



Project EuropeAid/127427/C/SER/Multi

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

First Interim report

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
1. INTRODUCTION	5
1. INTRODUCTION	5
2. PROJECT SYNOPSIS.....	5
2.1 Overall objective and project purpose.....	5
2.2 Planned results.....	5
2.3 Beneficiaries.....	6
2.4 Risks and risk management.....	6
3. ACTIVITIES DURING THE REPORTING PERIOD.....	8
3.1 Component 1: Project visibility.....	8
3.1.1 Development of the TACSO communication strategy and project brand	8
3.1.2 Establishment of contact network	9
3.1.3 Development of promotional material and PR/communication activities	9
3.2 Component 2: Research, help desk and guidance	10
3.2.1 Desk research and needs assessment is performed	10
3.2.2 Webpage and database developed and maintained	11
3.2.3 Helpdesk and information clearing house is set up and functioning.....	11
3.2.4 Monitoring of IPA-funded projects.....	12
3.3 Component 3: Capacity development	14
3.4 Component 4: Relationship between CSOs and external stakeholders.....	15
3.4.1 Kick-off events.....	15
3.4.2 Information and partnership events.....	17
3.4.3 Strengthening the capacity of governments to cooperate with CSOs	18
3.4.4 Local Advisory Groups	18
4. SUMMARY OF INPUTS DEPLOYED IN THE CURRENT REPORTING PERIOD	19
5. PROJECT PLANNING FOR THE NEXT REPORTING PERIOD	21
6. ASSESSMENT OF PROGRESS TOWARDS PLANNED RESULTS.....	23
7. SUSTAINABILITY AND PHASING OUT	24

ANNEXES

- 1. Logical framework matrixes**
- 2. Established contact networks**
- 3. List of promotional materials and PR activities**
- 4. Web-page report**
- 5. Helpdesk and information services provided**
- 6. TACSO's role in IPA project monitoring and guidance**
- 7. Pilot training report**
- 8. Procedures for LAGs**

LIST OF ACRONYMS

CCP	Communication Contact Person
CSF	Civil Society Facility
CSO	Civil Society Organisation
EU	European Union
EUD	Delegation of the European Union
EIDHR	European Instrument for Democracy and Human Rights
EU	European Union
GOfCNGOs	Governmental Office for Cooperation with NGOs
IPA	Instrument for Pre-Accession Assistance
LAG	Local Advisory Group
LFA	Logical Framework Analysis
NGO	Non-Governmental Organisation
PR	Public Relations
RA	Resident Advisor
RO	Regional Office
ROM	Result Oriented Monitoring
SIPU	Swedish Institute for Public Administration
STE	Short-Term Expert
TA	Technical Assistance
TACSO	Technical Assistance for Civil Society
TL	Team Leader
ToR	Terms of Reference
UNSCR	United Nations Security Council Resolution
USAID	United States Agency for International Development
VAT	Value Added Tax

EXECUTIVE SUMMARY

The project Capacity Building of Civil Society Organisations in Western Balkans and Turkey (Project EuropeAid/127427/C/SER/Multi), referred to as TACSO, forms part of the Civil Society Facility (CSF) that aims to strengthen civil society within a participative democracy, as well as to stimulate a civil society-friendly 'environment' and culture in all the IPA beneficiary countries, i.e. 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 project's general objective 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 project purposes are to: i) increase and improve the capacity and actions of CSOs as well as to, ii) improve the democratic role of CSOs.

The project is implemented by a consortium consisting of SIPU International (lead firm, Sweden), Civil Society Promotion Centre (Bosnia), Partners Foundation for Local Development (Romania), Foundation in Support of Local Democracy (Poland) and Human Resource Development Foundation (Turkey). The duration of the current contract is 24 months. Project implementation started in mid-August 2009. National-level activities are coordinated by a so-called TA Desk in each beneficiary country (two offices in Turkey). Local Advisory Groups consisting of a total of approximately 100 stakeholder representatives assist in setting priorities and elaborating work plans within the context of the overall project ToR. At the regional level, project activities are supported by and coordinated from a regional office (RO) in Sarajevo. This report gives an account of the project activities conducted during the period from mid-August 2009 to the end of February 2010.

In general, the project has undertaken actions and delivered outputs in line with very ambitious plans and high expectations. The office structure with a regional office in Sarajevo and nine national offices (whereof two in Turkey) functions well.

During the first few months substantial resources were used to establish the project's infrastructure, i.e. to set up the project offices, to register the project at national level, open bank accounts, introduce administrative routines, etc. In parallel, needs assessments were carried out in all countries and reports summarising the findings were compiled. The reports have formed the basis for the continued processes of reconfirming the overall structure of the project, developing annual action plans, etc.

The project consists of four components. Component 1 deals with project visibility. During the reporting period a range of actions have been taken to establish the project brand based on the TACSO communication strategy. Initial networking including newsletter distribution embraces more than 6.000 CSOs in the targeted countries/territories but also government agencies and other stakeholders as well as media. Coordinated from the RO, a number of PR activities have been carried out including press releases, production of PR materials, information meetings, meetings with media representatives, and other similar initiatives.

Component 2 contains a set of activities aimed at increasing the organisational capacity within the CSO community. The helpdesks (national project offices) have been established and gradually started to provide services in response to expressed needs. This role is expected to increase rapidly following the official national level project launches that started in February. Based on discussions with the EU Delegations' plans for TACSO's role in the monitoring of projects funded through IPA have been elaborated and agreed on. To the extent possible, the TACSO web-page (www.tacso.org) is used to disseminate information and provide general advice to all interested parties. The web-page went on air in early February and subordinated national web-pages were available later during the same month.

CSO human resource development through training is the focus of component 3. A range of training programmes will be delivered under this component. In February, a pilot training course was

conducted in Istanbul with the intention to test the chosen methodology. All the training programmes will have the same structure with formal training sessions, individual assignments related directly to each participant's own organisation, as well as e-coaching and intensive interaction between the participants through the TACSO e-learning tool which is accessible through the web-page.

Component 4 contains interventions that aim at improving the dialogue between CSOs and other stakeholders through information and partnership events. The most important mechanism is the Local Advisory Groups (LAGs) that have been established at national level as a platform for stakeholder interaction in the context of TACSO. The LAGs offers CSO representatives, governments and donors the opportunity to discuss problems and challenges, set priorities and agree on collaborative measure. Under this component, a number of kick-off events are also planned. By the end of February 2010, 15 out of 26 scheduled events had been conducted. Almost 1.200 persons participated in these 15 kick-offs. Other information and partnership events will follow during the next reporting period.

The project is now fully operational. However, a number of strategic and tactical challenges need to be addressed and dealt with in order to keep the momentum, to continue to meet the expectations of all beneficiaries and stakeholders as well as to provide for sustainability of the processes and results. Examples of such issues are given below.

A major risk in the short-term perspective is that the project and the national teams attempt to offer too many services or engage in too many development processes. In order to avoid stretching resources too thinly, priorities have to be clear and budgets (expert time and incidentals) realistic. There is also an identified need too elaborate and agree on LFA matrixes adapted to the situation in each country/territory. Such LFA matrixes are attached as Annex 1.

Efforts have to be made to safeguard the regional features of the project. The TACSO RO has an important task to maintain the regional perspective through various regional or sub-regional events, cross-border learning and exchange of information and other similar efforts. The TA teams will also have to continue to make efforts to build relations with central and, in particular, local level governments. In parallel, there is a need to explore the scope for cooperation with the private sector, for example partnerships for local service delivery.

The phasing out strategy will have to be further elaborated to embrace all regional and national level activities conducted by the project.

1. INTRODUCTION

The project Capacity Building of Civil Society Organisations in Western Balkans and Turkey (Project EuropeAid/127427/C/SER/Multi) forms part of the Civil Society Facility (CSF). In all external and internal communication the project is referred to as TACSO – Technical Assistance for Civil Society.

The overall objective of CSF is to strengthen civil society within a participative democracy, as well as to stimulate a civil society-friendly 'environment' and culture in all the IPA beneficiary countries, i.e. 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 project is implemented by a consortium consisting of SIPU International (lead firm, Sweden), Civil Society Promotion Centre (Bosnia), Partners Foundation for Local Development (Romania), Foundation in Support of Local Democracy (Poland) and Human Resource Development Foundation (Turkey). The duration of the current contract is 24 months.

Project implementation started in mid-August 2009. National-level activities are coordinated by a so called TA Desk in each beneficiary country (two offices in Turkey). Local Advisory Groups (LAGs) consisting of stakeholder representatives assist in setting priorities and elaborating work plans within the context of the overall project ToR. At the regional level, project activities are supported by and coordinated from an office in Sarajevo.

This report gives an account of the project activities conducted during the period from mid-August 2009 to the end of February 2010.

2. PROJECT SYNOPSIS

2.1 Overall objective and project purpose

The project's general objective 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 purposes are to:

- increase and improve the capacity and actions of CSOs as well as to
- improve the democratic role of CSOs.

2.2 Planned results

Based on the project ToR, the overall objective, the project purpose, the intervention strategies and the proposed activities have been translated into country/territory specific LFA matrixes and annual work plans¹. To the extent possible, the same or similar indicators are intended to be used for project performance follow-up. However, some deviations exist, justified by variations in national level programme emphasis but also as a result of differences in access to information/sources of verification.

¹ LFA matrixes are included in Annex 1, annual work plans are available on www.tacso.org

Based on the national LFA-matrixes and the national work plans, a system of quarterly performance reporting has been introduced, allowing for follow up at output level as well as on outcome level. Several of the annexed tables are based on data obtained through this reporting system.

2.3 Beneficiaries

Main project beneficiaries are CSOs in the eight countries/territories benefitting from IPA assistance. Project activities target staff members and other representatives of such organisations, in particular those that participate in democratic processes and contribute towards democratic development. Other groups that will directly benefit from the assistance include representatives of CSO counterpart institutions, for example staff members at CSO liaison offices, as well as CSO network and support organisations. In line with the project's ToR, civil society is understood as:

1. All organisational structures whose members have objectives and responsibilities that are of general interest and who also act as mediators between the public authorities and citizens. This definition clearly emphasises the associational character of civil society, while also accentuating its representational role. Civil society would include a variety of organisational types, including, NGOs, mass movements, cooperatives, professional associations, cultural and religious groups, trades unions and grassroots community groups (CBOs), etc.
2. A space for views, policies and action supportive of alternatives to those promoted by government and the private sector. This definition places the emphasis on social inclusion, social and political pluralism and the rights of expression in developing a participatory democracy.

2.4 Risks and risk management

A complex project such as TACSO will be exposed to and have to handle numerous potential risks. Awareness and continuous assessment of these risks is required during the entire project is necessary. Risk management planning is one of the responsibilities of the RO. Major risks and challenges will also be discussed with the Resident Advisors (RAs).

The main risks identified and the measures required to reduce them are summarised in the table.

Risk	Remedial action
CSOs in the beneficiary countries and territories are uninterested or not fully motivated to participate in the activities organised by the project.	<p>The programme of activities is based on an ambitious needs assessment study, conducted in close cooperation with CSO community representatives and other stakeholders.</p> <p>The Local Advisory Groups (which includes CSO representatives) have reviewed and endorsed the action plans.</p> <p>All training programmes and other main activities are evaluated.</p>
The support rendered by the project does not reach beyond established organisations and networks in main cities.	<p>Kick-offs, information events, trainings, etc are or will be conducted in different geographical areas within the beneficiary countries/territories.</p> <p>The need to further elaborate or adapt technical and financial support instruments to encourage</p>

	<p>the involvement of smaller and rural-based organisations is being considered. Travel costs have been reimbursed in conjunction with LAG meetings and kick-offs.</p>
<p>Governments do not respond to invitations for cooperation and other similar initiatives. They are unwilling to undertake reform aimed at improving the conditions for CSO activities.</p>	<p>Government offices responsible for cooperation with the CSO community have been invited to and are participating in the LAGs.</p> <p>Partnership events focusing on CSO sector policy issues are planned in many of the countries and territories. These topics come out of the needs assessment process and are unique for each country/territory.</p> <p>The role of the CSO community in the EU harmonisation and accessions process will be emphasised at information events, in reports, etc.</p> <p>Policy related constraints will be documented and communicated to the EUD and other dialogue partners, as an input into the continued interaction. EUDs are represented in all LAGs.</p>
<p>Other stakeholders (media, private sector, donors) do not respond positively to the initiatives taken by the project.</p>	<p><i>Media</i></p> <p>All TA teams currently make efforts to inform media through press releases, meetings with journalists, etc. Media communication training for CSOs is offered by one of the teams as an additional measure. Visibility efforts by the national TA teams are supported by the communication expert at the RO.</p> <p><i>Private sector</i></p> <p>Specific partnership events and actions will address the private sector and its potential role in relations to the CSO community, for example through CSO-private sector partnerships in local level service delivery.</p> <p>All TA teams will establish communication with employers' organizations.</p>
<p>Leading CSO sector institutions are unwilling to assume responsibility for the continued delivery of services (training, helpdesk, monitoring and guidance) made available by TACSO.</p>	<p>CSO service delivery institutions were consulted during the inception phase and some of them are represented in the LAGs. National-level institutions are currently invited to participate in activities. When possible, activities are outsourced and national experts are given preference when resource persons are identified.</p> <p>Training of staff of participating institutions is complemented by the production of manuals and guidelines, the gradual development of the e-learning tool and the web-page in general, and other similar measures in order to make them less dependent on particular individuals.</p>
<p>The project's regional perspective is lost due to the pressure and expectations from CSOs in each</p>	<p>Regional integration and collaboration will be considered as a priority in planning of all</p>

<p>beneficiary country/territory to offer national-level services that are of immediate interest to them.</p>	<p>activities. Cross-border cooperation will be encouraged and requested when of relevance.</p> <p>The TA teams will attempt to broaden partnership events from targeting only national institutions to include also neighbouring countries and territories.</p>
<p>Staff members do not stay on their positions for the duration of the project.</p>	<p>“Permanent” staff members are contracted for the duration of the contract period. Regular gatherings of staff, in particular RAs, offer an opportunity to address issues and concerns that might occur.</p>

3. **ACTIVITIES DURING THE REPORTING PERIOD**

This section summarises the activities carried out from the start of the project in mid-August 2009 and until the end of February 2010. No details are given regarding the organisational and logistical activities that were conducted during the first few months in order to register the project in the beneficiary countries, establish project offices, open bank accounts and apply for VAT exemption. These start-up activities were commented on in the inception report.

3.1 **Component 1: Project visibility**

The expected outcome of this sub-component is: *The project is visible for and supported by both CSOs and other external stakeholders.* Five different results will contribute towards the accomplishment of this.

3.1.1 **Development of the TACSO communication strategy and project brand**

The TACSO communication strategy has been produced and posted on the project’s web-page. The strategy is used by all project offices. Communication related efforts are supported and coordinated by the communication expert and the communication assistant based at the regional office in Sarajevo. To support the implementation of the communication strategy, one person within each office has been given responsibility for communication related issues. These persons are referred to as Communication Contact Persons (CCP). All CCPs have been gathered for a meeting during which their roles and responsibilities as well as communication related procedures were discussed. The CCPs will contribute towards the objective of streamlining project information and materials. TACSO Editorial Style (English) guidelines assist in this respect.

In general, the communication strategy is considered useful. It provides general guidance as well as a planning framework for each TA desk’s interaction with media. In several cases, the strategy is being or will be adapted to the national context and media situation. For example, in Turkey a national communication expert has been engaged for this purpose.

Development of the TACSO project brand is one important element of the communication strategy. The TACSO name and logo are used by all offices. All materials are produced with covers in the blue and white colours chosen and name/logo clearly visible. TACSO branding is used for everything ranging from pens, letterheads and envelopes to reports and banners. This structured approach is expected to facilitate the establishment of the TACSO project identity. Based on early feedback, the

TACSO brand is easily recognised and remembered. A structured follow-up and assessment of the branding impact will be done in two countries as part of the internal monitoring system.

3.1.2 Establishment of contact network

One of the initial and important tasks for the TA desks is the establishment and subsequent management of contact networks embracing the CSO community, relevant government institutions, media representatives, the private sector and other stakeholders.

The kick-offs offered the teams an opportunity to establish initial contacts with almost 1.200 CSOs. These contacts have in many cases been complemented by efforts to meet with smaller groups of organisations or even individual CSOs. The teams have also taken the opportunity to present TACSO and establish contacts in conjunction with other meetings, such as conferences and seminars organised by other projects and donors. The interaction has been important also as a means of reconfirming the TACSO priority setting and action planning process.

Interaction and cooperation with central and local government entities of relevance for the CSO community is a priority for TACSO. All TA desks have commenced the process of building relationships with, in particular, central level government units that are liaising with CSOs, for example Ministries of Civil Affairs and Justice respectively. In total, 33 meetings had been conducted until the end of February.

In addition to CSOs and government offices, the TA desks have established contacts and conducted meetings with many other organisations that are of interest for TACSO and the CSO community. Besides contacts with media, which is accounted for in the next section, the efforts have been geared towards the donor community and externally financed development cooperation interventions and, to a lesser extent, to the private sector. Donors met with include USAID, UNDP, Swiss Agency for International Development, GTZ, OSCE, UNICEF and others. These meetings are essential for the coordination of efforts and to avoid duplication of efforts.

Interaction and potential cooperation with the private sector is important since, potentially, it offers alternative or complementary sources of funding. Establishing dialogue and building trust in the private sector is a medium or even long-term endeavour. A few of the TACSO teams have taken initial steps towards that. In Albania, the team has established satisfactory collaboration with the Foundation Vodafone Albania, set up by the Vodafone Albania Company. In Montenegro, the Chamber of Commerce and Montenegro Business Alliance as well as the Montenegrin Union of Employers have been approached by the project.

Detailed information regarding all of the above contact networks is contained in Annex 3.

3.1.3 Development of promotional material and PR/communication activities

In preparation for the project launches, substantial efforts have been made both at RO level and, in particular, by each TA desk to produce promotional materials. All materials are produced on the basis of the TACSO branding concept. Examples of materials produced are:

- TACSO project brochures for the regional office and all national offices have been designed and printed. Various language versions exist.
- A unified system for production of newsletters has been established. These are produced at an agreed frequency that varies between countries/territories depending on needs. The regional office assists in the editing of the newsletters. By the end of February 2010, 5.100 CSOs in five countries had received TACSO newsletters.

- Other examples of promotional items are project flyers, banners in English and national languages, roll-up posters for the kick-off events, pens, notebooks, stickers, signpost, letterheads with logo, envelopes with logo, and similar items.
- Special brochure on Grant Opportunities for CSOs (Kosovo) and leaflet on Help desk activities (Macedonia) have been produced by the concerned TA teams.

PR-activities are undertaken in a coordinated manner by the TA desks, mostly in conjunction with major activities such as the kick-offs and training activities. A number of press releases (13 until the end of February) were issued, distributed and posted on the TACSO website during the reporting period. Media's response to the PR activities is closely monitored. All TA desks are expected to collect press clippings, normally this is done by a contracted press clipping agency. This service is based on key words suggested by the regional office.

The national TACSO newsletters have been distributed in accordance with mailing lists developed by each TA team. The size of these lists varies considerably. In some cases, where cooperation has been established with CSO network organisations, the newsletters have been distributed to a considerable number of organisations. For example, in Turkey the newsletter will as from March 2010 reach as many as 8.500 organisations.

Further details about the promotional materials and the PR activities conducted are given in Annex 4.

3.2 Component 2: Research, help desk and guidance

The expected outcome of this sub-component is: *Service delivery of CSOs is improved*. The production of national needs assessment reports, the establishment of a project web-page and support to CSO databases, operation of help desks/information clearing houses, and monitoring/guidance of IPA funded projects will contribute towards this.

3.2.1 Desk research and needs assessment is performed

As a start up activity a study of civil society capacities was conducted in each of the eight beneficiary countries/territories. The aim was to provide a comprehensive assessment of civil society in each country/territory and the environment that it works in, including its strengths and weaknesses, and its impacts to date and the challenges it faces to its further development. The studies were based upon a combination of desk research embracing all relevant documentation, including legal and financial legislation applicable to civil society, previous civil society mappings and evaluations, situation analyses, policy documents and country-specific academic literature, and a consultative stakeholder analysis carried out by means of numerous site visits, focus groups, interviews and questionnaire surveys with CSOs, government actors, donor organisations and other institutional players. In total, roughly 450 stakeholder representatives were met with in that process. This work was carried out during the period September-October 2009.

