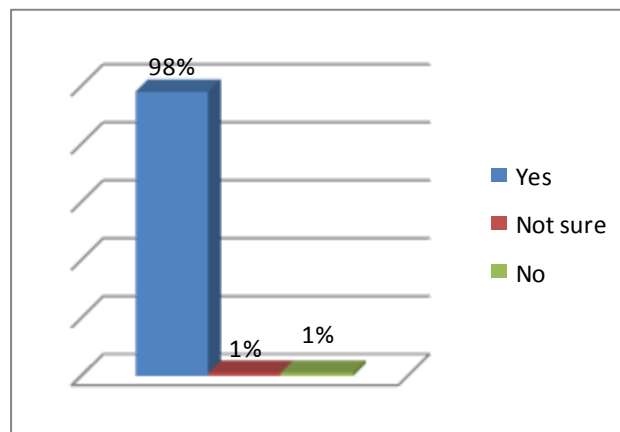


Graph 6. Usefulness of the training

Chart shows that a large number of the participants, usefulness of training considered very high. More specifically, 77% of them said they find it very useful, 21% said it was useful, and 2% went to those who marked the option of limited use.

8. Indications given by participants when asked whether they would attend an additional extended (longer lasting) training in project management and the preparation of EU applications.

- Yes 97
- Not sure 1
- No 1



Graph 7. Willingness for the additional (few days lasting) training

When asked whether they would attend an additional extended (longer lasting) training in project management and the preparation of EU applications almost total majority of participants, 98% said they would take such an initiative, while 1% of the participants is not sure. The percentage of 1% belongs to those participants who would not attend this kind of training. Outstanding high level of expressed need for the extended (longer lasting) training indicates space for further technical assistance to less developed CSOs in the upcoming period.

9. Assessment of the training achievements in relation to the expected results

	Very satisfied	Satisfied	Not sure	Very limited
... .. adopted additional knowledge about the phases of the project cycle	67	32	0	0
... .. enhanced the understanding of the EU standard application	59	39	1	0
.... adopted the knowledge and skills necessary for understanding and preparing Logical framework	68	30	1	0
... obtained new knowledge and skills to complete the budget form the EU application	60	35	4	0

Having reviewed the evaluation of achievement by the participants it is evident that the dominant percentage of 96% -100% in the spectrum of those who are very satisfied and satisfied with the achievements of the training. This indicator points to the fact that the training responded to its objectives, expectations and needs of the participants.

3. EXAMPLES OF THE ILLUSTRATIVE STATEMENTS OF THE TRAINEES

In addition to the quantitative indicators, the qualitative evaluation including statements given by the participants are in the separate evaluations per each of five trainings presented in full, Annex 2 of the Report. Some of the characteristic and illustrative statements of the participants are presented below:

- *"The experience and the information we get here, we can apply and make use of it in the preparation of any application for funds. We, who are already acquainted with writing projects and project cycle management, are now more confident and clearer about these aspects of our work. The logical framework has been of great benefit to us. I know how to correct the budget which is the most useful thing, because now I know what to do and where I used to do wrong".*
- *„Practical examples and your precious experience you shared with us, will help us to follow the logic of the preparation of project applications in a way you presented it to us."*
- *„Thank you for your willingness and time that you have dedicated to our questions and giving concrete answers. Especially helpful was a concrete example of one of your projects and corresponding Logical Framework and Budget that we used during the practical work ".*
- *"This was an opportunity for acquiring new knowledge and learning many new things. You were very clear and specific. From your experience and knowledge one could get a picture of the whole process. You also demonstrated that this is not unattainable. We should not necessarily go with the EU donors, but with smaller levels, local. The most important is that the principle we apply should follow the same logic, because it is very good. All this was very useful. "*
- *"All praise for the organization of this event. I liked the approach applied in the training. Your presentations we will share internally in our organisation, it is really qualitative material that can be practically applied. We get plenty of tips and it is indeed of benefit to us."*