The needs assessment reports are composed of four sections. The first section provides an analysis of the civil society environment in the country/territory concerned. Section two gives an overview of the main features of civil society including the types of organisation represented and their key organisational characteristics, the types of activity they carry out and their main sectoral interests, etc. The third section summarises the main achievements of civil society to date, noting key milestone achievements and broader social impacts, and also identifies shortfalls in civil society performance in need of strengthening and further development. Finally, the fourth section summarises the most important institutional and organisational capacity needs of civil society in the country and identifies key strategic issues for the implementation of the project. Recommendations are made for both the project's regional work plan and country-specific work plan.

During the reporting period seven of the national needs assessment reports were posted on the TACSO web-page. The reports have in several cases been translated into national languages, and additional language editions will follow. Based on the national reports, work has also started to produce thematic regional needs assessment reports (refer to section 5.1 below for further details). This work is expected to be completed during April/May.

3.2.2 Webpage and database developed and maintained

The regional TACSO web-page was launched on 1 February 2010. It has been developed with the assistance of a professional web-designer. Technical maintenance of the web-page has been outsourced for the entire contract period, i.e. until mid-August 2011. The Communication Expert based at the RO in Sarajevo is responsible for the content of the web-page which is currently up-dated with the assistance of the web-master. The regional project web-page is complemented by eight country/territory specific pages presenting the programme of activities and services offered. The national web-pages became operational in the beginning of March. The regional page also holds an E-learning tool which was introduced as a support and follow-up mechanism for the pilot training that was conducted in February.

Available data reveal that during February the regional page had 740 unique visitors that made a total of 1.225 visits. The average visit lasted for 5 minutes and 25 seconds. The total number of pages visited was 4.873 (approx. 4 pages/visit).

In line with the assessment made and proposals included in the inception report, the web-page contains links to relevant national/territorial databases. Rather than commencing the time and resource consuming process of establishing another CSO database, the approach taken is to cooperate with the organisations operating existing CSO databases and offer the project's assistance in order to further up-grade and improve the quality of those.

As requested in the project ToR an assessment of the web-page is attached to the report as Annex 5.

3.2.3 Helpdesk and information clearing house is set up and functioning

During the autumn of 2009 the TA teams made substantial efforts to establish the TACSO offices. Different solutions have been chosen depending on the specific situation and the needs in each country/territory. In some cases, the TA desks (or helpdesks) are established within existing institutional structures, such as in Montenegro and Kosovo where the teams are located within the offices of leading CSO support organisations. In Croatia, the Government Office for Cooperation with NGOs hosts the TACSO team. In other cases it has been deemed appropriate to establish separate project offices outside any of the established institutional structures, for example in Serbia.

The range of services offered by the TA desks will vary, depending on the priorities established by the LAGs, the needs assessment reports, the provision of support by other projects and institutions, etc. The combination of services could also be expected to change as part of the continuous learning process that the TACSO staff and the beneficiaries engage in.

The kick-offs have been the main tool for dissemination of information about the assistance available through the TA desks. Considering the fact that most of these took place at the end of the reporting period it is difficult to draw any conclusions regarding the actual need for the support offered. Therefore, it is not alarming that the number of service requests reported by each team differ considerably. A few examples illustrated the situation.

- In Kosovo, over 150 phone calls and emails expressing interest in information about trainings, TACSO project and EU funds have been received. A small number of organisations have also requested direct assistance, for example on how to find partners.

- TACSO Serbia reports that they received over 200 phone calls and e-mails mostly expressing general interest to receive information on training opportunities and updates relevant for CSOs. A smaller percentage (20 %) have requested specific assistance, such as information on the process for re-registration, requirements concerning annual financial reporting, as well as clarifications regarding calls for proposals and training opportunities.

- Croatia reports a lesser number of requests for assistance, presumably due to the already existing CSO support services. TACSO Croatia Office started to receive phone calls in relation to the regional training on fundraising, after the call was released at the beginning of January 2010. Only after the Call on Socio-Economic Partnerships has been released, identifying TACSO Office as a contact point, specific TA questions have been recorded. During February 2010, three organisations approached the office with questions on VAT exemption and partnership relations. In the same period, regarding Call on Socio-Economic Partnerships questions have been received regarding the precise internet location of the guidelines and the application forms, TACSO's possibility to organise information sessions as well as the eligibility of applying (10-12 requests)

Further details concerning the activities of the TACSO TA desks are provided in Annex 6.

3.2.4 Monitoring of IPA-funded projects

Assistance in monitoring IPA funded, CSO implemented projects in the beneficiary countries/territories is one of the major specific issues in the ToR. Discussions with the EUDs after the commencement of project activities in August have made it clear that the needs and requests differ greatly between the countries/territories in this respect. With the exception of Serbia the emphasis is rather on guidance and project management support, not traditional project monitoring. During February the TA desks have engaged in further discussions with the EUDs in order to reach an agreement and detail the specific expectations in each case. The outcome of this interaction is summarised in the table below.

TA desk	Services agreed on and action taken
<i>Albania</i>	<ol style="list-style-type: none"> 1. Monitoring and coaching of 10 projects financed by EUD within the framework of CARDS 207 and EIDHR Programs (May to December 2010). 2. Support EU Delegation to Albania in monitoring of successful applications that will be funded from IPA 2009 CSF – Civic Initiatives and Capacity Building Call for Proposals. 3. 10 training courses conducted in 10 administrative regions (Gjirokastrër, Durres, Tiranë, Korçë, Elbasan, Lezhë, Vlorë, Berat, Fier and Shkodër) of Albania. The training topic is: “Application procedures for IPA National grants”. Over 190 participants from more than 90 CSOs have benefitted from this training. Until the end of April 2010, the same training will be delivered in Dibër and Kukës regions, thus covering all administrative regions of the country. 4. Organisation of 2 partnership events in the framework of IPA Cross-Border Cooperation Program Albania-Former Yugoslav Republic of Macedonia, Albania-Montenegro with NGOs from the two sides of the border (May 2010).

<p>Bosnia & Herzegovina</p>	<p>Monitoring/guidance of projects under IPA 2007/IPA 2008.</p> <ul style="list-style-type: none"> • TACSO BiH will provide monitoring/guidance to max. 10 projects under Environment and Natural resources and 1 project under Roma Action plan • Small-scale projects implemented by UNDP under LOD project: 19 projects will be subject to monitoring/guidance. Criteria for selection of the projects and type of assistance service provided by TACSO BiH will be subject to further discussions. • Proposal for meeting with all stakeholders (EUD, UNDP and TACSO) will be initiated by EUD Civil Society Task Manager and should happen by the end of current week (26.of March) • TACSO BiH will contact two responsible task managers for Environment and Natural Resources and Roma Action Plan (Ms. Jelena Milos and Ms.Gordana Suvalija) respectively in order to get: i) information concerning the template for monitoring being used, and ii) to establish the dynamics of monitoring /guidance visits, apart from 2-3 visits done internally to projects by EUD Task managers. • TACSO BiH will send a Guide for monitoring /guidance to EUD, after task has been completed by TACSO project management.
<p>Croatia</p>	<p><i>Decentralised implementation</i> Various support activities linked to Partnership Actions, People2People program etc.</p> <ul style="list-style-type: none"> - Informative workshops on IPA 2009 grant schemes for Civil Society in Croatia (1) Monitoring and advocacy in the field of democratization, human rights, minority integration and sustainable refugee return in the areas of special State concern; 2) Implementation of innovative social service delivery programmes in the areas of special State concern.). - Information and partnership event – CSO Days in Zadar on the role and contribution of NGOs in obtaining EU funding.
<p>Kosovo</p>	<ol style="list-style-type: none"> 1. 6 IPA 2008 projects – guidance and capacity building Start April/May 2010. 2. Capacity assessment and two day capacity building training – follow-up visits. 3. Training scheduled that will support EIDHR call for proposals.
<p>Macedonia</p>	<ol style="list-style-type: none"> 1. Regional IPA 2008 - monitoring and guidance - 10 projects whereof four with Macedonian applicants. Starts April 2010. 2. IPA 2008 - guidance – 15 projects. Starts February 2011.

Montenegro	<p>Assistance will be provided to.</p> <ol style="list-style-type: none"> 1. 8 national IPA (2007) projects. 2. 9 regional IPA projects (organization which are participating as partners in regional projects). 3. 5 EIDHR projects. <p>In total, 44 visits for all mentioned projects (guidance in internal monitoring including, if necessary, improvement of LF matrix and development of internal monitoring plans) as well as support in problem solving for those NGOs.</p>
Serbia	<p>Monitoring of projects funded by CSF. One field visit/project - start November 2010. Collect implementation data, GOPA will develop methodology (EUD approves). A total of 40 projects to be monitored.</p>
Turkey	<p><i>Decentralised implementation</i></p> <p>Guidance and technical assistance provided to regional IPA programmes with Turkish partners. The projects have been identified and visits planned. Recommendations for future programming and implementation will be produced. From June 2010 – onwards.</p> <ol style="list-style-type: none"> 1. Heinrich Böll Stiftung Derneği Turkey Representation (HBSD) is the leader of the Project entitled “Strengthening Energy Efficiency Capacities and Networks of CSOs and municipalities –Bosnia and Herzegovina, Czech Republic, Serbia and Turkey” (Ref. 228272) 2. MOBDER–Turkey is partner in an Occupational Health Safety Project of which lead partner is UEA Communications ASBL, Belgium. (Ref. 224046) 3. Association of Public Health Research of Turkey is partner in an Occupational Health Safety Project of which lead partner is AIDII - Italian Association of Industrial Hygienists. (Ref. 226615) 4. Transparency Association is a partner in Project with reference 16 entitled “CIMAP - Establishing Comparative Indicator-based Monitoring of Anti-corruption Progress in EU candidate and potential candidate countries, including Kosovo”.

Further details about the agreements between TACSO and the EUDs are provided in Annex 7. To facilitate the implementation of the assistance the project has developed a simple manual containing some advice and ideas to the experts or teams carrying out the task. Since the needs and the role of TACSO differ between countries/territories in this case, the manual provides a framework and inspiration rather than instructions on how to carry out the task. The guide is available on request and will be posted on TACSO’s web-page.

3.3 Component 3: Capacity development

A number of regional and national training interventions will contribute to *Enhanced competence of CSOs* which is the objective of this component.

As a result of the needs assessment process, five subjects of relevance to all beneficiaries were identified. Curricula, manuals and guidelines have been developed for all of these courses. The subjects identified are:

- EU Fundraising (pilot training)
- Developing and managing EU projects
- CSO management
- Civil participation in the decision-making process
- Advocacy and lobbying

All five courses are structured in the same way with a training session of two-three days followed by individual assignments and a follow-up training session approximately two months later. In-between the training sessions, the participants are given assistance by the trainers through the TACSO e-learning tool which is accessed through the web-page. This feature offers the trainees an opportunity to interact with the trainers as well as with each other. Additionally, through the e-learning tool the trainees are also given access to teachers' notes, guidelines and various other documents of relevance for the course subject.

The first session of the so called pilot course was conducted in February 2010. Early experiences of the training approach based on the implementation of the first session of the pilot training course are summarised in Annex 9. The follow-up modules are being conducted in April-May. In parallel, the remaining four courses are also implemented for the first time.

Considering the need to make the courses available to all beneficiaries as soon as possible as well as the intention to build a network of individuals in the region that could later serve as resource persons/trainers, the approach chosen has been to invite participants from all beneficiary countries/territories to nominate participants. This measure has been considered important in order to speed up the dissemination process. The fact that trainees are nominated through an open call procedure has also offered all the TA desks an opportunity to be active early in the project implementation process. Once the training has been completed, the persons selected are expected to make themselves available and conduct "repeater courses" in their own country/territory. The response to the call for participants has been strong; as many as 297 applications were received for the so called pilot-training that started in early February.

In the work plans, the TA teams have indicated their plans concerning national training activities based on the five modules. In addition, other courses and seminars will be conducted in response to specific national needs and priorities.

3.4 Component 4: Relationship between CSOs and external stakeholders

The expected outcome of this component is *Strengthened cooperation between CSOs and the government, the private sector and the public*. Activities foreseen under this component include project launching (kick-off events), information and partnership events, as well as interventions aimed at strengthening the capacity of governments and government offices to cooperate with NGOs. The LAGs are important instruments for the facilitation of dialogue and cooperation between project stakeholders. Establishment of the LAGs and commencement of their activities has been another prioritised activity during the period. In both cases, this is in accordance with plans.

3.4.1 Kick-off events

A prioritised activity during the period under review was the organisation of TACSO kick-off events, the aim being to launch the project as well as to disseminate information about planned activities.

Different approaches have been applied in this respect. In some countries the TA desks, in consultation with LAGs, have opted for one major event with nation-wide coverage. In other cases, a series of activities have been organised in order to reach urban as well as rural based organisations. During the events efforts were made to collect information and generate feedback from the organisations concerning the need for further policy reform at sector level as well as perceived challenges and short-comings experienced at the organisational level.

Thematic focuses have been used as a measure to get additional attention and underline the project's ambition to engage in and support policy development processes of relevance for CSOs. Examples of approaches taken and themes chosen are listed below.

- Role of the Civil Society in EU Integration process.
- Participation of CSOs in public policy at national and local level.
- Good practices in civil participation, campaigning and social corporate responsibility.
- CSO registration and pre-registration process in line with the new legislation in Serbia.
- Government CSOs communication and cooperation.
- Regional CSOs Networks and Coalitions
- Increasing the CSO image and public trust.
- In Kosovo, a CSO fair was organised in conjunction with the kick-off event.

The table below shows the number of events conducted and the number of participants.

TA desk	No. of kick-offs conducted within the reporting period	Total no. of participants
<i>Albania</i>	1	144
<i>Bosnia & Herzegovina</i>	2 (4)	135
<i>Croatia</i>	3	131
<i>Kosovo</i>	1	203
<i>Macedonia</i>	1	112
<i>Montenegro</i>	3	70
<i>Serbia</i>	4 (6)	321
<i>Turkey</i>	- (7)	-
Total	15 (26)	1.177

() The total no. planned

As indicated in the table, 15 out of the 26 kick-off events planned had been implemented by the end of February 2010. Only Turkey has not yet conducted any kick-offs, these are scheduled for April 2010 and some 600 persons are expected to participate. The events implemented were attended by a total of 1.177 persons representing project stakeholders, in particular CSO representatives. As a result of an elaborated project communication strategy and plan, the events were given very good coverage in electronic and print media, partly as a result of the press releases distributed but also as a reflection of the careful selection of key-note speakers. In several cases, RAs appeared in national newspapers and television.

In general, the kick-offs have been highly appreciated by the participants. They have obtained detailed information about TACSO services and programmed activities. In parallel, they have been offered to participate in various seminars and information activities. In cases where formal event evaluations have been conducted the scores given have been high. For example, in Serbia 190 participants (60 % of those attending) returned evaluation sheets, whereof 85 % stated that the information received are very useful for them, and the remaining 15% that the information was useful. In some cases, the evaluations were also used as a tool to obtain information about perceived needs, such as the prioritisation of training subjects.

Overall, the events have generated a vast amount of information and views regarding the functioning of the civil society as well as the expectations on TACSO. As an example, feedback from Bosnia & Herzegovina is contained in the box below.

Summary of comments made at the kick-offs:

- Civil society organisations know very little about each other. There are closed circles (which can be networks also) in which the CSOs exist and hardly go out of this very practice.
- Transparency of CSO work is at low level, because only a few organisations present their financial reports on web-pages.
- There is an obvious difference between so called “big” and “small” organisations in terms of their interests as well as the capacities to apply and adsorb funds.
- So called “small” ones cannot respond to requests in relation to big EU grants, so the idea on possibilities for Open call with smaller grant amounts for CSOs was mentioned.
- It is necessary to strengthen the capacity of CSOs in rural areas, so called grass root organisations, starting with organisation development and including PCM (from project idea to impact evaluation).
- There is a need for discussing the quality standards of services delivered by CSOs, aiming at harmonising the standards according to services’ users, and to establish a more serious approach to government institutions as a partner.
- There is a need for a systematic approach to the networking problem, because of the mostly negative experience, and it is necessary to analyze critical points in terms of communication between partners of one network.

Views on the role and direction of TACSO BiH

- It is necessary to focus on rural communities and grass-roots organisations bringing the Project to them instead of inviting them to the bigger cities.
- Participants expressed an interest in joint workshops amongst CSOs and public administration. Educated representatives from both governmental institutions and the CSO community can establish cooperation of mutual interest.
- There is an open room for media cooperation strengthening; need to initiate activities for media inclusion in civil society issues. Media can be invited to the future workshops.
- There is a need for defining the real role of CSOs, so forums and similar techniques can be an efficient method.
- Organisational capacity building related to applications to EU funds is permanently needed.
- Getting information on EU standards, as well as their implementation within CSOs. Focus should be on CSOs’ transparency and participatory democracy.
- Networking issue is connected to negative experience mostly: up to now established networks didn’t fulfil their task; it is necessary to work on network notion defining, interests, its structure, the way of decision making, etc.
- Making of Memorandum of Understanding was initiated. It should be between CSOs and Directorate for European Integration; TACSO can play the role of facilitator in this process.

3.4.2 Information and partnership events

In line with the approach applied, the kick-offs will be followed by a range of activities including information and partnership events. A few such activities were conducted within the period under review, i.e. before the end of February 2010. In Kosovo, a consultative meeting on the issue of the EU Financial Regulations was organised in December 2009. A total of 12 CSOs and 18 persons attended the event.

The TACSO office in Macedonia organised four information events (in Struga, Stip, Bitola and Skopje) on the subject of financial support to CSOs from the central government budget. A total of

138 persons attended these events. The seminars were evaluated as very relevant by 77% and partially relevant by 23% of the participants. In Montenegro, three information meetings were organized at the very beginning of the project implementation. Furthermore, a consultative meeting concerning the EU financial regulations was also organised by the latter TA team.

In addition to these information and partnership events, consultations with approximately 450 stakeholder representatives were conducted during the national needs assessment processes. Details regarding these processes were contained in the TACSO inception report.

3.4.3 Strengthening the capacity of governments to cooperate with CSOs

A few activities relating to this sub-component were conducted during the first six-months of project implementation. In Croatia, the TACSO team provided assistance to the Governmental Office for Cooperation with NGOs (GOfCNGOs,) through facilitation of an annual operational planning event/process. Main purpose of the one-day event Operational Planning Workshop organized by the TACSO Croatia Team on December 18th, 2009, was to prepare a plan of activities of the GOfNGOs in 2010 and harmonize it with TACSO national and regional work plans. All of the GOfNGOs staff (11) and the TACSO Team (3) participated in the event.

The planning started with an overview of the major GOfNGOs achievements during 2009 and priorities for the upcoming year. TACSO Croatia RA explained the overall structure of the project and distributed to the participants the tentative work plan and the TACSO brochure. Introductory session was followed by small group work in which the two GOfNGOs departments (Department for International Cooperation and European Integration and Department for General Programs and Strategies) planned their specific activities.

Final results of the Operative Planning Workshop and Follow up meeting are following documents (available in Croatian):

- GOfNGOs Operative Plan for 2010 (Attachment III.)
- GOfNGOs Calendar of Activities for 2010 (one Excel document with several working sheets: detail calendar, summary calendar and monthly calendar for first six months of 2010, available at Attachment IV.)
- Brief overview of the GOfNGOs and TACSO cooperation (Attachment V.)

TACSO Albania collaborates with a GTZ funded project that supported the establishment of the Government Agency for Supporting the Civil Society in Albania and with the Department for Donor Coordination at the Council of Ministers (both the Team Leader of GTZ Project and the NGO Coordinator at the Council of Ministers are LAG members). Thus, TACSO Albania has been present in all steps undertaken, aiming to establish a dialogue and mechanisms of cooperation between the government and civil society in Albania.

Finally, the TACSO Serbia team visited the kick-off event in Croatia (Osijek), the intention being to establish a basis for further cross border cooperation on CSO / Government consultative mechanisms and exchange of best practices.

3.4.4 Local Advisory Groups

LAGs have been established in all the project countries/territories and each group has met at least once. The LAGs consists of representatives of the CSO community, governments, donors and other key stakeholders. In total, approximately 100 stakeholder representatives are engaged in the work of the LAGs. Information regarding the detailed composition of the LAGs was included in the project inception report. When necessary, simultaneous interpretation is provided by the project to provide for inclusion of minority language representatives.

The below table summarises the level of activity of each LAG.

TA desk	LAG activity
<i>Albania</i>	First meeting held in January -10, discussed procedures and annual work plan.
<i>Bosnia & Herzegovina</i>	The first LAG meeting was organized in January -10. The second LAG meeting took place in late February.
<i>Croatia</i>	The first meeting held in early February -10, discussed procedures, needs assessment and annual work plan.
<i>Kosovo</i>	The first LAG meeting in December, discussed procedures and project activities. Second meeting held in early March.
<i>Macedonia</i>	The first LAG meeting held in December, additional two meetings in early -10.
<i>Montenegro</i>	The first LAG-meeting organised in February -10.
<i>Serbia</i>	The first LAG-meeting organised in December -09.
<i>Turkey</i>	The first LAG-meeting was organised in February -10.

The basic rules and procedures for the LAGs are summarised in a manual - Rules and principles of functioning of Local Advisory Group – which has been distributed to all LAGs. When necessary, the manual has been translated into national languages. During the initial meetings conducted (until the end of February -10) the attendance has been high. The general response given by LAG members has been very positive. The manual is attached as Annex 10. Minutes from LAG meetings are published on the TACSO national web-pages.

4. SUMMARY OF INPUTS DEPLOYED IN THE CURRENT REPORTING PERIOD

The table below shows the key experts' rate of consumption of the time available. The variations that exist are partly explained by the fact that they joined the project at different points in time. At the end of February, after 6,5 months of the two year agreement period, the project has used 29,7% of the time allocated to key experts, i.e. the resource consumption is slightly ahead of a mathematical distribution of time. Taking into account that in most cases the experts will be on leave in July and/or August, this is considered reasonable.

Only a small portion of the 2.000 short-term expert days available have been used during the reporting period, a reflection of the fact that the first six months of project operations have been spent setting up the office structure and procedure, assess needs, establish the LAGs and prepare the interventions that are scheduled for 2010. As from March 2010 the use of short-term senior and junior experts will increase.

Key Experts	Name	Unit	Approved no. of working days	Acc. by end of Febr.	Remaining days
KE1, Team leader	Palle Westergaard	days	430	136	294
KE2a, Resident Advisor BiH	Slavica Draskovic	days	430	131	299
KE2b, Resident Advisor Serbia	Zorka Raskovic	days	430	137	293
KE2c, Resident Advisor Albania	Genci Pasko	days	430	136	294
KE2d, Resident Advisor Kosovo	Galina Rizova until 14/10-09	days	45	45	0
KE2d, Resident Advisor Kosovo	Ardita Metaj Dika from 15/10-09		385	96	289
Non Key experts					
Resident Advisor Montenegro	Goran Djurovic	days	430	130	300
Resident Advisor Croatia	Aida Bagic	days	430	109	321
Resident Advisor FYROM	Suncica Sazdovska	days	430	131	299
Resident Advisor Turkey	Ayca Haykir	days	430	98	332
Senior short term experts					
	Bill Sterland	days	41	41	0
	Andreja Tonc	days	5	5	0
	Ancuta Vamesu	days	10	8	2
	Ana Vasilache	days	15	13	2
Total senior short term experts		days	71	67	4
Junior short term experts					
	Emina Abrahamsdotter	days	45	45	0
Total junior short term experts		days	45	45	0

Besides the key experts and the short-term expert days the main resource available to the project is the budget for incidentals expenditure. As the project has moved from the inception and planning phase to full implementation, the requests to use incidentals has gradually increased. As explained in the inception report, the total amount allocated for incidentals has been distributed between the regional office, which manages all the common regional activities (for example the regional training activities), and the eight TA desks. The rate of consumption of these funds is shown below, per TA desk and per category of incidentals (as stated in the ToR).

Summary of incidentals consumption by project office	
Regional Office+ HQ	103 300
Albania	11 334
Bosnia and Herzegovina	3 009
Croatia	6 329
former Yugoslav Republic of Macedonia	8 061
Kosovo under UNSCR 1244/99	16 993
Montenegro	1 021
Serbia	12 237
Turkey	1 932
TOTAL	164 216

Summary of incidentals consumption by category of incidentals	
1. Travel costs and allowances missions from the base of operations	58 503
2. Travel costs and allowance training sessions	760
3. Travel costs and allowance 2-day pilot training	18 856
4. Travel costs and allowance partnership meetings	3 687
5. Travel costs and allowance committee meetings	1 635
6. Training programme	9 397
7. Communications/visibility	16 032
8. Other costs	55 346
TOTAL	164 216

In total, approvals granted regarding the use of the incidentals budget amounts to 584.000 Euro. Largely, the rate of consumption of the incidentals budget follows plans. The high amount reported under the regional office includes the first and second consultative meeting (both in Sarajevo), costs related to the October conference in Zadar, communication costs as well as the pilot training. Variations between the TA desks in level of resource consumption is mainly explained by the timing of different interventions, i.e. kick-offs, promotional and partnership events, LAG meetings, etc.

5. PROJECT PLANNING FOR THE NEXT REPORTING PERIOD

The activities to be undertaken during the next six months (March to August) are included in the 2010 annual work plans. Key activities are briefly described below.

- Following the pilot training session in February, the major part of the regional training programme (four courses) will be conducted during the period March-May 2010. This will be followed by national level interventions built on the regional courses and the experiences gained from delivering them. The e-learning tool will be further developed in parallel to this and collaboration will be initiated/continued with national training and support organisations that could assume the role as future owners of the training programmes. Some of the TA teams are also, in addition to the common five course subjects, planning training interventions in response to needs that are particular to that country/territory.
- In response to feedback received the web-page will be currently improved and expanded with a partnership forum, video clips, event broadcasting, help desk service, etc. Concerning the issue of establishing a database of CSOs, the approach chosen is to offer assistance to existing databases that are considered relevant and well-functioning. An expert will assist in identifying databases eligible for TACSO support (based on a set of transparent criteria). Hosts of these databases will be invited to an experience sharing workshop. During the event, the need for improvement and possible measures to improve the quality of data, accessibility, collaboration between these organisations, and other similar questions will be discussed.

Based on this, further actions will be planned. In addition to this, the TACSO webpage will be improved with a specific partnership-forum feature aiming to support the creation of partnerships for further work as well as approach to EU funds.

- During the next reporting period the helpdesk function will be fully established, the supply of services will be detailed and communicated to beneficiaries and arrangements will be made for outsourcing of tasks when considered justified and cost-effective. In Bosnia & Herzegovina, Serbia and Turkey, the project launching will be completed through the organisation of the remaining kick-off events, actions that will assist further in the marketing of the helpdesk services.
- Monitoring and guidance of IPA funded projects will take place in accordance with the agreements summarised in Annex 7. The RO will follow these processes closely and, when required, provide advice and support to the teams that are implementing the monitoring and guidance tasks. The monitoring and guidance manual produced by the project will be assessed and further developed based on the feedback from the TA teams and the experts contacted to perform these services.
- A range of information and partnership events are planned for the next six months. Several of the actions planned support and facilitate EU funded initiatives. The work plans also contain various activities that promote dialogue and cooperation between, in particular, the CSO community and central government. For example, in Kosovo the legal framework for the CSO sector will be reviewed and proposals for improvement elaborated through a process that will engage several different stakeholder organisations. As one of several contributions to this process, experiences from Croatia will be discussed during a study tour organised by TACSO.
- Similarly, partnership events in other countries and territories will attempt to foster and further develop the relationship between the CSO community and the private sector, thereby contributing to the possible development of alternative or complementary sources of activity funding.
- A conference will be organised in Zadar with participation of LAG representatives, TACSO staff and programming committee members, EC representatives and other interested parties. The programme will include a review of the performance of TACSO with a particular focus on selected sub-components but also a broader discussion concerning the necessity of further adjusting and elaborating support mechanism in order to reach disadvantaged members of the target group, i.e. small organisations and those based outside the major urban areas.
- Current monitoring of project performance, in particular at outcome level, requires that internal data capturing systems are established and put into motion. Such mechanisms will be developed early during the reporting period, for example questionnaires aimed at measuring helpdesk client satisfaction at different points in time as well as the result of the assistance provided. Branding surveys and press clipping analysis are other examples of instruments that will assist in the assessment of project performance.

Besides the July-August vacation period, project staff will continue to work full time. Short-term experts will be engaged frequently and the larger part of the allocation of such days (senior and junior) is expected to have been consumed before the end of this year.

6. ASSESSMENT OF PROGRESS TOWARDS PLANNED RESULTS

The reporting period, i.e. August 2009 to February 2010, could be considered as an extended inception phase for the project. This view is also expressed by the ROM-team in their first monitoring report. The first few months were largely consumed recruiting additional staff members and establishing the project office structure including administrative and financial procedures. However, in parallel, the desk studies were undertaken and the complementing information about existing capacity development needs collected followed by the compilation of the needs assessment reports. The process, which included a range of contacts and intensive interaction with CSOs and other stakeholders, served as a kick-start of the project. At the end of 2009, the LAGs had been established. As one of the first items on the agenda, they reviewed the reports and used it as a main input into the priority-setting and action planning processes. This work has been followed by a series of project kick-off activities that have been given good media coverage and been attended by large number of CSOs and, to a lesser extent, other stakeholder representatives. The training programme has also started.

In general, the project has undertaken actions and delivered outputs in line with very ambitious plans and high expectations. Reports have been well received and the events organised have been given high marks when formal evaluations have been made. A broad contact network has been established and some initiatives have been made to follow-up on initial contacts. Similarly, the sequencing and timing of interventions has mostly been appropriate. A few delays have also been experienced. For example, the TACSO web-page became operational slightly later than anticipated, the reason being the cumbersome procurement process that consumed more time than scheduled.

The office structure with a regional office in Sarajevo and nine national offices (whereof two in Turkey) functions well. Gradually, the role and procedures have evolved. Besides general project management and a range of administrative tasks, the office provides particular assistance in relation to regional training and partnership events as well as PR and communication activities including the current management of the web-page and its content.

As the project has now become fully operational a number of strategic and tactical challenges need to be addressed and dealt with in order to keep the momentum and continue to meet the expectations of all beneficiaries and stakeholders. Building and maintaining consensus regarding the priorities made in the framework of the work plan and the corresponding allocation of resources is an essential step towards this. One of the main risks in a short-term perspective is that the TA teams attempt to offer too many services or embrace large geographical areas immediately. Therefore, in order to avoid stretching resources too thinly, priorities have to be clear and budgets (expert time and incidentals) realistic. The LAGs will have to assist in communicating realistic expectations.

Related to this is the need to elaborate and agree on LFA matrixes adapted to the situation in each country and territory. This will allow for proper recurrent follow-up of outputs and outcomes. As mentioned, national level LFA matrixes are attached as Annex 1. At outcome level, follow-ups will be made against identified indicators. In some cases, external data collection (beyond what is readily available) will be required, for example press clipping services and branding surveys. These activities have been considered as a necessary investment to make performance assessment at outcome level possible.

A second challenge is the need to maintain and further develop the regional features of the project. Most of the experts' daily work is performed at the national level, in response to expectations and as part of a current interaction with national beneficiaries and stakeholders. The TACSO regional office has an important task to balance this and secure the regional perspective, which is what makes this project unique. In line with this, a larger number of training interventions than foreseen in the ToR has

been conducted at the regional level, i.e. attended by CSO representatives from all eight countries/territories. Similarly, cooperation between the TA desks is encouraged, through cross-border events and exchanges/support between the TA desks. The recurrent consultative meetings with the RAs have contributed effectively towards this.

Besides working with the CSO community and its representatives, the TA teams have in most cases made progress in building relations with central level government entities responsible for the cooperation with the CSO sector. Considering the importance of building a platform for policy dialogue and addressing institutional framework related issues, this is important. To a much lesser extent have contacts been made with private sector representatives. The latter is of interest in the context of financial sustainability and innovative funding mechanisms but also in terms of the potential for CSO-private sector partnerships, for example to create conditions for local level service delivery.

7. SUSTAINABILITY AND PHASING OUT

The task of defining a phase out strategy and provide for sustainability of activities and results is particularly challenging in this case. The project's regional focus, the absence of a leading project owner among a wide range of beneficiaries as well as the large set of planned activities makes it necessary to elaborate and apply a combination of strategies and a phased withdrawal of external financial and technical support. Various measures have been incorporated into the action plan in order to address these concerns. The main issues and elements in the strategy are commented on below.

National level

The branding efforts made by TACSO will assist in creating awareness about the project and its services as well as build sufficient goodwill to make potential national institutions interested to collaborate. This in combination with the delivery of quality services in response to national needs and priorities will provide for successful institutionalisation of core elements of TACSO.

Almost all the long-term and a substantial part of the short-term experts engaged by the project are nationals of the beneficiary countries. Consequently, much of the internal learning that will take place in the process of project implementation will remain within the region.

The LAGs offer a structure for continued multi stakeholder collaboration and coordination (CSO community, central and local government, bilateral and multilateral donors, EU) in support of civil society development. The LAGs will require technical support and logistics after the completion of TACSO. The role of the LAGs and the organisation of the support to the LAGs will depend on national needs and priorities. In some countries/territories there are established government-NGO advisory bodies/Councils that might perceive the LAG as a possible institutional complement to their own structure. Administratively, the LAGs might be attached to an existing NGO support centre and/or government body in charge of cooperation with NGOs. These issues need to be further discussed and be integrated into the final phase out strategy. During project implementation the LAGs will also serve as a mechanism for discussion and agreement concerning the institutionalisation of many of the other activities and results produced in the framework of TACSO.

The project is at the moment making substantial investments in the development of a number of training programmes. The methodology applied combines the early testing of the design and content with the gradual development of a national level pool of experienced trainers familiar with them. Once the initial training has been completed the trainers are encouraged and expected to make themselves available for continued application and dissemination in their own countries. The continued institutionalisation process in this respect will include the adaptation of the programmes to national conditions and translation of materials as well as training of trainers in collaboration with national

human resource development institutions and NGO support centres. An approach based on openness and easy accessibility to training materials is, and will continue to be, applied since the commencement of project activities. Furthermore, 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. Likewise, 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.

Similarly, solutions regarding the long-term sustainability of the helpdesk function will have to be discussed early in the process, to allow for institutional absorption of these services. All TA desk actions are undertaken in close collaboration with leading networks and CSOs in each country or territory. In order to avoid the development of monopolies, the project will, when possible, aim to work with several leading CSO support organisations in each country/territory.

The conditions for sustainability in this respect differ greatly between the countries/territories concerned. In cases where the TACSO team is already based within an institution or a centre, this offers an obvious starting point for the discussions. However, alternative solutions will be discussed with the LAGs before a decision is made. In other cases, where a separate office has been established, the question is more open. Alternative solutions that could be considered are also, unless such services are already offered, for the helpdesks to become revenue-based CSO service providers.

Regional level

The institutionalisation of the functions presently performed by the regional office will have to be further discussed. Initially, the question is whether all the activities and processes presently performed by the office should be continued. Besides the obvious need to discontinue the project management function, some of the communication services related to the project interventions will have no purpose as stand-alone activities.

The web-page related activities need to be carefully considered, in terms of technical support as well as content management. A purpose of the web-page that is relevant beyond the duration of the project has to be defined if this communication mechanism is to be continued. Some of its features could also be offered to regionally based institutions, for example the e-learning tool that is presently being developed and introduced.

Annex 1

National logical framework matrixes

(Output level details are only included for Albania, the same activity indicators are used for all TA team's reporting)

LFA Albania

Project purpose		
Outcome	Indicators	Sources of verification
Increased and improved capacity and strengthened democratic role of CSOs.	<p>1. Volume and examples of recurrent central or local government decision-making processes where CSOs are invited to participate.</p> <p>Target:</p> <ul style="list-style-type: none"> - The number of cases of CSOs involvement in decision making process on the national and local level for the years 2010-2011 is increased as compared with 2009. - 100 CSOs consulted during the process of drafting the Chart of Civil Society. <p>2. Number of new laws open to comments/hearings with CSO participation prior to decisions being made.</p> <p>Target:</p> <ul style="list-style-type: none"> - Increased number of hearings with CSO participation - Increased number of CSOs participating in public hearings <p>3. Information published currently by government, donors or other organisations about the CSO community, the number of organisations that are active, number of watchdogs.</p> <p>Target:</p> <ul style="list-style-type: none"> - By the end of 2011 the number of 	<p>1 - Reports from the Donor Coordination Secretariat with the Prime Minister's Office.</p> <ul style="list-style-type: none"> - Bulletins and Newsletter produced by CSOs - NGO sustainability index <p>2. - Monitoring reports prepared by CSOs</p> <ul style="list-style-type: none"> - Interviews conducted with Donor Coordination Secretariat within the Prime Minister's Office. - Interviews conducted with CSOs leaders. <p>3. - Reports from the Donor Coordination Secretariat with the Prime Minister's Office.</p> <ul style="list-style-type: none"> - NGO Sustainability Index

	<p>publications made by government agencies about CSO community is increased level by 20 percent.</p> <ul style="list-style-type: none"> - Increase of activities and visibility of watchdog and think-tank organisations <p>4. Government efforts to dialogue with the CSO community.</p> <p>Target:</p> <ul style="list-style-type: none"> - The number of consultations between and CSO community is increased during the year 2009. - The Government Agency for Supporting CSOs becomes fully operational by mid of 2010. - Number of consultations between Central and local Government and CSOs structures is increased during the year 2010. - The joint applications from Government and CSOs for IPA-CBC between Albania and Montenegro and FYR of Macedonia and Albania are increased, as compared with 2009. <p>5. Changes in the legal framework to be conducive to CSOs.</p> <p>Targets:</p> <ul style="list-style-type: none"> - Abolishment of the Instruction issued by the Ministry of Finance Adopted, the NGO Grants with VAT 	<p>4.- Reports from the Donor Coordination Secretariat with the Prime Minister's Office.</p> <ul style="list-style-type: none"> - Press Clipping Reports - Reports produced by international and national CSOs on the development of the third sector in Albania. <p>5. - Official Gazette</p> <ul style="list-style-type: none"> - Reports and publications from CSOs - Interviews from CSO representatives
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Component 1: Project visibility				
Outcome			Indicators	Sources of verification
<p>The project is visible for and supported by both CSOs and other external stakeholders</p>			<p>1. Branding impact of communication strategy and other measures? Target:</p> <ul style="list-style-type: none"> - More than 80 percent of CSOs in 12 administrative regions of Albania are informed about TACSO Project since the first half of year of 20010. - All donor agencies supporting the Civil Society in Albania become aware of TACSO project. - Major stakeholders are introduced with the project and involved in its activities (Government, donors, media). 	<p>1. - Survey (at least in selected countries) - Press clipping reports - Interviews with CSOs representatives - Interviews with EUD representatives</p>
			<p>2. Press clippings, no. of clippings and qualitative assessment of the appreciation expressed? The press clipping service used? Target:</p> <ul style="list-style-type: none"> - At least 70 percent of TACSO activities are covered by written and electronic media outlets. - Over 5 articles on national and local newspapers are prepared during the first year of TACSO Project. 	<p>2. - Press clipping reports. - Copies of interviews provided to different - Media outlets. - Copies of articles written in the media.</p>
Result area	Proposed activities	Expected results	Indicators	Sources of verification
<p>Development of communication strategy</p>	<p>Development of a communication strategy</p>	<p>Communication strategy used by all project offices</p>	<p>Qualitative comments on the communication strategy. Is it used?</p>	<p>Internal reports (produced by each TA desk).</p>
			<p>How does it function?</p>	<p>Internal reports.</p>
			<p>Has it communication strategy been adapted?</p>	<p>Internal reports.</p>