4. PHOTOS FROM THE TRAINING



Training in East Sarajevo



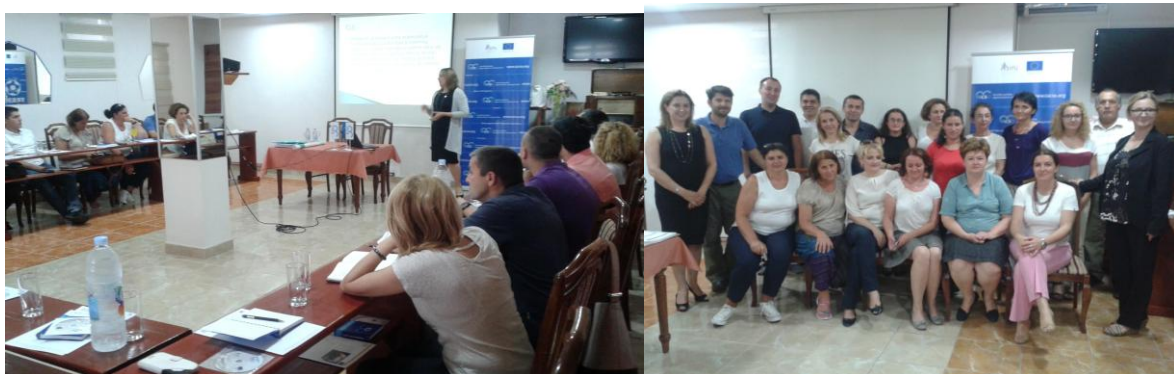
Training in Lukavac



Training in Kotor Varos



Training in Cazin



Training in Orasje

5. PRESS CLIPPING

Press clipping review is presented in Annex 3.



POČETNA CAZIN VIJESTI SPORT MAGAZIN GALERIJE IZDVOJENO
U FOKUSU: SUMMER FEST 2015 SLOBODARSKI DANI NOĆNI ŽIVOT

Dormeo širom svijeta

Poklanjamo vam Symphony set 3u1. i 10% popusta uz sve Dormeo madrace

ZA PREDSTAVNIKE ORGANIZACIJA CIVILNOG DRUŠTVA

BIHAĆ: TACSO BiH i TACSO VESTA organizuju trening „Upravljanje projektnim ciklusom i priprema EU aplikacija“

Autor **Halid D.** 25.06.2015 11:16 · [USK Komentari](#)

Tehnička asistencija organizacijama civilnog društva - TACSO 2, projekat Evropske Unije u saradnji sa TACSO VESTA organizuje



The TACSO BiH Resource Centre, Udruženje VESTA is implementing a training on Project Cycle Management and Preparation of EU applications with TACSO BiH's support.

Civil Society Organisations in BiH are invited to apply to the training, which will be held in five locations during the period May - July 2015.

The deadline to apply is Sunday, May 3, 2015. More information is available below.

Trening: Upravljanje projektnim ciklusom i priprema EU aplikacija

TACSO BiH organizuje trening: Upravljanje projektnim ciklusom i priprema EU aplikacija i poziva organizacije civilnog društva u Bosni i Hercegovini da se prijave na trening koji će se realizovati na pet lokacija u periodu maj – juli 2015. godine.

TACSO.ORG





BIHAĆ: TACSO BiH i TACSO VESTA organizuju trening „Upravljanje projektnim ciklusom i priprema EU aplikacija“

Autor Halid D. 25.06.2015 11:16 • 0 CSK • [Komentari](#)

Tehnička asistencija organizacijama civilnog društva - TACSO 2, projekat Evropske Unije u saradnji sa TACSO VESTA organizuje obuku o temi „Upravljanje projektnim ciklusom i priprema EU aplikacija“ - za 24...



Press clipping is presented as the Annex 3 to this Report. Announcements, press releases and information about this training were advertised at several TV, radio, local and national portals. All together 16 advertisements are introduced in the Press releases report.

6. ANNEXES

- Training agenda
- Five (5) evaluation reports
- Press clipping report