Development and testing of project brand	Development and use of the project logo in all project communication, correspondence and publications	Project brand is used in all project materials	Review of materials.	Internal reports.
Establishment of contact network	Contact network and communication structure development through meetings with strategic CSO network and contacts	Network of beneficiaries and stakeholders has been established	No. of stakeholder meetings and estimated no. of participants:	
	Development of different mailing and other contact lists		1) With CSOs?	Internal reports.
	Organisation of kick-off events in each country		2) With governmental institutions?	Internal reports.
	Regular meetings with stakeholders		3) With business and finance institutions?	Internal reports.
			4) With media?	Internal reports.
			5) With others?	Internal reports.
			Other comments regarding contact networks?	TACSO staff.
Development of promotional material	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	Visibility of the project is ensured	No. of promotional materials and language editions?	Internal reports
PR and communication	Ensure media coverage in printed	Relations with media and	Distribution of products, newsletters, etc (no. and frequency)?	Internal reports

activities	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 project newsletter	communications products are established and maintained Best practices and examples are accessible to the public via national media, WEB page, newsletter	No. of press activities/ press releases and topics?	Internal reports
			No. of information meetings including main target groups?	Internal reports
			Promotional tools listed (brochures and other materials, films, book-lets etc.)?	Internal reports
			Distribution of newsletters (no. and frequency)?	Internal reports

Component 2: Research, help desk and guidance

Outcome	Indicators	Sources of verification
Service delivery of CSOs is improved	<p>1. Performance of selected CSOs that receive assistance from TACSO (selected cases).</p> <p>Target: - More than 30 CSOs receive technical assistance from TACSO during the first half of the year 2010 in the areas of LFA and project matrix, registration into PADOR, project-proposal writing, partnership building, etc.</p> <p>2. Client satisfaction.</p> <p>Target: - Over 90 percent of supported CSOs report positive feedback from the assistance received by TACSO help desk during the year of 2010.</p>	<p>1. - Information from the selected organisations. - Interviews conducted with CSO representatives - Information collected from the EU Delegation to Albania.</p> <p>2. - Information from the selected organisations. - Interviews conducted with CSO Representatives. - Information from CSO Networks - Information collected from the EU Delegation</p>

Result area	Proposed activities	Expected results	Indicators	Sources of verification
			<ul style="list-style-type: none"> - Over 50 percent of randomly selected CSOs provided positive feedback about TACSO activities as a clearing house/help desk. - The number of applications for grants from National IPA 2009 is increased by 40 percent. - At least 10 CSOs assisted by TACSO receive grants from the Call for proposals launched by EUD to Albania from IPA 2009. 	to Albania and in other bordering countries.
Desk research and needs assessment is performed	Collect all relevant information, assessments and evaluations of CSOs development	Eight national need assessment reports and a regional summary report published	National and regional reports available?	NA reports.
	Conduct meetings with donors, CSOs and government representatives to create an overview of CSOs' present situation and future development		Printing of the NA reports (no of copies)?	Internal reports.
	Conduct site visits to assess CSOs present structures and identify their capacity building needs		No. of requests for the reports?	Internal reports.
	Prepare a thorough needs assessment for NGO sector in all eight countries		No. of articles produced by the project on the basis of the NA reports?	Internal reports
	Identify the priorities		No. of translations of the reports?	Internal reports

	for interventions within the project's framework.			
Webpage and database developed and maintained	Establish a web-page/portal with links to voluntarily operated databases of CSOs Review of national databases and elaboration of an action plan for project support to enhance existing databases Launching of regional and national web-portal/pages Webpage regularly assessed and updated	Web page/portal with a high visiting frequency	No. of visitors.	Statistics provided by the regional office.
			No. of unique visitors.	Statistics provided by the regional office.
			No. of pages visited.	Statistics provided by the regional office.
			Time a visitor stays on a certain page on (average)?	Statistics provided by the regional office.
			No. of pages visited by visitors.	Statistics provided by the regional office.
Helpdesk and information clearing house is set up and functioning	Invite and organize meetings with CSOs to inform them about the project and familiarize with project help desk Publicise the helpdesk services on project website and through other pr campaigns Provide helpdesk assistance to CSOs upon their requests	A well functioning helpdesk is operational throughout the project duration	No. of meetings with representatives from CSO and contact details. Topics?	Internal reports.
			No of meeting with others.	Internal reports
			Number of requests and topics. Request by type of organisation: grass-root/national, area of activity:	
			1) Grass-root/activity/no?	Internal reports
			2) National level/activity/no?	Internal reports
			3) Other/activity/no?	Internal reports

Project monitoring and guidance system for EC funded projects	A generic design and manual for monitoring and guidance visits is developed	Improved effectiveness of EC funded projects	No. of requests for assistance or follow-up support and topics?	Internal reports. Information from EUDs.
	Training/synthesizing experts enrolled to undertake the monitoring visits Establishment of national monitoring/guidance agendas Conduct prioritised site visits to assess CSOs present capacity and provide guidance how to improve		No. Of guidance sessions carried out and topics?	Internal reports.

Component 3: Capacity development		
Outcome	Indicators	Sources of verification
Enhanced competence of CSOs	1. Number and percentage of trained CSO that produced useful deliverables after trainings such as fundraising strategy, EU project proposal, advocacy action plan, organization Strategic plan. Target: - The training replications by the already trained CSOs at regional trainings are made for each of the topics by the end of the project.	1. - Follow-up reviews/assessments. - Interviews with training participants

			2. Number of trained CSOs that successfully apply for EU grants. Target: - The number of CSOs applying for IPA 2009 grants from EU Delegation in Albania is increased by 30 percent.	2. - Information from EUDs - Information from CSO Networks - Bulletins from CSO Networks - Press clipping reports
Result area	Proposed activities	Expected results	Indicators	Sources of verification
Generic course agendas and training methods are developed	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	No. of courses developed and topics?	RO reports.
			No. of manuals and training guidelines developed?	RO reports.
			No. of training events implemented regionally including no. of participants and target group?	RO reports
			Information from evaluation sheet?	Evaluation sheets/RO-reports
			Follow-up reports on training impact?	Follow-up reports, interviews with participants.
			No. of language versions of training modules?	RO reports.
			No. of training of trainers events?	RO reports.
			No. of request for support to other organisations repeating/taking over training activities?	Internal reports.
			Number of courses implemented by other institutions on the basis of TACSO modules and materials?	Internal reports.
			No. of CSOs granted with EU funds	Internal reports. Information from EUDs.
Pilot training session is	Basic training course in EC	Pilot project training	Pilot implemented?	RO report.

organised	funding regulations and application developed and conducted	implemented and evaluated.	Report, guidelines, manual and film available?	RO report.
	Advanced pilot training course developed and conducted	Pilot training modules introduced in all beneficiary countries	Conclusions from evaluation sheets?	RO report. Evaluation sheets.
			Follow-up report on training impact?	RO report. Interviews with participants.
On-line e-learning tool is developed	Development of project e-learning concept	Training courses including materials, on-line mini-lectures and chat room available through the project web-portal	No. of training modules and materials?	RO report.
	Consultations with Programme Committee and partners		No. of mini-lectures?	RO report.
	Establishment of the e-learning facility as part of the web-portal		No. of users/visitors?	RO report.
	Promotional activities to support the use of the tool			
National capacity building initiatives are developed and implemented	Elaboration of training programmes for the beneficiary countries and territories in consultation with the local advisory groups and project partners	CSOs institutional capacity and sustainability increased	No. of courses developed and topics?	Internal reports.
			No. of manuals and training guidelines developed?	Internal reports.
			No. of training events including no. of participants and target group?	Internal reports.
	Translation of training materials to national languages		Information from evaluation sheet.	Internal reports. Evaluation sheets.
	Training of trainers			

<p>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>		Follow-up reports on training impact?	Internal reports. Interviews with participants.
		No. of language versions of training modules?	Internal reports.
		No. of training of trainers events?	Internal reports.
		No. of request for support to other organisations repeating/taking over training activities?	Internal reports.
		Number of courses implemented by other institutions on the basis of TACSO modules and materials?	Internal reports. Follow-up data collection.
		No. of facilitation/partnership events in cross border areas?	Internal reports.

Component 4: Relationship between CSOs and External Stakeholders

Outcome			Indicators	Sources of verification
<p>Strengthened cooperation between CSOs and the government, the private sector and the public</p>			<p>1. Level of budget financial resources allocated to CSOs.</p> <p>Target: - 1 million EURO allocated from the State Budget become available to CSOs in Albania.</p> <p>-Funding from private companies (Foundation Vodafone Albania) is increased by 20 percent by the end of 2012.</p>	<p>1. Government reports, CSO sector reviews. - NGO Sustainability index</p>
			<p>2. Examples of improved procedures for CSOs participation in decision making process at central or local level.</p> <p>Target: - At least 20 percent of new laws, or government decisions, being approved at central and local levels are consulted with CSO community.</p>	<p>2. - Reports on cases, CSO sector reviews.</p>
<p>3. Number of local CSO – media networks established.</p> <p>Target: - The number of partnership, networks and coalitions between Albanian and foreign CSOs operating in the region, is increased by 20 percent as compared to the year 2009.</p>			<p>3. - Bulletins and Reports from CSOs, - CSO sector reviews.</p>	
Result area	Proposed activities	Expected results	Indicators	Sources of verification
<p>Kick-off events</p>	<p>Planning of national kick-offs jointly with partner organisations and</p>	<p>Beneficiaries and stakeholders aware of the project and its</p>	<p>No. of kick-offs?</p>	<p>Internal reports.</p>
			<p>Thematic focus. Topics?</p>	<p>Internal reports.</p>
			<p>Total no. of participants?</p>	<p>Internal reports.</p>

	beneficiaries	activities/services	Data from evaluation sheets?	Internal reports.
	Implementation and follow-up to national kick-offs		Follow-up activities, no. and topics	Internal reports.
Information and partnership events, facilitation service	Establishment of the local advisory groups	Strengthened network of CSOs and other relevant stakeholders in the country	No. of events, meetings, round tables, conferences'?	Internal reports.
	Maintain regular meetings and contacts with CSOs (country wide) to promote collaboration and joint initiatives		Category and target group?	Internal reports.
	Organize regular contacts, meetings, roundtables, collaboration with all relevant stakeholders including government entities and private sector representatives		No. of participants?	Internal reports.
	Establish a reference point for CSOs and all other stakeholders to exchange information and share expertise and networking, i.e. the web-portal		Data from evaluation sheets?	Internal reports. Evaluation sheets.
	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			
Strengthening administrative capacity of government to cooperate with NGOs	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		No. of workshops?	Internal reports.
			No. of participants and organisation represented?	Internal reports.
			Topics. Conclusions? Follow-up and impact	Internal reports. Interviews with participants.

LFA Bosnia and Herzegovina

Project purpose		
Outcome	Indicators	Sources of verification
Increased and improved capacity and strengthened democratic role of CSOs.	<p>Increased national Government efforts to dialogue with the CSO community through public consultations, hearings, debates, requests for comments on draft policies and similar documents, etc.</p> <p>Number of new laws and strategies open to consultation with CSOs/ participation in law drafting process increases in 2010 and 2011 respectively as compared to 2009.</p> <p>Increased level of involvement of CSOs in the process of National IPA programming.</p>	<p>Research conducted among CSOs of think tank type and national government on yearly basis</p> <p>Research done on yearly basis among the CSOs performing watch-dog function</p> <p>Research of process of MIPD development for the period 2011-2013 conducted during the process.</p>

Component 1: Project visibility		
Outcome	Indicators	Sources of verification
The project is visible for and supported by both CSOs and other external stakeholders	<p>Project is visible throughout Bosnia and Herzegovina (geographical regions covered by TACSO activities).</p> <p>Project staff is increasingly invited to participate in events organised by CSOs and other relevant stakeholders.</p>	<p>Internal report on kick off workshop(web page of DEI, regions covered; Sarajevo, Mostar, Tuzla, Banja Luka, Brcko District).</p> <p>Brcko District Government, Department working with CSOs cooperation is organizing Info workshop/session on SEP.</p> <p>Internal report on Information Event to be held on 27th of April '10.(media coverage of the event); Almanac published on CSO achievements after Information event.</p> <p>Internal report on Partnership event to be held at the end of June '10.(media coverage of the event)</p>

Component 2: Research, help desk and guidance		
Outcome	Indicators	Sources of verification
Service delivery of CSOs is improved	<p>Increased number of CSOs asked for PADOR registration.</p> <p>Increased number of CSOs interested in facilitation service.</p> <p>Number of community based NGOs, CSOs associated in the unions, associations and networks increased their knowledge and got practical skills in project proposal writing, monitoring and evaluation, reporting.</p>	<p>Internal reports and evaluations on PADOR workshop(s).</p> <p>Evidence on provided TA to CSOs (e-mail correspondence).</p> <p>Periodical internal reports (evaluation of results and assessment of impact of trained organizations).</p>

Component 3: Capacity development		
Outcome	Indicators	Sources of verification
Enhanced competence of CSOs	<p>Number of CSOs trained in EU Fund Raising, EU Project Management, Advocacy and Lobbying, Citizens Participation, CSO Management improved their capacity in terms of producing new qualitative changes in their organizations.</p> <p>Number of CSOs leaders (trainers) trained through multiplications of regional ToT – about 160 of them (4 regional topics delivered by two participants up to 40 participants (leaders) from CSOs involved in transfer of knowledge process. Two trainings for up to 20 attendees.</p> <p>Percentage of CSOs trained in applying for EU funds increased by 20% per call comparing to 2009.</p> <p>Percentage of CSOs(out of 200 CSOs rejected for IPA 2007 call: EUD-UNDP) satisfied the selection criteria for LOD 2 project.</p>	<p>Regional report on ToT and Pilot Regional Training (CSOs from BiH included in review)</p> <p>Internal report on Regional training follow ups on national level</p> <p>Evidence on TA provided to the CSOs participating in follow ups</p> <p>EU Delegation report and EC report</p> <p>Evidence of EUD-UNDP</p>

Component 4: Relationship between CSOs and External Stakeholders		
Outcome	Indicators	Sources of verification
Strengthened cooperation between CSOs and the government, the private sector and the public	<p>Number of more transparent budget allocation from domestic institutions increased (on municipal level)</p> <p>Examples of improved procedures for citizens and CSOs participation in decision making process at local level.</p>	<p>Best practice identified through LOD 1 and other projects on annual basis</p> <p>Best practice samples identified and promoted (One day conference on Citizens Participation)-Internal report</p>

LFA Croatia

Project purpose		
Outcome	Indicators	Sources of verification
Increased and improved capacity and strengthened democratic role of CSOs.	<p>1. Volume and examples of recurrent central or local government decision-making processes where CSOs are invited to participate.</p> <p>Targets:</p> <ul style="list-style-type: none"> - Increase of the number of examples of CSOs involvement in decision making on the local and national level compared with 2009 - Increased CSOs satisfaction with their involvement in decision making <p>2. Croatia CSOs are active members of CSO networks on the national, regional and EU level</p> <p>Targets:</p> <ul style="list-style-type: none"> - Increase of Croatia CSOs membership in networks on the national, regional and EU level <p>3. Government efforts to dialogue with the CSO community.</p> <p>Targets:</p> <ul style="list-style-type: none"> - Draft of a new strategy for civil society development 	<p>1. - Reports from the GOFCNGOs</p> <ul style="list-style-type: none"> - CIVICUS Civil Society Index - other research on civil society development - monitoring reports prepared by CSOs - EU Progress reports for Croatia <p>2. Networks membership lists</p> <p>3. Reports on national strategy development events, draft of a new strategy</p>

Component 1: Project visibility		
Outcome	Indicators	Sources of verification
<p>The project is visible for and supported by both CSOs and other external stakeholders</p>	<p>1. Scope of project's visibility activities in regard to balanced territorial coverage and actors involved.</p> <p>Targets:</p> <ul style="list-style-type: none"> - At least 40% of the activities/events are organised outside of Zagreb. - In each of the events there are participants representing at least 4 Croatian regions (Slavonia, Primorje and Istria, Dalmatia, Central Croatia). <p>2. Project staff is invited to participate in events organised by CSOs and other relevant stakeholders.</p> <p>Target: Project staff participates on regular basis in events relevant for civil society development on the national level.</p>	<p>Media clipping reports Project activities reports Participants lists Evaluation sheets CSO and other external stakeholders reports Meetings reports</p>

Component 2: Research, help desk and guidance		
Outcome	Indicators	Sources of verification
<p>Service delivery of CSOs is improved</p>	<p>1. Number of CSOs informed on the benefits of introducing Quality Assurance Systems.</p> <p>Target: at least 20% increase in the number of CSOs informed on the benefits of introducing Quality Assurance Systems.</p> <p>2. CSOs opinion on own capacities improved based on TA provided (CSOs assisted satisfaction survey through web based tools)</p> <p>Targets: -20% of supported CSOs present new initiatives by the end of the project -20% of supported CSOs apply for IPA National and Multi-beneficiary programs -20% of supported CSOs are successful in establishing partnerships on national and/or regional level</p>	<p>1. Reports on information and training events on Quality Assurance Systems</p> <p>2. Project activities reports, participants lists</p> <p>3. Follow-up surveys</p>

Component 3: Capacity development		
Outcome	Indicators	Sources of verification
Enhanced competence of CSOs	<p>1. Number of CSOs informed on Technical Assistance Review produced by TACSO Croatia Office Number and percentage of CSOs informed on the Technical Assistance Review Target: Information on Technical Assistance Review is widely circulated among Croatian CSOs; CSOs express their satisfaction with information provided in the TA Review</p> <p>2. Number and percentage of trained CSO that produced useful deliverables after trainings such as FR strategy, EU Project proposal, Advocacy action plan, Organization Strategic plan. Target: at least 2 CSOs per training topic produce useful deliverables</p> <p>3. Number of Croatia CSOs applying to various EU funded programs Target: There is an increase in the number of Croatia CSOs applying to various EU funded programs</p> <p>4. Number of Croatia CSOs applying to the regional Partnership Actions and to P2P program Target: There are applicants from Croatia in each of the Partnership Actions calls for proposals; there are qualified applicants from Croatia in each of the P2P study visits</p>	<p>1. -List of participants in presentations of the TA Review -Media clippings, results of on-line search -Evaluation sheets -Requests for further use of the TA review</p> <p>2. -Training reports - CSO deliverables</p> <p>3. EUD, CODEF, CFCA and GOFCNGOs reports</p> <p>4. Internal reports on helpdesk assistance, EUD, P2P and DG Enlargement reports</p>

Component 4: Relationship between CSOs and External Stakeholders		
Outcome	Indicators	Sources of verification
Strengthened cooperation between CSOs and the government, the private sector and the public	<p>1. Examples of applying Code on Consulting the Public in decision making process. Target: Code on Consulting the Public has been used in process of adopting CS relevant laws</p> <p>2. Increased transparency of procedures in financing CSOs from the state budget (central and local) Target: Code on Good Practice in Financing is used by public administration bodies in financing CSOs</p> <p>3. Council for Civil Society Development (CCSD) is acknowledged by CSOs as legitimate forum for CSOs and government cooperation Target: CCSD is involved in making all decisions relevant for civil society development; CCSD has well-developed procedures on consulting widest possible circle of CSOs</p> <p>4. CSOs address issues of relevance for a broad spectrum of stakeholders (CSOs from various sub-sectors, governments, private sector, donor) Target: Each of the events supported by TACSO Croatia Office involves variety of stakeholders</p> <p>5. There is a draft for a new national strategy on civil society development, based on broad consultations and evaluation of the current strategy Target: Draft of a new strategy is produced by the end of the project</p>	<p>1&2; Government's and CSOs reports</p> <p>3. CCSD meetings minutes and reports, survey on CCSD among Croatian CSOs</p> <p>4. List of participants, reports on events</p> <p>5. Reports of events related to the national strategy on civil society development; draft strategy</p>

LFA Kosovo

Project purpose		
Outcome	Indicators	Sources of verification
Increased and improved capacity and strengthened democratic role of CSOs.	<p>National Government efforts to dialogue with the CSO community</p> <ol style="list-style-type: none"> 1. Relations and substantial partnership/ dialogue between CSOs and government are improved. 2. Strengthen the liaison role of the Departments for Registration of the NGOs. 3. Support the utilization of the existing MoU between government and civil society actors (CiviKos Platform-2007). 4. Establish pre conditions for the government strategy for cooperation with NGOs. <p>Targets:</p> <ul style="list-style-type: none"> -The relations and communication is increased, in comparison with the previous year and majority of the CSOs are part of consultation process in central and local level -The Department for registration of NGOs is more present and visible in the communication and support to CSOs -The reactivation and signed strategy for the next 2-3 years of the CiviKos. - Increased number of new laws open to consultation with CSO participation prior to decisions being made -The Law on the Freedom of Association in Non-Governmental Organizations is reviewed and government policies on cooperation with NGOs have started being on the agenda - Issues affecting CSOs in different pieces of legislation and policies are addressed with civil society and in substantial and open consultation with civil society. - Number of activities jointly carried out by CSOs and government institutions at the local and central level - Reviewed law on the Freedom of Association in Non-Governmental Organizations is adopted and government strategy on the cooperation with CSOs is on the agenda 	<p>Data on the inclusion of civil society and civil participation in decision making process</p> <p>Data on the practice of dialogue with Civil society</p> <p>Communication between Department for registration of NGOs and civil society</p> <p>Reactivation of the CiviKos platform</p> <p>Drafting process of the review of the existing law on CSOs</p> <p>Research reports on the activities carried out by CSOs and government in Central and Local level</p>

Component 1: Project visibility		
Outcome	Indicators	Sources of verification
The project is visible for and supported by both CSOs and other external stakeholders	<p>1. Visibility of project within the country TACSO project is present with its services and activities to CSOs in the whole territory of Kosovo including minority CSOs; Target: -50-70% of the CSOs both from rural and urban area are aware about the available support</p> <p>2. Government bodies , Prime Minister and ministry of public services are aware about the importance of the partnership with civil society, measured as high attendance of the senior government officials and prominent CSOs in the kick off–conference “Civil Society Beyond Formal Dialogue”</p> <p>3. Stakeholders-donor community efforts are harmonised and complementary to each other in providing support to civil society</p> <p>4. Increased interest of national media TACSO project is present in the broadcast media (TV and radio) including news agencies and hence the public outreach Target: public through national wide media</p>	<p>TACSO- CSOs -mailing list and help desk evidence</p> <p>Report from help desk services</p> <p>Number of CSOs that contacted TACSO office registered CSOs in PADOR</p> <p>Report from the kick-off event</p> <p>Signed cooperation memorandum between donors</p> <p>Media reporting and press clipping reports</p> <p>TACSO newsletter</p> <p>Number of press releases sent to Media TACSO (3)</p>

Component 2: Research, help desk and guidance		
Outcome	Indicators	Sources of verification
Service delivery of CSOs is improved	<p>1 A need for expertise to conduct PADOR registration is addressed</p> <p>Target: All CSOs interested to apply for EU funds and specifically for EIDHR - rural and</p>	<ul style="list-style-type: none"> - Survey among selected CSOs - Number of registered CSOs in PADOR - Number of CSOs that will be awarded with grants from EIDHR

	<p>urban CSOs know how to register</p> <p>2. A need to support CSOs applying for EC grants Sep and EIDHR call is addressed</p> <p>Target: All CSOs that will pass the first pre-election phase on the Eider's call - rural and urban CSOs</p> <p>3. A need to address: Public Trust and Image of CSOs</p> <p>Target: Approximately 50-60 Rural and Urban CSOs and national wide MEDIA</p> <p>4. Effective dialogue of the government with civil society and civil participation</p> <p>Target : Increased the number of relevant policies discussed by government bodies and CSOs</p> <p>5. Review of the existing legislation framework regulating CSOs</p> <p>Target: Outreach activities informing CSOs about grant opportunities with the focus of EC calls</p>	<ul style="list-style-type: none"> - National conference and/or TV Debate in the media - Revised / amended legal framework - TACSO evidence on service delivery in support to EC calls - Grant Opportunities booklet
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Component 3: Capacity development		
Outcome	Indicators	Sources of verification
Enhanced competence of CSOs	<p>A total of ten (10) CSO participants from Kosovo, two per each training were selected to attend the ToT training programs at the regional level.</p> <p>EU Fundraising: ATTA and CPT; CSO Management: CBM and HANDIKOS; Developing and Managing EU Projects: KRCT</p>	<p>CSOs enhanced capacities</p> <p>Transfer of knowledge – number of trainings delivered and number of participants</p> <p>Participation of the ethnic minority NGO in ToT</p> <p>Participation of the NGO- (persons with disabilities) in ToT</p>

	<p>and KCSF; Civil Participation in the Decision-Making Process: KDI and FPC; Advocacy and Lobbying: HLC and Speak Up Movement. TARGET: 10 NGOs have enhanced their capacities Action plan on their involvement/contribution is developed .</p> <p>Targets: 20x4 national CSOs will benefit from the gained expertise of ToT and TACSO national trainings</p> <p>15-20% of the training delivery will be focused for the ethnic minority NGOs</p> <p>NGOs representing vulnerable groups are part of the ToT and national training programme</p>	<p>Participation of the ethnic minority NGOs in TACSO training program Participation of the NGOs representing marginalised groups in trainings Training reports and delivery</p>
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Component 4: Relationship between CSOs and External Stakeholders		
Outcome	Indicators	Sources of verification
Strengthened cooperation between CSOs and the government, the private sector and the public	<p>Improved level of cooperation between government and CSOs in the process of reviewing the law on CSOs.</p> <ul style="list-style-type: none"> -Review process is transparent and dialogue with CSOs is strengthened. - The reviewed draft is discussed with relevant stakeholders and CSOs - Increased number of the CSO consulted - Support the awareness of CSOs in support the implementation of the public –private partnership legislation 	<p>Signed memorandum Open process on reviewing the law and civil participation Government strategy for cooperation with NGOs is on the agenda</p> <p>Reports from outreach activities</p>

	<p>Target : 40-50% of the CSOs are informed about this law and their possible role</p> <p>Number of local CSO – Media networks established.</p>	
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LFA Macedonia

Project purpose		
Outcome	Indicators	Sources of verification
Increased and improved capacity and strengthened democratic role of CSOs.	<p>1. Volume and examples of recurrent central or local government decision-making processes where CSOs are invited to participate. Targets:</p> <ul style="list-style-type: none"> - Increase of the number of examples of CSOs involvement in decision making on the local and national level compared with 2009 - 100 CSOs consulted during the process of revision of the Government strategy for cooperation with NGOs <p>2. Number of new laws open to comments/hearings with CSO participation prior to decisions being made. Targets:</p> <ul style="list-style-type: none"> - Increased number of hearings with CSO participation - Increased number of CSOs participating in public hearings <p>3. Information published currently by government, donors or other organisations about the CSO community, the number of organisations that are active, number of watchdogs. Targets:</p> <ul style="list-style-type: none"> - Increased level of activity of the CSO community compared with 2009 - More initiatives of the watchdog organisations <p>4. Government efforts to dialogue with the CSO community. Targets:</p> <ul style="list-style-type: none"> - Revised Government strategy for cooperation with CSOs - Increased number of consulted CSOs in the process of IPA programming compared with 2009 <p>5. Changes in the legal framework to be conducive to CS Targets:</p> <ul style="list-style-type: none"> - Adopted new law on associations and foundations - Initiated change of the Law for Donations and Sponsorships for Public Benefit Activities 	<p>1. - Reports from the Government Unit for Cooperation with NGOs - Local-Self Government Bulletins - CIVICUS Civil Society Index</p> <p>2. - Monitoring reports prepared by CSOs</p> <p>3. - NGO Info-centre media monitoring reports - Reports from the Government Unit for Cooperation with NGOs - CIVICUS Civil Society Index</p> <p>4. - Reports from the Government Unit for Cooperation with NGOs</p> <p>5. - Minutes from the Parliament sessions</p>

Component 1: Project visibility		
Outcome	Indicators	Sources of verification
The project is visible for and supported by both CSOs and other external stakeholders	<p>1. Scope of projects visibility activities in regard to balanced territorial coverage and actors involved. Targets:</p> <ul style="list-style-type: none"> - 60% of the activities/events are organised outside of Skopje - Representative participation regarding territorial coverage (30% Skopje, 30% West, 30% East) - Major stakeholders are introduced with the project and involved in its activities (Government, LSG, donors, media) 	<p>1. - Media clipping reports</p> <ul style="list-style-type: none"> - Project activities reports, - Participants lists - Evaluation sheets

Component 2: Research, help desk and guidance		
Outcome	Indicators	Sources of verification
Service delivery of CSOs is improved	<p>1. CSOs opinion on own capacities improved based on TA provided (CSOs assisted satisfaction survey through web based tool). Targets:</p> <ul style="list-style-type: none"> - 20% of supported CSOs are able to present new successful initiatives by the end of the projects - 20% of supported CSOs apply for IPA National and Multi-beneficiary programme - 20% of supported CSOs are successful in establishing partnerships on national and 	<p>1. Survey report;</p> <ul style="list-style-type: none"> - Project activities reports; - Participants lists - Evaluation sheets <p>2. Project activities reports;</p> <ul style="list-style-type: none"> - Participants lists

	<p>regional level</p> <p>2. Number of rural CSOs, CSOs representing marginalized social groups such as people with disabilities, Roma, IDPs, ethnic minorities included in TA assistance and percentage of total number of CSOs receiving TA.</p> <p>Targets:</p> <ul style="list-style-type: none"> - At least 60% of the TACSO services are provided to CSOs representing marginalised groups 	
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Component 3: Capacity development

Outcome	Indicators	Sources of verification
Enhanced competence of CSOs	<p>1. Number and percentage of trained CSO that produced useful deliverables after trainings such as FR strategy, EU Project proposal, Advocacy action plan, Organization Strategic plan.</p> <p>Targets:</p> <ul style="list-style-type: none"> - 10 CSOs/networks has developed Advocacy action plans - 10 CSOs has developed organisation strategic plan - 10 CSOs has developed PR strategies and improved their PR skills - 20 CSOs has prepared successful EU project proposals - 10 CSOs/networks has developed FR strategies - 10 Think-tank organisations has improved their analytical skills and have prepared relevant policy briefs/papers - 20 CSOs has improved knowledge of the frame and possibilities for participation in 	<p>1. - Regional trainings reports</p> <ul style="list-style-type: none"> - National trainings reports

	<p>decision making</p> <ul style="list-style-type: none"> - 20 CSOs has better understanding of advantages of using the social media in their work <p>2. Number of CSOs involved in EU funded programs</p> <p>Targets:</p> <ul style="list-style-type: none"> - 150 CSOs has improved understanding of IPA, P2P, Community and other EU funded programmes 	<p>2. – Data from EUD and EC</p>
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Component 4: Relationship between CSOs and External Stakeholders

Outcome	Indicators	Sources of verification
Strengthened cooperation between CSOs and the government, the private sector and the public	<p>1. Number of complaints regarding distribution of state funds to CSOs Target: - Number of complaints decreases - Code of good practice for distribution of state funds to CSOs is consistently applied by the Government</p> <p>2. Number of CSOs motivated to apply for state funds Target: - Government unit for cooperation with NGOs receives 20% more applications than in 2009</p> <p>3. Number of visitors on government CSO liaison office web-page. Target: - Number of visitors is increased for 20%</p> <p>4. Improved understanding and capacities of local self-governments for cooperation with</p>	<p>1.- Government Unit for cooperation with NGOs reports; - CSOs monitoring reports</p> <p>2. Government Unit for cooperation with NGOs reports; - CSOs monitoring reports</p> <p>3. Government Unit for cooperation with NGOs reports</p>

	<p>CSOs Target: - 10 LSG by the end of the project undertake concrete activities to improve their cooperation with CSOs (design strategies for cooperation, appoint responsible persons, create mechanisms for support of CSOs etc.)</p> <p>5. Improved level of public trust for CSOs Target: - Existing trend of decrease of public trust in CSOs is stopped</p>	<p>4. LSG annual reports - LSG web pages - LSG bulletins</p> <p>5. MCIC annual survey on public trust in CSOs</p>
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LFA Montenegro

Project purpose		
Outcome	Indicators	Sources of verification
Increased and improved capacity and strengthened democratic role of CSOs.	Volume of CSOs participation in decision-making processes on central or local level Target: CSO participation in decision making process increased for 10% at 2010 in compare with 2008	Research related to initiatives of CSOs on local and national level Cost: 3,000 Euro
	Number of new laws opens to comments/hearings with CSO participation prior to decisions being made. Target: CSOs gave input to at least 30 % of new national laws	Report of Government office for cooperation with NGOs
	Number of well functioning national or local CSOs networks one year after the end of the project Target: increased number of CSOs networks for 20% in compare with 2009	CRNVO database
	Number of joint CSOs initiatives with specific purpose one year after the end of the project Target: increased number of joint CSOs initiatives for 30%	USAID NGO Index
	Harmonized practice in work of tax administration at municipal level to meet specific needs of CSO sector one year after the end of the project Target: Decreased number of complains of CSOs on Central and local tax authorities for 30%	Annual Report of Tax administration

Component 1: Project visibility		
Outcome	Indicators	Sources of verification
The project is visible for and supported by both CSOs and other external stakeholders	Level of beneficiary satisfaction with visibility of TACSO activities Target: 90% of CSOs, donors, relevant state authorities, EU Delegation satisfied with information about TACSO activities	Survey
	Number of newspaper articles and TV reports Target: TACSO project has been promoted in local (and national) media for at least 70% of its activities	Press clipping Report

Component 2: Research, help desk and guidance		
Outcome	Indicators	Sources of verification
Service delivery of CSOs is improved	Increased performance of CSOs that receive assistance from TACSO till the end of TA project Target: At least 60% of CSOs that respond to survey claim that their capacities have been improved by TACSO TA	TACSO Research with users Regular RA Internal report
	Number of specific services used by beneficiaries and satisfaction with quality of given services. Target: At least 60% of CSOs that respond to survey claim that are satisfied with quality of given services.	Surveys using the web based tool Easy Research, possibly complemented by questionnaire for beneficiaries

Component 3: Capacity development		
Outcome	Indicators	Sources of verification
Enhanced competence of CSOs	<p>Number and percentage of trained CSO that produced useful deliverables after trainings such as fundraising strategy, EU project proposal, advocacy action plan, policy paper. CSOs satisfaction with developed training materials. Target: At least 60 % of trained CSOs produced useable document in training related fields</p> <p>Number of trained CSOs that apply for EU grants till the end of TA project. Target: Percentage of CSOs trained in applying for EU funds increased by till the end of 2011 for 20% per call comparing to 2010.</p>	<p>Follow-up reviews/assessments.</p> <p>ECDs report.</p>

Component 4: Relationship between CSOs and External Stakeholders		
Outcome	Indicators	Sources of verification
Strengthened cooperation between CSOs and the government, the private sector and the public	Established Council for cooperation of Government and NGO in line with Government Decree Target: Government of Montenegro	Annual Report of Government office for cooperation with NGOs
	Percentage of municipalities which improve procedure for NGO projects financing on local level till the end of project Target: municipalities of Tivat, Herceg Novi, Kotor, Podgorica, Niksic, Cetinje, Danilovgrad, Pljevlja, Bijelo Polje, Berane improved procedure for NGO projects financing	Annual reports of municipalities who's participated on trainings
	Increase level of understanding of Members of Parliament of Montenegro as well as local councillors regarding transparent and effective practices in NGO financing Target: At least 4 initiatives on local or national level aiming to improve practices in NGO financing from public funds	Research with CSOs regarding financing procedures on national and local level
	Improved institutional framework and functioning of local (self-government) focal points for cooperation with CSOs Target: At least 4 municipalities Improved institutional framework and functioning of self-government focal points for cooperation with CSOs	Union of municipalities report of functioning of local (self-government) focal points for cooperation with CSOs

LFA Serbia

Project purpose		
Outcome	Indicators	Sources of verification
Increased and improved capacity and strengthened democratic role of CSOs.	<p>1. National Government efforts to dialogue with the CSO community. Targets:</p> <ul style="list-style-type: none"> • Structured mechanisms for communication between national government and CSOs are defined. • National office for cooperation with CSOs is established and in full function. • National Strategy framework for cooperation with CSOs is defined. <p>2. Public hearings and comments given by CSOs on New National and Province of Vojvodina decisions. Target: CSOs gave input to at least 30 % of new national laws and Province of Vojvodina decisions.</p> <p>3. Level of involvement of CSOs in the process of National IPA programming Target: Number of consulted CSOs increased by 20% in comparison to 2009.</p>	<p>Document on proposed mechanisms for communication of National government and CSOs</p> <p>Decision on establishing National office for cooperation with CSOs</p> <p>National office report</p> <p>Document on national Strategy framework</p> <p>TACSO Serbia Assessment report</p> <p>Ministry of Finance, Sector for management of EU funds report on consultative process</p>

Component 1: Project visibility		
Outcome	Indicators	Sources of verification
The project is visible for and supported by both CSOs and other external stakeholders	1. Scope of projects visibility activities in regard to balanced territorial coverage and actors involved. Target: EU Technical assistance to CSOs reached CSOs and other stakeholders representatives from at least 70 % cities throughout Serbia	TACSO Serbia Data base of cities and organizations that received some kind of TACSO assistance
	2. CSO practices identified and promoted Target: At least 100 CSOs applied to open call for best practices At least CSO 20 best practices selected and promoted via multi media	Report on contest and results CSO Best practices brochure

Component 2: Research, help desk and guidance		
Outcome	Indicators	Sources of verification
Service delivery of CSOs is improved	1. Number of CSOs registered and acting under New CSO Law. Target: 80 % of CSOs that received TACSO assistance at the field of New Law are re – registered	Internal report based on comparative lists of CSOs received assistance and lists of those registered with National Register Agency
	2. CSOs opinion on own capacities improved based on TA received Target: At least 60 % of CSOs that responded the survey are claiming that their capacities	TACSO Final TA assessment report

	<p>had been improved by TACSO TA</p> <p>3. Rural CSOs representing marginalized social groups such as people with disabilities, Roma, IDPs, ethnic minorities included in TA assistance</p> <p>Target: At least 50 % of total TA services are given to CSOs representing marginalized social groups</p>	TACSO Serbia Data base of cities and organizations that received TA
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Component 3: Capacity development		
Outcome	Indicators	Sources of verification
Enhanced competence of CSOs	<p>1. Number and percentage of trained CSO that produced useful deliverables after trainings such as FR strategy, EU Project proposal, Advocacy action plan, Organization Strategic plan.</p> <p>Target: Target: At least 60 % of trained CSOs produced useable document in training related fields</p> <p>2. Number of Serbia CSOs applying for EU funds on IPA national and multi beneficiary calls</p> <p>Target: Number of CSOs applying for EU funds increased by 20% per call in comparison to 2009.</p>	<p>Regional trainings reports</p> <p>National trainings reports</p> <p>Data from EUD and EC</p>

Component 4: Relationship between CSOs and External Stakeholders		
Outcome	Indicators	Sources of verification
<p>Strengthened cooperation between CSOs and the government, the private sector and the public</p>	<p>1. Examples of improved procedures for CSOs participation in decision making process on local level. Target: To identify and promote at least 10 local examples of newly established procedures</p> <p>2. Number of local CSO – Media networks established Target: Local networks to be established in 30 % of local communities whose CSO and media representatives participated in networking activities</p> <p>3. Examples of new best practices on cooperation CSOs and private sector Target: To identify and promote at least 5 local examples of best practices on CSOs and private sector cooperation</p>	<p>Internal report on Documents on procedures established</p> <p>Report and Memorandums of cooperation</p> <p>Best practices examples</p>

LFA Turkey

Project purpose		
Outcome	Indicators	Sources of verification
Increased and improved capacity and strengthened democratic role of CSOs.	<p>National Government efforts to dialogue with the CSO community TARGET Structured and functional mechanisms of communication between national government and CSOs are defined National Office for Cooperation with CSOs is established and functioning National Strategy for cooperation with CSOs is developed Law on Associations is revised to allow CSOs full rights to association</p> <p>Consistent consultation with CSO participation prior to decisions being made TARGET: Regular consultation with CSOs for new national laws</p> <p>Number of activities jointly carried out by CSOs and government institutions at the local level TARGET: At least 15% of activities carried out by local governments are done in collaboration with CSOs</p>	<p>Document on proposed mechanism for communication of National Government and CSOs</p> <p>Decision to establish National Office for Cooperation with CSOs</p> <p>Document on National Strategy Framework</p> <p>Revised Law on Associations</p> <p>Documentation from YASADER (Association following legal processes in the Turkish Grand National Assembly)</p> <p>Reports from City Councils</p>

Component 1: Project visibility		
Outcome	Indicators	Sources of verification
The project is visible for and supported by both CSOs and other external stakeholders	<p>Visibility of project activities in relation to location and actors involved Target: EU Technical Assistance to CSOs has reached at least 7 provinces in Turkey TACSO project has been promoted in local (and national) media for at least 80% of its activities.</p> <p>CSO Best Practices promoted Target: At least 20 CSO best practices promoted through local or national media</p>	<p>TACSO Turkey Data base of cities and organisations that have received TACSO assistance</p> <p>Press Clipping services</p>

Component 2: Research, help desk and guidance		
Outcome	Indicators	Sources of verification
Service delivery of CSOs is improved	<p>Number of rural CSO requests for training. Target: 80% of requests from rural CSOs for training met</p> <p>Number of requests for TA support in the field. Target: 80% of requests for TA support in the field met</p> <p>CSOs opinion on own capacities improved</p>	<p>I</p> <p>National Training Reports</p> <p>TACSO Turkey Data base reports on services given</p>

	<p>based on TA received</p> <p>Target:</p> <p>At least 60% of CSOs that respond to survey claim that their capacities have been improved by TACSO TA</p> <p>Rural CSOs representing marginalized social groups such as people with disabilities, Roma, IDPs, ethnic minorities are included in TA assistance</p> <p>Target: At least 50% of total TA services are given to CSOs representing marginalized social groups</p>	<p>TACSO Turkey survey results</p> <p>TACSO Turkey Database of cities and organizations that received TA</p>
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Component 3: Capacity development		
Outcome	Indicators	Sources of verification
Enhanced competence of CSOs	<p>Number and percentage of trained CSO that produced useful deliverables after trainings such as FR strategy, EU Project proposal, Advocacy action plan, Organization Strategic plan.</p> <p>Target:</p> <p>At least 60% of trained CSOs produced usable document in training related fields</p> <p>Number of Turkey CSOs applying for EU funded programs</p> <p>Target:</p> <p>Applications from CSOs from Turkey have increased by 20% per call in comparison to 2009</p>	<p>Regional training reports</p> <p>National Training reports</p> <p>Data from EUD and EC</p>

Component 4: Relationship between CSOs and External Stakeholders		
Outcome	Indicators	Sources of verification
<p>Strengthened cooperation between CSOs and the government, the private sector and the public</p>	<p>Improved procedures for CSO participation in decision-making process on local level. Target:</p> <p>Framework for collaboration developed and implemented</p> <p>Functioning models of corporate social responsibility projects at the local level have been developed Target:</p> <p>CSR projects activated in at least 1 province outside of large cities</p> <p>Media actively involved in promoting civil society activities. Target: At least 20% more positive news related to civil society by the end of the project</p>	<p>Framework document for cooperation</p> <p>Functioning model of CSR in provincial town</p> <p>Press clipping</p>

CSO contact network

TA desk	Established CSO contacts
<i>Albania</i>	<ul style="list-style-type: none"> - 144 participants at the kick-off meeting. - 175 NGO representatives participated in the IPA training on Project Writing in 9 regions of Albania so far and 12 regions until the end of April 2010. - Presentation of TACSO to 50 environmental NGOs conference. - Presentation of TACSO in a seminar organised by Italian and Albanian partners operating in Albania to 50 NGOs. - Presentation to 22 NGOs in a seminar organised for women NGOs. - More than 700 NGOs receive latest alerts and TACSO Albania newsletter. - More than 10 NGO representatives approach TACSO help desk.
<i>Bosnia & Herzegovina</i>	<ul style="list-style-type: none"> - 135 participants at kick-off including many follow-up meetings. - Three individual meetings held (association of RS towns and municipalities, Regional Environment Centre, and Centre for Sustainable Environmental Development). - Presentation to 30 CSOs at conference on transitional justice. - One meeting with Green Agenda CSOs in BiH.
<i>Croatia</i>	<ul style="list-style-type: none"> - Three kick off events conducted with a total of 131 participants. - Total of nine meetings with approximately 220 participants.
<i>Kosovo</i>	<ul style="list-style-type: none"> - Kick off with a total of 203 participants (mostly CSOs). - CSO's fair (in conjunction with the kick-off), 30 CSO's participated with video and hard copy materials. - TACSO presentation during ECLO launch of new IPA and EIDHR projects (60 CSOs participants). - Met directly with more than 60 CSOs, established communication through networks with more than 500 CSOs. - Coordination with USAID-ISC civil society project - Continuous cooperation with host organisation KCSF as primary local entity in the area of capacity building for civil society.
<i>Macedonia</i>	<ul style="list-style-type: none"> - Kick off with 112 participants (mostly CSOs). - Information seminars with 138 participants. - Three individual meetings with the Centre for Non-formal Education Triangle, MCIC and the Balkan Environmental Life Leadership Standard.
<i>Montenegro</i>	<ul style="list-style-type: none"> Kick off meetings with 131 participants (mostly CSOs). 9 meetings with CSOs (Managing board of NGO Coalition by cooperation to the goal, Centre for civic education, Women's action, European movement, SOS phones for victims of violence, Union of Association of blind people, Human Rights Action, Bonum, Association for Democratic

	Prosperity – ZID).
Serbia	<p>Four kick-off meetings held so far through which a contact network with 321 CSOs was established, out of which 15% of the organizations have asked for TA in organizational development so far.</p> <p>Through seven meetings with strategic CSOs (Civic Initiatives/FENS network, CRNPS (Centre for the development of Non- Profit Sector), BCIF (Balkan Community Initiatives Fund) , Resource Centre for Development, NGO Sunce, NGO Protecta, Roma students Association, NGO Panacea the TA team reached over 30 participants.</p> <p>TACSO Serbia used EU Delegation Info sessions on Civil Society grant scheme to establish additional contact network. During six events, over 450 CSOs were informed and asked to join the TACSO contact network.</p>
Turkey	<p>19 CSOs (We have met individually with TUSEV, YADA, CSDC (Istanbul office), ERG (Educational Reform Group), Bilgi University NGO Research Center, Bilgi University Youth Center, TOG (Foundation for Society Volunteers), Common Purpose (Ortak Idealler), TEMA, Mikado Consulting (social corporate responsibility).</p> <p>The LAG meeting also brought important CSOs to the table, added to the above were KADER, Helsinki Citizens Assembly, Nature Association, Ari Movement, and Human Resources Development Foundation.</p> <p>In TUSEV “freedom to associate meeting” we were together with 15 CSOs working in the rights field.</p>

Contacts with government institutions

TA desk	Contacts established
Albania	<ul style="list-style-type: none"> - Meetings organised with the representatives of the Ministry of European Integration, Regional Cooperation Unit. - Meeting with Ministry of Tourism, Culture, Youth and Sports on cooperation. - Meeting with representative of the Ministry of Labour. - General Secretary of the Prime Minister’s Office <p>Albania participated in the kick-off and made a commitment to participate in the LAG through the Coordinator of the Department for Donor Coordination at the Council of Ministers.</p>
Bosnia & Herzegovina	<p>Two meetings(Directorate for European Integration re definition of their participation in TACSO workshops-contact established with three different units of the Directorate)</p> <ul style="list-style-type: none"> - 1 meeting with Federal ministry of Justice regarding participation in the LAG. -1 meeting with State Ministry of Civil Affairs regarding the education sector, facilitation meeting re non-formal education for interested group of CSOs

	- 1 meeting with representative of State level Ministry of Justice in conjunction with a LAG meeting, focal point for CSOs.
<i>Croatia</i>	Six meetings have been held with government representatives, approximately 80 participants.
<i>Kosovo</i>	- Deputy Prime Minister - Office for good governance (OPM) - Department for registration and Liaison with NGOs. - Agency for coordination of the European Integration Process.
<i>Macedonia</i>	3 Meetings with the Government Unit for Cooperation with NGOs 1 Meeting with Ministry of Finance 1 participant
<i>Montenegro</i>	Meeting with advisor to Vice President of The Government of Montenegro Mr Marovic. Meeting with Minister for European Integrations. Meeting with Head of Government office for cooperation with NGOs.
<i>Serbia</i>	4 meeting with 12 participants (Provincial Secretariat for Local Self government , Provincial Development Found for non-profit organization, Serbian Office for EU accession ,
<i>Turkey</i>	Ministry of Interior Directorate of Associations, Secretariat General for EU Affairs (EUSG), Prime Ministry

Other contacts

TA desk	Contacts established
<i>Albania</i>	Six meetings with EU Delegation to Albania (Task Manager for Civil Society, Head of Communication Office, Political Advisor). Two meetings with Democratisation Officer of OSCO presence to Albania. Three meetings with GOPA/GTZ Project supporting the Civil Society of Albania. One meeting with Donor Coordination Working Group for Civil Society in Albania. One meeting with Donor Coordination Secretariat at the Council of Ministers. Meetings with Vodafone Albania Foundation.
<i>Bosnia & Herzegovina</i>	Three meetings EUD (TACSO project presentation to Head of operational unit-CS, P2P issue, Guidance and Monitoring comp, of the project). One meeting with UNDP regarding guidance and monitoring services to be provided by the project. Contact of TACSO BiH with national level project Cidi establishing dialogue between CSO networks and Government (state, two entities and Brcko District). Youth Information Agency (OIA), a short presentation of the TACSO project.
<i>Croatia</i>	Three meetings with the EU Delegation and others, in total approximately 60 participants.
<i>Kosovo</i>	ECLO, USAID, KFOS, Swiss Agency for International

	Development, Other international mechanisms such as USAID, OSCE, EULEX, Association of Journalists etc
Macedonia	<p>One meeting with the editor of the Civic World magazine Four meetings with the EU delegation- Task manager for civil society One meeting with USAID One meeting with Cross Border Institutions Building project team One meeting with European Centre for Not-for Profit Law One meeting with OSI Think-tank Fund</p> <p>Participation at CSOs events: - Action Plan for advocacy and lobbying promotion, Civic Platform of Macedonia - E-society conference, Metamorphosis foundation - Involvement of the public in measurement of the impact against the environment, workshop, Macedonian Green Centre - Training methodologies, workshop, USAID - Presentation of the Proposal of the Law on Associations and Foundations, Ministry of Justice</p>
Montenegro	<p>Established communication with Chamber of Commerce and Montenegro Business Alliance, Montenegrin Union of employers Regular meetings with the EU Delegation</p>
Serbia	<p>One meeting with Ministry of Finance, with two participants Two meetings with national media companies with four participants Six meetings with international organizations or institutions with 15 persons in total (GOPA, VNG, UNICEF, Serbia Standing Conference of Towns and Municipalities, EUD, Solider network)</p>
Turkey	<p>People's Parliaments Movement, regular meetings with the EU Delegation</p>

Annex 3

List of promotional materials and PR activities

TA desk	Promotional material produced and PR activities conducted
Albania	<p><i>Materials</i> Brochure of TACSO project (Albanian version), first edition of TACSO newsletter, project flyer, banner in English and Albanian language, roll-up poster for the kick-off event, pens, notebooks, stickers, signpost, letterheads with logo, envelopes with logo, etc.</p> <p><i>PR/communication activities</i> Vast usage (over 140) of products and newsletters during the Kick-Off event, intensive distribution to CSOs in conjunction with national IPA application training. Appearance of RA in the morning broadcasting of ORA NEWS, dated 22.02.2010. One press release prepared and distributed to media during the kick-off event. Another press-release distributed to local and national channels during the national training in Gjirokastra. Media coverage of TACSO training activities from local broadcasting outlets of Gjirokastra, Lezha, Korça, Durrës and Pogradec regions. Media coverage of TACSO Regional Training on Advocacy and Lobbying from SCAN TV in Tirana. Written article about TACSO Project in “Shekulli” Newspaper.</p> <p>Newsletter: more than 200 printed and 500 electronic. Over 700 CSOs are checked for the accuracy of their contact addresses and registered in the mailing list of TACSO Albania. The list is used as a tool for dissemination of information.</p>
Bosnia & Herzegovina	<p><i>Materials</i> Brochure of TACSO translated into local language (500), banner (180x180 cm) used at all events, first newsletter is to be issued in March, pens (300), roll-up poster, door signs (5), visit cards (3x200), folder sticker (300). For the kick-off 300 sets were prepared with logo (folders, notebook, pens, presentations of TACSO project, brochures).</p> <p><i>PR/communication activities</i> Two press releases sent to media. Mailing list contains over 400 CSOs contacted during the needs assessment and before the kick offs. Media mailing list completed in December -09 with over 290 contacts. Open Calls for regional training sent to about 2000 addresses. Taco mentioned in media on at least seven occasions.</p>
Croatia	<p><i>Materials</i> 500 TACSO folders, 500 notebooks, 1000 TACSO project brochures in Croatian, 500 pens, and one roll-up poster.</p> <p>500 TACSO project brochures in Croatian, notebooks, folders and pens. No newsletter produced during the reporting period.</p> <p><i>PR/communication activities</i> Mailing lists established including</p> <ul style="list-style-type: none"> - Kick-off with 131 participants, - ste.hr@tacso.org Croatian STEs, 9 addresses (individuals and organizations) - pilot.training.hr@tacso.org 35 rejected applicants for the regional training, - press.hr@tacso.org – 43 addresses, - LAG members – 10 addresses, - Croatian organisations involved in the partnership program “Environment,

	<p>Energy Efficiency, and Health and Safety at Work” – 12 addresses In total: 240 addresses.</p> <p><i>PR/communication activities</i> The announcements of the regional training (especially on the pilot regional training) have been widely circulated in on-line media and on web-pages of CSOs and governmental institutions. There were two brief reports on the kick-off in Zagreb, on February 17th. on the official page of the EUD and on the webpage of the NGO AC. Approx. 200 brochures in Croatian, notebooks, maps and folders distributed at kick-off events. One press release on the kick-off events, distributed through press.hr@tacso.org.</p>
Kosovo	<p><i>Materials</i> TACSO newsletter is distributed to more than 300 contacts, a total of 250 (out of 500 printed) hard copies of TACSO Grant Opportunities in Kosovo booklet are distributed. TACSO brochures are translated and printed in Albanian (500), Serbian (200) and English (300). 500 copies of folder, notebook and pen. A media kit was prepared for Kick off.</p> <p><i>PR/communication activities</i> TACSO activities were presented in news editions – prime time in public television RTK, and private TV – RTV 21 and KTV. TACSO project was presented in morning and evening informative programs, presenting the project and informing the public (10,11 and 12 Feb. 2010)</p> <p>Mailing lists have been developed: CSOs list (250 contacts) and stakeholder’s list including donors (80-100 contacts). Meetings with chief editors and journalists: Broadcast media: RTK, KTV, RTV 21 Print Media: Koha Ditore Media Agencies: Kosovalive Radio: Radio Blue Sky TACSO training opportunities are published on the ECLO website, KCSF and ATRC as well as in public TV’s website- RTK and Kosovalive.</p>
Macedonia	<p><i>Materials</i> Project brochure printed in Macedonian (1500 copies), Albanian (500) and English (1500), 260 copies distributed. One issue of the newsletter produced quarterly and distributed through the mailing lists. CSOs mailing list – 343 addresses, government officials responsible for cooperation with CSOs-33 addresses, MPs - National council for EU Integration – 11 addresses, electronic media (TV and radio) mailing list-129 addresses, printed media mailing list – 34 addresses, LAG mailing list - 10 addresses Total 560</p> <p><i>PR/communication activities</i> Three press-releases: <ul style="list-style-type: none"> - Kick-off conference - 4 Information seminars about the financial support for CSOs from the central government budget - Launch of the regional web site Press-releases are prepared in Macedonian, Albanian and English language</p> <p>Articles or other TACSO references on the web-sites of; i) the Macedonian Information Agency (in Macedonian and English), ii) the Government Unit for Cooperation with CSOs, iii) the youth coalition SEGA, and iv) the</p>

	Macedonian Green Centre.
Montenegro	<p><i>Materials</i> Created 500 promo sets consisting of folder, brochures, notebooks, pens. Linked with one national e-mail list maintained by CRNVO (approximately 400 CSOs) and one local e-mail list in 2nd largest municipality of Niksic (35 CSOs)</p> <p><i>PR/communication activities</i> Three articles in daily news, four reports in electronic media from first kickoff event. One press release for first kickoff event (Daily newsletter Vijesti, Dan, Pobjeda, Dan, TV In, Public Broadcasting Service RTCG, TV Vijesti, Daily Vijesti and Dan, TV In, Public Broadcasting Service RTCG, TV Vijesti)</p>
Serbia	<p><i>Materials</i> One set of TACSO diaries produced for LAG members. Created 600 sets consisting of folder, pen, notebook, TACSO brochure. TACSO seasons' greeting card and annual calendar for 2010. CSO Mailing list contains over 300 active contacts. Media Mailing list also contains over 300 contacts.</p> <p><i>PR/communication activities</i> Over 10 newspaper press clippings received so far, plus 5 TV appearances. The TACSO Project in Serbia has so far been very well received in the media, especially by local TV stations. The agency "Ninamedia" from Novi Sad has provided promotional services to TACSO Serbia on attest basis, from mid-February on, regular contract will be made defining scope of services to be provided. More than 1.500 CSOs received information on TACSO program start up. Newsletter and calls for trainings were distributed to 300 CSOs. The first issue of the Newsletter was published in February – monthly editions planned. Two press releases issued – one regarding the start of the project and one regarding the launch of the TACSO Website. Additional press releases produced by the partner organisation in conjunction with each Kick Off event (four so far). Each Kick Off event was widely publicised at the Civic Initiatives (partner CSO) website http://www.gradjanske.org/page/home/sr.html. A link and information on the project has been put on the website of the Serbian European Integrations Office (http://www.seio.gov.rs/code/navigate.asp?Id=191). TACSO Calls for Training Participants are regularly published in the News section of the website of the Delegation of the European Commission in Belgrade. (http://www.delscg.ec.europa.eu/code/navigate.php?Id=1208)</p>
Turkey	<p><i>Materials</i> Created 1000 promotional sets consisting of folder, brochures, notebooks, pens.</p> <p><i>PR/communication activities</i> The first newsletter sent out at the end of December, the second to be distributed on 1st of March. The first newsletter reached nearly to 3.500 CSOs. Starting in March, the newsletter will be distributed bi-monthly to 8500 contacts. An agency hired for press clipping, no articles on TACSO yet. TUSEV bulletin mentioned its membership in the TACSO advisory group. TACSO training events have been published on CSDC and HRDF websites.</p>

Annex 4 Web-page report

Web-page report

The project ToR states that the first interim report shall provide “information on the use of the website as well as recommendations (if any) for adjustments”. In response to that, this report summarises the data available and the feedback received since the launch of the TACSO website on 1 February 2010.

Web-traffic data collection started on 21 February 2010. National web-pages subordinated to the general page became available as from early March. This report contains user information for the period 21 February – 15 March 2010, i.e. 23 days. Obviously, considering that the web-page was launched in February, that no promotion of the website had been done prior to that and that the project is still in the process of establishing its identity, it is too early to draw any conclusions.

Basic site data usage for the period in question are contained in the table.

<i>Activity</i>	<i>Data/percentage</i>
No of visits	2.913
No of visitors	1.708
No of page views	12.011
No of pages per/visit	4
Bounce Rate*	35,6 %
Average time on site	5, 16 minutes
New visits**	55,2 %

**Bounce rate is the percentage of initial visitors to a site who "bounce" away to a different site, rather than continue on to other pages within the same site.*

***New visits are visitors who have not made any previous visits.*

As shown in the table, the website has had 1.708 different visitors during the period. The total number of visits was 2.913. On average, each visitor has browsed through 4 pages before exiting, spending just over 5 minutes on the website during each visit. The bounce rate constituted approximately one-third of TACSO website visitors and 55 percent were new visits. In summary, the relatively low bounce rate, the number of pages per visit and average time on the web site per visit indicate that the large majority of visitors showed sufficient interest in the website to explore the site and to learn/read about TACSO.

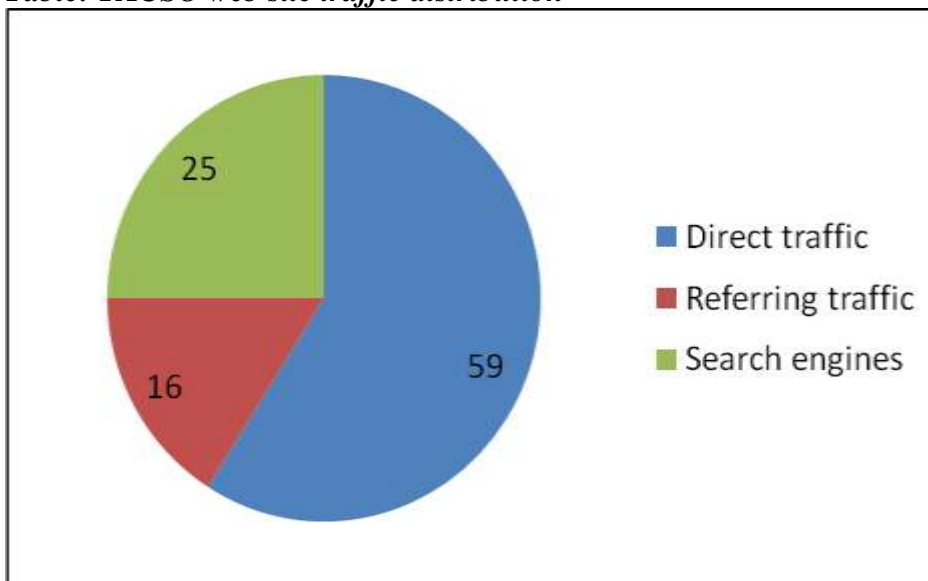
Table: The number of visits per day during the period of 23 days in February and March



As indicated in the graph, during the roughly three weeks of data collection, the number of visits per week was higher between Monday and Wednesday than between Thursday and Friday each week. If this is a reoccurring pattern, it should be taken into account which weekdays to launch new information in order to reach as many visitors as possible.

The majority, 59 percent, of the visits during February and March (63 percent in February and 54 percent in March) came through **direct traffic**, i.e. visitors with previous knowledge of the TACSO website who visited the site by typing the URL/website site address. On average, 25 percent of web traffic was directed through **search engines** (21 percent in February and 29 percent in March) and 16 percent through **referring sites** (16 percent in February and 17 percent in March). The information is illustrated below.

Table: TACSO web site traffic distribution



Having a high percentage of direct traffic is positive; it is considered a reliable source of data to measure intended web traffic. Presumably, direct traffic visitors aimed at visiting the TACSO website in order to gain information of various kinds. Referred traffic from another website or from a search engine is assumed to consist of visitor that did not intend to visit a specific site.

In order to increase the number of referred visitors, contacts and establishment of agreements with other projects and relevant institutions could be considered, the intention being to get as many pages as possible to offer links to the TACSO website.

It is also of interest to study the nationality of the visitors on the projects webpage. The information is summarized in the table below.

Table: Visitors divided according to countries and territories

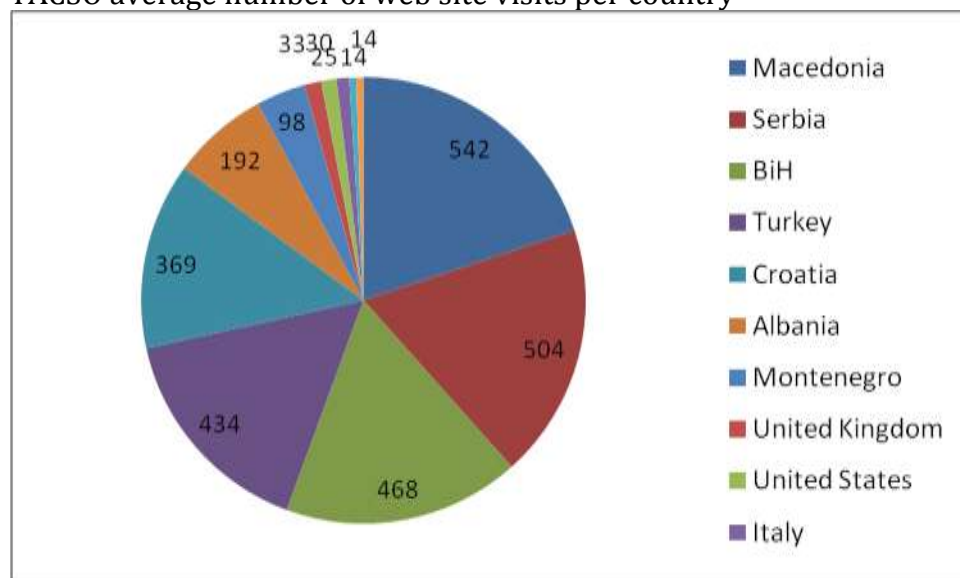
Country/Territory	Visits	Pages/Visit	Avg. Time On Site	New Visits %	Bounce Rate %
Macedonia (FYROM)	542	4,1	5,8	40,3	26,2
Serbia*	504	4,2	4,9	52,3	32,7
BiH	468	4,7	6,6	49,9	33,8
Turkey	434	3,5	3,7	60,3	41,5
Croatia	369	4,5	4,9	68,1	33
Albania	192	5	7,4	56,5	27,2
Montenegro	98	3,4	4,2	41	49,4
United Kingdom	33	3,8	2,8	79,3	52,2
United States	30	3,1	4,12	76,7	46,7
Italy	25	4	6,19	80	40
Belgium	14	3,6	4	42,8	14,3
Sweden	14	4,3	8,25	78,6	28,6

*Data for Serbia includes Kosovo. No separate statistics for Kosovo are available at the moment.

As expected, the majority of visitors are from the beneficiary countries/territories. During the period, Internet users in Macedonia and Serbia showed most interest in the TACSO webpage, followed by Bosnia and Herzegovina, Turkey and Croatia. It is interesting to note that the number of visitors per country does not directly reflect the size of the population. It is rather a result of the timing and magnitude of visibility and information efforts made by the TA teams.

An alternative way of presenting the nationality distribution is included below.

TACSO average number of web site visits per country



Summary remarks

In general, the website has been well received by users. Despite limited efforts to advertise the website prior to the national launches, a fairly large number of persons have made the effort required to enter the page. Obviously, the information available on the page concerning EU funding opportunities has assisted in making it known to organisations and networks in the beneficiary countries. Several issues require attention when the website is further developed:

The national websites need to be given a higher profile in terms of content and promotion. Simplification in design in combination with a quicker process of translation of materials will assist in this respect.

Improvements to the general project website include the following:

1. The Networking/Partnership Forum is being developed. It will be available to all visitors through password.
2. Video Gallery (material from the regional trainings) will become available to all website visitors.
3. The project is in the process of making technical evaluations as well as assessment of other aspects of the CSO databases that exist in the beneficiary countries and territories. The purpose is to identify compatible databases in the region and to incorporate them into one search engine (subject to the owners' interest to participate).
4. The e-learning toll will continue to develop. This feature is at the moment password protected and only available to the participants in the regional trainings. However, produced training materials will soon be made available to all visitors.

Annex 5

Helpdesk and information services provided

TA desk	
Albania	<ul style="list-style-type: none"> - Presentation of TACSO at a conference attended by 50 environmental organisations. - Presentation of TACSO to a workshop organised by Italian Cooperation and Albanian partners operating in Albania to 50 NGOs. - Presentation of TACSO to the National Anti –Trafficking Women Network, supported by Kvinna till Kvinna. 22 women CSOs were present at this workshop - More than 700 NGOs receive latest alerts and TACSO Albania newsletter and information on funding opportunities within IPA-CBC Call for Proposals between FYROM and Albania. - More than 15 NGO representatives have approached TACSO help desk through calls and meetings asking for assistance to register into PADOR, information on Calls for Proposals and partner search.
Bosnia & Herzegovina	<p>Examples of support provided.</p> <ul style="list-style-type: none"> • Federal Ministry for Justice asked for TA through the allocation of funds to CSOs in the Federation BiH. • CSOs implementing Green agenda projects asked for partnership (regional) event mlgracanin@gmail.com. • TACSO Project partner CPCD requested TA in designing a major event regarding the so called Network Plus: aidad@epn.ba. • SEP related requests: <ol style="list-style-type: none"> 1. Sector for Ecology and energy Denis.zisko@ekologija.ba 2. RS Agency for SME development : bojan.cubic@rars-msp.org 3. Federal Institute for Agriculture: 4. s.camdzija@fzpz.com.ba 5. Gracanica municipality: m.hodzic@opcina-gracanica.ba 6. CSO Woman of BiH: znabih@cob.net.ba <p>Topics:</p> <ul style="list-style-type: none"> - TACSO information sharing - Organizational development - Logical Framework workshops in rural area - Partnership in EU projects - Partnership and information events organization - Networks building - Advice on round table design and proposal of guests
Croatia	<p>In the period from February 3, 2010 (when the announcement of TACSO National Offices as Focal Points for providing of Technical Assistance to Projects Supported through Partnership Actions "Environment, Energy Efficiency, and Health and Safety at Work" was made), TACSO Croatia Office was contacted by three organisations with questions on VAT exemption and partnership relations</p> <p>In the same period, regarding Call on Socio-economic partnerships, requests have been received on precise internet location of the guidelines and the application forms; possibility to organise info sessions and eligibility of applying to the call (10-12 requests).</p>

Kosovo	<p>Over 150 phone calls and emails expressing interest in information about trainings, TACSO project and EU funds. Small number have requested direct assistance in where to apply for the EU call for proposals and how to find partners.</p> <p>Presentation in two public events, ECLO-EIDHR and Regional Environment Centre.</p>
Macedonia	<p>About 20 requests related to the project training programme and the Government's open call for financial support of CSOs.</p> <p>5 requests related to the SEP call for proposals (asking for guidelines and other call documents).</p> <p>2 requests related to the VAT return procedure.</p>
Montenegro	<p>14 phone calls mostly expressing general interest to receive information on training opportunities and updates relevant for CSOs. Roma Minority Council submitted request for further clarifications regarding specific Call for Proposals - SEP (romski-savjet@t-com.me).</p>
Serbia	<p>Over 200 phone calls and e-mails mostly expressing general interest to receive information on training opportunities and updates relevant for CSOs. Smaller percentage (20 %) asked for specific assistance within topics :</p> <ul style="list-style-type: none"> - Information on process Re-registration - Information regarding annual financial reporting - EU calls for proposals clarification - Calls for trainings clarification - Funding sources available <p>Five CSOs acting at the national level asked for information on VAT exemption procedures relevant for their regional projects.</p> <p>Meetings with eleven organisations on:</p> <ul style="list-style-type: none"> - TACSO information sharing - Project proposals writing orientation - Information on PADOR registration
Turkey	<p>Over 200 phone calls and e-mails expressing interest in information about trainings, TACSO project and EU funds. Small number have received direct assistance regarding where to apply for the EU call for proposals, how to find partners.</p> <p>Examples of assistance provided:</p> <p>Common Purpose- Assisted in media contact and communication, available EU funds as well as US funds related to women's issues.</p> <p>Search and Rescue Federation- helped design sponsorship proposal.</p> <p>INOVA- bringing them together with CSOs for microcredit funding.</p> <p>TEMA- consultancy on participatory consultation methods + questions about SEP.</p>

ALBANIA

By the end of April TACSO Albania Office, mandated by the Civil Society Task Manager in the EU Delegation to Albania, will initially start monitoring visits to the following projects:

- Promoting respect of human rights in Kukës region through networking and capacity building, implemented in Kukes by “Youth in free entrepreneurship” association, in an amount of 89.600 EUR.
- Respecting the labour rights of women in Albania as a means to reduce the feminisation of poverty, implemented in Tirana by “Gender Alliance for Development” Centre, in an amount of 81.800 EUR.
- National Educational/Awareness Program on Gender and Equality Issues and Vocational Training of Roma Community, implemented in Tirana by the Association “Albanian Christian Women” Association , in an amount of 82,440 EUR.

In the following months based upon the progress made, TACSO will provide monitoring and guidance assistance to the ongoing projects funded by EIDHR and CARDS, and will also be responsible for monitoring of IPA 2009 funded projects.

BOSNIA AND HERZEGOVINA

Two meetings have been held that provides the framework for TACSO's services to IPA/EC funded projects. The Minutes from these meetings are included below.

Minutes from the Meeting Delegation of EU representatives and TACSO BH office

Date: 22. March. 2010.

Place: EU Delegation premises, Sarajevo

Present:

Delegation of EU : Maria Farrar-Hockley, Head of Operations
Dzermal Hodzic, Civil Society Task Manager

TACSO BH: Slavica Draskovic, Resident Advisor

Purpose of the Meeting:

Definition of approach to monitoring and /or guidance of CSOs implementing projects under IPA 2007 and IPA 2008.

Result of meeting:

- **TACSO BH will provide monitoring/guidance to up to 10 projects under Environment and Natural resources and 1 project under Roma Action plan**
- **Regarding small-scale projects implemented by UNDP under LOD project, there will be 19 projects to be subject to monitoring/guidance. Criteria for selection of the projects and**

type of assistance service provided by TACSO BH are subject to discussion of EU Delegation Civil Society Task Manager, UNDP LOD Project manager and TACSO BH Resident advisor.

- Proposal for meeting with all stakeholders (DEU, UNDP and TACSO) will be initiated by DEU Civil Society Task Manager and should happen by the end of current week (26 of March)
- TACSO BH will contact two responsible task managers respectively for Environment and Natural Resources and Roma Action Plan (Ms. Jelena Milos and Ms. Gordana Suvalija) in order to get the information on the template for monitoring being used so far and to establish the dynamics of monitoring /guidance visits, apart to 2-3 visits done internally to CSOs implementing projects by DEU Task managers.
- TACSO BH will send a Guide for monitoring /guidance to DEU, after task has been completed by TACSO project management.

United Nations Development Programme (UNDP)
Reinforcement of Local Democracy Project (LOD)

March 26, 2010

EU Delegation, UNDP and TACSO meeting on potential synergies between EU funded projects dealing with civil society

MEETING MINUTES

Venue: Big Conference Room, UNDP BiH, Maršala Tita 48, Sarajevo

Date: March 26, 2010

Time: 13:00– 14:40

Participants: Mr. Džemal Hodžić, EU Delegation to BiH - Task Manager;
Ms. Slavica Draskovic, TACSO, Resident Advisor;
Mr. Peter Van Ruyseveldt, UNDP BiH, Deputy Resident Representative;
Mr. Armin Sirco, UNDP BiH, Assistant Resident Representative
Ms. Klelija Balta, UNDP BiH, DG Cluster Coordinator a.i;
Mr. Dzenan Kapetanovic, UNDP BiH, DG Cluster Associate;
Mr. Samir Omerefendić, UNDP BiH, LOD Project Manager;
Mr. Zlatko Abaspahic, UNDP BiH, LOD Project Associate / Minute taker.

Meeting Agenda:

1. Introduction of the TACSO and LOD projects;
2. Possible synergy between TACSO, LOD and other UNDP projects.

1. Presentation of the TACSO (Training Assistance for Civil Society Organizations) and LOD (Reinforcement of Local Democracy) projects

Following the initiative of the EU Task Manager Mr. Hodzic to provide synergies between projects funded by the EU under the IPA scheme, LOD project and TACSO presented their project activities.

Deputy Resident Representative of the UNDP CO BiH Mr. Van Ruysseveldt emphasized importance of synergies and cooperation between the projects and welcomed Mr. Hodzic's initiative. He also added that all BiH government levels had to recognize importance of the IPA funds.

TACSO representative, Ms. Draskovic explained that the main objectives of the TACSO project were to increase capacities of NGOs and to strengthen NGOs in the region by providing trainings to them, and that this was a regional project implemented in the region of Western Balkans and Turkey.

2. Possible synergy between TACSO, LOD and other UNDP Projects

Mr. Hodzic proposed that, considering that focus of the EU Delegation is grassroots NGOs, those CSOs/NGOs that had failed (200 CSOs approx.) to receive funding through the LOD public calls could receive necessary assistance and training assistance from TACSO.

Mr. Van Ruysseveldt agreed that it would be very helpful if TACSO could include these CSOs/NGOs highlighting how these CSOs/NGOs were a good indicator of NGOs capacities in small communities.

Participants discussed a concern regarding possible overlap of activities performed by LOD and TACSO due to the fact that the LOD had already had two monitoring coordinators and a grant coordinator providing assistance to CSOs on the field.

It was agreed that the LOD monitoring and evaluation component should not overlap with the TACSO monitoring component since the LOD monitoring capacities also represented building capacities through direct support for proper implementation and grants utilization of CSO projects.

Mr. Omerefendic asked about focuses of TACSO emphasizing that 50 CSOs directly implemented projects under LOD and over 200 CSOs that failed on the LOD public calls representing significant number to be supported in both capacity building and monitoring activities.

Ms. Draskovic explained that on the coming conference in Zadar, planned for this May 2010, TACSO would determine clear future actions and proposals regarding TACSO's involvement within the LOD CSOs. She also informed others that TACSO would develop a brochure which would be offered regionally on technical support for CSOs for which the LOD would be asked to comment and provide inputs.

Conclusions:

- Both LOD and TACSO are designed to support local CSOs/NGOs and assist improvement of their capacities;
- TACSO will provide assistance and monitoring to CSOs that did not succeed to receive funding through public calls in the LOD municipalities (over 200 CSOs);
- TACSO project could additionally assist 50 CSOs funded under the LOD through TACSO monitoring activities;
- UNDP is keen to support and promote TACSO activities in capacity building and in that context TACSO will provide UNDP with leaflets and other promotional material;
- UNDP's LOD project and TACSO will secure not to overlap their work in field of capacity building and monitoring activities;
- TACSO will inform and coordinate with LOD about concrete work plans for actions involving any CSOs under the LOD scheme;
- Mrs. Klelija Balta will be a focal point for UNDP Country Office in BIH for cooperation with TACSO;

CROATIA

Decentralised implementation. General support, information sessions, etc. will be conducted by the TA team.

KOSOVO

EU projects guidance – Kosovo Office Draft Plan

The main role of TACSO office is to guide the projects, to provide advice and assistance as well as to identify problems and constraints.

Projects	Approach and activities	Output/Deliverables	Period	Men/ Days
There are 6 IPA 2008 projects that begin their implementation from 15 January 2009 All projects are two-year projects	Reports on the Implementation status and capacities of each projects shall be provided by ECLO TASK Managers		April 2010	
<p>Two projects - environment</p> <p>1. Strengthening of the Ecologists and Farmers Association's Role on Environment Protection, Recycling of Waste and Compost Production - implemented by Agroklima – (local CSO)</p> <p>Project budget: EUR 126,000.00</p> <p>EU funding: EUR 116,487.00</p> <p>Duration: 24 months</p> <p>Task manager: Gazmend Selimi</p> <p>Objective: The overall objective of this action is to strengthen the role of the civil society on environment protection issues and ensuring a cleaner living environment. The specific objectives of this action will be:</p> <ul style="list-style-type: none"> ▪ To forge strong partnership of the civil society actors engaged on environment protection and agriculture and the responsible utility companies and the government structures, both local and central. ▪ To undertake concrete environment protection 	<p>Guidance and capacity building</p> <p>-First stocktaking visits will be conducted in all six (6) local organizations. (To be conducted by TACSO RA/PO)</p>	<p>Capacities of local CSOs and needs will be identified & detailed training plan developed</p> <p>Reports from site visits</p>	April /May 2010	6

<p>activities which would result in recycling of the organic waste materials and their transformation into organic compost.</p> <ul style="list-style-type: none"> ▪ To raise awareness on the importance of clean environment and recycling of organic waste. <p>EKOsovo – Development through Biodiversity implemented by Interkulturelles Zentrum (IZ)</p> <p>2. (International organisation)in partnership with Era (local CSO)</p> <p>Project budget: EUR 129,042.00</p> <p>EU funding: EUR 116,137.80</p> <p>Duration: 24 months</p> <p>Task manager: Gazmend Selimi</p> <p>Objective: Fostering cooperation and increasing capacities of different environmental stakeholder in Kosovo (NGO/CSOs, local and central authorities, local communities) leading to involvement of NGOs in environmental policy making and bringing the country closer to European standards of democracy; contribution to development of effective environmental protection tools and mechanisms</p> <p>Two projects - equal opportunities</p> <p>3. Free environment – Society for All implemented by Handikos (local CSO)</p> <p>Project budget: EUR 202,791.75</p> <p>EU funding: EUR 187,805.44</p>				
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<p>Duration: 18 months</p> <p>Task Manager: Edis Agani</p> <p>Objective: Mapping the barriers and obstacles and producing guidelines for accessibility of public buildings by persons with disabilities.</p> <p>4. Transcending Vulnerability through the Women's Economic Empowerment Project- Implemented by Partners for Democratic Change (International organisation) in partnership with Partners Kosova (local CSO)</p> <p>Project budget: EUR 210,000.00</p> <p>EU funding: EUR 199,500.00</p> <p>Duration: 24 months</p> <p>Task Manager: Edis Agani</p> <p>Objective: Increase awareness and strengthen the role of marginalised groups of women and their economic rights and build women leaders' capacity to develop economic initiatives and engage in economic development processes.</p> <p>Two projects - children's rights</p> <p>5. Provision of social services for abandoned children with special needs implemented by One to One Children Fund (UK organization) in partnership with One to One Kosova, Shpresa dhe Shtepia e Femijeve (SDSF) and ASTRA (local CSOs)</p> <p>Project Budget: EUR 654,836.00</p> <p>EU funding: EUR 595,900.76</p>				
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<p>Duration: 24 months</p> <p>Task Manager: Edis Agani</p> <p>Objective: To contribute to the strengthening of capacities of the CSOs in Kosovo to complement successfully Government efforts in reforming social sector, including filling the gaps in service provision and facilitation of sustainable decentralisation of social services.</p> <p>6. Kids festival in Kosovo – implemented by SOS Kinderdorf - Kosovo</p> <p>Project budget: 391,762.35</p> <p>EU funding: EUR 371,762.35</p> <p>Duration: 24 months</p> <p>Task Manager: Carole Poullaouec</p> <p>Objective: Organisation of two editions (2010&2011) of Kids Festival in Kosovo , with the aim of provision of safe space for all children of Kosovo to enjoy educational and recreational activities aiming to foster their development and wellbeing.</p>				
	<p><u>Capacity Building and reporting requirements</u></p> <p>TACSO will provide two day training program for all 6 local CSOs on:</p> <p>1. <u>CSO Management</u></p> <p>1.2 Sustainability of the project actions & interaction with relevant government structures (contributing to strengthening the advocacy role of the CSOS)</p>	<p>- Grant recipients have strengthen their capacities in CSO management and programming</p> <p>-Recommendations for possible</p>	<p>May/June 2011</p>	<p>9+9+9 (STE)</p>

	<p>1.3 Synergies with other EC funded projects</p> <p>2. <u>Financial Management</u></p> <p>2.1 Narrative and Financial Reporting</p> <p>3. <u>EC Visibility Rules</u></p> <ul style="list-style-type: none"> Lessons learned (shared with ECLC) 	<p>synergies among different initiatives provided</p> <p>-Grants recipients are familiar with the EC financial management rules and reporting procedures necessary for EC projects implementation</p> <p>- Narrative and financial reports of the projects assessed and commented</p> <p>-Grants recipients have developed their skills in complying with EC Visibility Rules</p> <p>-Grants recipients have drawn lessons learned for future projects</p> <p>-Reports from the trainings</p>		
	<p>Follow up visits</p> <p>Follow up visits to all six (6) local CSOs- (to be conducted by TACSO RA/PO.)</p> <p>Assessment of the progress of implementation of activities</p> <p>Assessment of the project management and operations</p> <p>Guidance for further improvements</p>	<p>Reports from site visits including the results of the assessments</p> <p>A set of recommendations developed to be used by the beneficiaries and the ECLC</p>		6
	<p>Help desk assistance</p> <p>Help desk assistance and guidance through FAQ ,</p>	<p>Capacities of the grant recipients will be build gradually and be</p>	<p>May/June ongoing</p>	<p>total 39</p>

	advice and coordination will be provided throughout the time of the project	better prepared for implementation of the future projects		
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MACEDONIA

EU projects guidance –Macedonian Office Draft Plan

The main role of TACSO office is to guide the projects, to provide advice and assistance as well as to identify problems and constraints.

Projects	Approach and activities	Output/Deliverables	Period	Men/ days
<p>Regional 2008 IPA projects Support to Partnership Actions:</p> <p>a) Fight against corruption, organised crime and trafficking; 2 projects with Macedonian applicants* and</p> <p>b) Environment, Energy Efficiency, Health and Security at Work : 2 projects with Macedonian applicants**</p> <p>Under both components there are 10 (7+3) projects with Macedonian partner</p>	<p><i>Guidance and monitoring</i></p> <p>One workshop</p> <ul style="list-style-type: none"> • Introduction to EC monitoring mechanism (ROM) • Support in developing monitoring indicators • Support in setting systems for data gathering <p>5 one day site visits for review of project progress</p> <p>On-line support</p> <p>One workshop</p> <ul style="list-style-type: none"> • Lessons learned 	<p>Grants recipients are familiar with the EC monitoring mechanisms</p> <p>Grants recipients have developed monitoring indicators and established systems for data gathering</p> <p>Reports from workshops</p> <p>Reports from site visits</p> <p>Grants recipients have drawn lessons learned for future projects</p>	April 2010	17
<p>IPA projects 2008 0,7 mil. EUR to be launched mid of 2010</p> <p>15 projects to be supported with guidance services</p>	<p><i>Focus on guidance</i></p> <p>3 workshops (5 organisations per workshop) during the Q1 of the projects implementation</p> <ul style="list-style-type: none"> • Clarification of implementation rules and procedures • Support in developing monitoring indicators • Support in setting systems for data gathering 	<p>Grants recipients are familiar with the rules and procedures for EC projects implementation</p> <p>Grants recipients have developed monitoring indicators and established systems for data gathering</p> <p>Report from the workshop</p> <p>Reports from site visits</p>	February 2011	33

	7 one day site visits (2 projects per day) Q2 of project implementation On-line support 3 workshops (5 organisations per workshops) hosted by beneficiary CSOs Q2 of project implementation <ul style="list-style-type: none"> • Lessons learned 	Grants recipients have drawn lessons learned for future projects		
			Total	50

*** Support to Partnership Actions “Fight against Corruption, Organised Crime and Trafficking:**

- Project Title: RESPONSIBLE YOUTH ENTREPRENEURSHIP: CREATING A CULTURE OF ANTI-CORRUPTION IN THE PRIVATE SECTOR
 Applicant: **Youth Entrepreneurial Service (YES) Foundation**

- Project Title: Civil Society Organizations as a control mechanism in the actions against Trafficking in Human Beings in the Western Balkan”
 Applicant: **Center for Civic Initiative**

**** Support to Partnership Actions "Environment, Energy Efficiency, Health and Security at Work"**

- Project Title: Balkan E-Waste Management Advocacy Network (BEWMAN)
 Applicant: **Metamorphosis Foundation (Fondacija Metamorfozis)**

- Project Title: Capacity Building for Banning and Phasing out Asbestos in West Balkan Countries
 Applicant: **Gauss Institute - Bitola**

MONTENEGRO

No minutes/written agreement available.

SERBIA

Re: TACSO Serbia office monitoring role

Based on recommendations made during the Istanbul meeting, TACSO Serbia team had intensive consultations with EUD Serbia (two meetings were held and one with presence of GOPA team) regarding its guiding / monitoring role.

The following conclusions were drawn:

- TACSO Serbia should be included in Monitoring of projects supported through the Civil Society Fund (Civil Society Dialog).
- TACSO will do monitoring at the beginning of the second half of selected projects implementation (Starting approximately November or December 2010).
- One field visit per project will be done by TACSO focusing on collecting reliable data about the implementation of the project, timetable, indicators and the achievement of the expected project results.
- GOPA TA team will develop the methodology for monitoring the selected projects (including individual monitoring indicators, monitoring plans, visibility calendars, individualized reporting templates) that is to be approved by the Delegation.
- TACSO's monitoring experts will apply the monitoring methodology approved by the DEU and will report to DEU Task Manager and GOPA TA team.
- If TACSO is going to select additional STEs (besides existing staff) for monitoring activities, it is agreed that the EUD and the GOPA TA team will participate in their selection.
- TACSO will also present overall monitoring findings and lessons learned at the Final Conference that is to be held at the end of the granted projects implementation. This is also seen as project implementation best practices dissemination.
- Each of the selected projects will also be visited by the GOPA team, at least once during the first months of the implementation period. The GOPA visits will be focussed on providing support and guidance for the successful start-up

of the projects. The support and guiding is seen as a management tool that is primarily to be done by the organization contracted to implement the project.

Estimation of the expected number of IPA projects to be monitored: 40.

Required resources: Up to 80 man days will be required, meaning two days per project (one per field visit, one for preparation and reporting).

TACSO Serbia plans to use the existing resources (20 days of PO and RA -totalling 40) to be dedicated to the monitoring visits. Besides that, STE with 40 man days should be contracted.

TURKEY

Decentralised implementation. Guidance will be provided to the leading CSOs in writing the project fiches for the annual programming as agreed with EUD.

1. Introduction

The project ToR states that the first interim report shall provide “an evaluation report of the first training session and provide information on the suggested improvements (if any) to the course before the next basic course in another country is delivered”. This Report presents key findings of the evaluation of the Regional Pilot Training EC Fundraising implemented on 2-3 February 2010 in Istanbul, Turkey.

The purpose of the evaluation was to assess the overall performance and the extent to which the training objectives were met, the relevance and usefulness of the training's content, the performance of trainers, the appropriateness of the training methodologies used, the usefulness of the materials used and the logistics of the trainings. The questions related to the impact of the training on the increased knowledge and benefit from the organizations was asked as well. The instrument used was an evaluation questionnaire with mostly closed questions with a rating scale from one to five, two questions with several alternatives and two open questions. At the end of the questionnaire, the participants had the opportunity to add further comments and suggestions.

2. Approach

Based on the outcome of the needs assessment studies conducted in all eight beneficiary countries/territories, it was decided to develop five regional training programmes with subjects that are of general interest and relevance to the CSO community. Furthermore, it was agreed to conduct each programme once at the regional level, in order to promote and facilitate the subsequent speedy introduction of them at national level. The set of training programmes elaborated and the dates/place where they were conducted are shown in the table below.

Regional training	Date and place for regional training	Date and place for follow-up training
EU Fundraising	2-3 February 2010 Istanbul, Turkey	14-15 April 2010 Belgrade, Serbia
CSO Management	3-5 March 2010 Skopje, Former Yugoslav Republic of Macedonia	29-30 April 2010 Cavtat, Croatia
Developing and managing EU funded projects	23-24 March 2010 Istanbul, Turkey	26-27 April 2010, Zagreb, Croatia
Civil participation in the decision-making process	29-31 March 2010 Belgrade, Serbia	18-19 May 2010 Montenegro
Advocacy and lobbying	7- 9 April 2010 Tirana, Albania	25-26 May 2010 Montenegro

Each programme consists of a combination of formal training sessions and exercises allowing the participants to apply new skills and methods in their own environment. A participatory training methodology is used. In-between the formal training sessions, the participants are expected to complete practical assignment, i.e. to develop their own Fundraising Strategy. They are given online coaching through the TACSO e-learning tool which also offers access to relevant literature, a platform for interaction with other participants and other similar features. Participants are selected in open competition on the basis of their skills and experiences in the relevant field and their training experiences. For the pilot training there were 297 applicants from the whole region.

Once the five trainings programmes have been conducted and evaluated, they will be further adapted to and introduced within the beneficiary countries/territories. The individuals that participated in the

first round of regional training are expected to be available as resource persons during the national-level adaptation as well as in the capacity as trainers.

3. Feedback from the participants

The total number of participants was 18, out of which 11 were women and 7 men. CSOs represented in the training were:

Institute for Strategic Research and Education, Macedonia
Macedonian Center for International Cooperation, Macedonia
Mozaik Foundation, Bosnia and Herzegovina
Friends of Srebrenica, Bosnia and Herzegovina
Safe Women House, Montenegro
European Movement in Montenegro
Canakkale Association of Science, Art and Cultural Activities, Turkey
Civil Society Development Center, Turkey
Educational Volunteers Foundation of Turkey, Turkey
Association for International Solidarity, Albania
Center for Peace and Tolerance, Kosovo
Academy for Training and Technical Assistance, Kosovo
Organization for Civil Initiatives, Croatia
Association for Civil Society Development SMART, Croatia
Center for Rural Development, Serbia
NGO Sunce, Serbia

At the end of the training the participants were requested to fill out a questionnaire. The answers given are summarised in the table below.

A. How would you assess the relevance and usefulness of the training's content?							
	1	2	3	4	5	No answer	Average
Conditions for CSOs Sustainable Funding	2	1	6	5	3	1	3,4
Funding Sources and Funding Forms	2	1	6	5	2	2	3,3
Fundraising Activities – Understanding main steps	2	1	6	5	3	1	3,4
Accessing EU Funding : key issues	2	3	5	6	0	2	2,9
Developing Projects based on the LFA	3	2	6	4	0	3	2,7
Organisational Strategic Planning and Fundraising Strategy	1	2	6	4	2	2	3,2

B. How would you assess the performance of the trainers?						
	1	2	3	4	5	Average
Knowledge of the subject	0	0	3	7	8	4,3
Presentation skills	0	2	4	6	5	3,9
Training design	0	5	4	3	6	3,6
Ability to create interaction and involve participants	0	1	5	4	8	4,1
Ability to facilitate group work	0	3	5	4	6	3,7

C. How would you assess the appropriateness of the training methodologies used?						
	1	2	3	4	5	Average
Presentation of the concepts	0	4	4	7	3	3,7
Group exercises	0	3	3	6	6	3,8
Simulation	0	3	5	5	5	3,7
Organizational self-assessment questionnaire	0	2	5	5	6	3,8

D. How would you assess the usefulness of the materials used?							
	1	2	3	4	5	No answer	Average
EU Fundraising: Working material	0	4	5	6	2	1	3,3
Power Point Presentation	0	4	6	5	3	0	3,4

E. How would you assess the logistics of the training?							
	1	2	3	4		No answer	Average
Timely and sufficient information about the training	0	1	4	7		0	4,0
Working room	0	1	3	4	9	0	4,3
Hotel accommodation	0	0	1	4	11	2	4,1
Flight arrangements	0	0	2	4		3	4,7
Transfer arrangements	1	0	3	3		4	4,4
Food	0	1	3	7		0	4,1

F Has this training increased your knowledge about the topic?			
Yes, quite a lot	Yes, pretty much	Yes, some	No, not at all
0	3	9	6

G. Will your organization benefit from the knowledge acquired in the training?			
Yes, quite a lot	Yes, pretty much	Yes, some	No, not at all
1	4	11	2

4. Observations and comments

The main purpose of the pilot training was to test the approach and design of the training programme. Overall, the training event in Istanbul served its purpose as it provided valuable feedback and reconfirmed the basic design and delivery methodology. For example, the majority of the participants stated that their organization will benefit from the knowledge acquired in the training “pretty much” or to “some” extent. The training methodology was rated 3,7-3,8 which has to be considered fairly good considering that the course was conducted for the first time.

The lowest scores were given in response to questions regarding the level of the course content. The main reason for this was the expectations of the participants, mainly caused by the unfortunate

decision to use the term advanced when advertising the training in combination with the selection of highly qualified participants for the pilot training programme. Remedial action has been taken during the preparation of the subsequent programmes; a more elaborated participant profiling and needs assessment has been undertaken and communicated to the trainers to allow for better adjustment of the training content to the actual needs and expectations.

Overall, the trainers receive high marks from the participants, in particular on knowledge and the ability to promote interaction between participants. Similarly, the work done by the course organisers (the TACSO RO) is highly rated (4,0-4,7).

When asked what they appreciated the most about the training the three most common answers given by the participants were: i) the possibility to talk and discuss with EU representatives related to the EU applications, ii) networking with the participants and iii) the interactive approach applied. When asked what they appreciated the least about the training the several of the participants pointed out to the gap between the level of the training delivered and the profile of the participants, and that the training should have been more focused on EU fundraising.

One of the most challenging questions that has come out of the pilot training is the level of confidentiality that should be applied when participants carry out assignments in their respective organisation and prepare reports that include sensitive information about organisational priorities and strategies. At least in one case, the idea of sharing information among participants has become an issue with one of the participating organisations. If there is widespread unwillingness (for understandable reasons) to share information with other CSOs that are sometimes competitors, the training methodology applied in the TACSO programme might have to be adjusted or other measures taken to maintain confidentiality.

Annex 8

Rules and procedures for the Local Advisory Boards



Project EuropeAid/127427/C/SER/Multi

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

**Rules and Principles of the Functioning of the Local
Advisory Group**



This project is funded by
the European Union.



A project implemented by the Consortium
led by SIPU International AB.

Preface

This guidance is elaborated on the basis of the Technical proposal document and Inception report, being submitted by the Consultant (SIPU International and consortium partners) to the European Union.

Each Technical Assistance Help Desk (hereafter called TA Team) has appointed members of the Local Advisory Group (hereafter called LAG), whose composition is: civil society organisation (CSO) representatives, government representatives, local governance representatives and donor representatives. LAG participation is voluntary.

The role of SIPU and the respective TA Team is to organise and mentor LAG meetings; to draft minutes with conclusions and recommendations, which should be distributed among participants and SIPU management no later than a week after the meeting has taken place. Minutes should be published on the project Web sites no later than a week after the meetings.

In order to avoid a conflict of interest, SIPU representatives will not be members of the LAGs.

“This report has been produced with the assistance of the European Union. The contents of the report are the sole responsibility of TACSO Project and can in no way be taken to reflect the views of the European Union.”

1. LAGs have the following consultative and advisory function:

- 1.1. To serve as a nation-wide resource group for civil society development, policy making, strategic planning, advocacy, needs assessment, etc.
- 1.2. To serve as a natural link between government institutions/units in charge of cooperation with civil society organisations; local governance and CSOs on the central and grassroots level.
- 1.3. To provide advisory input to the project concerning the design of events and activities with regard to such aspects as target groups, methodologies and materials.
- 1.4. To monitor performance and ensure that the project's services are in line with the needs of the beneficiary CSOs.
- 1.5. To act as a capacity-building resource for the project due to proven records of each LAG member being an experienced trainer and/or facilitator of relevant processes such as, policy making, strategic planning, advocacy and needs assessment.
- 1.6. To act as a link between the project and local civil society and a two-way conduit for information. Representatives will be able to provide important information and feedback regarding CSO activities, capacities and plans to the TA Team, while the Team can use the representatives as a means for disseminating information about project events and relevant institutional processes taking place at the centre.

2. Functioning of the LAGs

- 2.1 LAGs will meet regularly, once every six weeks. In exceptional cases, when needed, a LAG meeting can be called by the Chairperson or TA Team to discuss urgent issues (for example, a new call for project proposals having a short deadline; urgent need from the TA Team for assistance on a specific issue like legislation; networking for implementation of a grant scheme related to CSOs, etc.).
- 2.2 As advisory group members may be located at greater geographical distances from one another, full use will be made of Internet conference technologies for these routine meetings, if necessary. (Unscheduled meetings/communication between the TA Team and advisory groups will inevitably take place more regularly.)
- 2.3 Every six months, the advisory groups will hold two-day externally facilitated *monitoring and lessons-learned* workshops with the respective national project team. Representatives from CSOs that are participating in the project as well as EC task managers will be invited to contribute to the workshops. These workshops do not only have the purpose of being an instrument for project monitoring, but also to serve as a tool for producing capacity-building knowledge and know-how. The workshop shall be planned and implemented on the responsibility of the LAG Chairperson and TA Team. The following topics should be as a minimum be included in the agenda:
 - 2.3.1 A review and current stage of the implementation of IPA funds
 - 2.3.2 Adjustments of the monitoring tools according to the forthcoming grant scheme for the CSOs
 - 2.3.3 Lessons learned and obstacles in the course of implementing projects, subject of monitoring
 - 2.3.4 Draft conclusions and recommendations

- 2.3.5 Any other business
- 2.4 Concluding minutes from the workshop shall be published on the Web site.
- 2.5 Representatives of grassroots CSOs should be involved in the work of the LAG on a temporary basis, when the LAG meeting agenda refers to discussions/policy making on specific issues, reflecting their specific sector of activities or their geographical area of responsibilities. These CSO participants will be selected,
 - 2.5.1 on geographical principle: when the projects refer to the specific geographic area of the country, for example, cross-border cooperation
 - 2.5.2 on thematic principle: when the beneficiaries of the projects/grant schemes are specified in a specific field such as: environment protection of the specific target area; civil service delivery in small municipalities; civil service delivery of specific target groups: people with disabilities, unemployed women from rural areas, etc.

3. Rules and procedures for LAG functioning

- 2.6 LAG meetings are initiated by the TA Team. LAG members may initiate the meeting through the TA Team.
- 2.7 The TA Team will send invitations and the agenda for the next meeting no later than four days prior to the meeting date.
- 2.8 The venue of the meeting is the TA Team's responsibility.
- 2.9 The Chairperson of the LAG should be appointed by the LAG members. She/He may be the permanent LAG Chairperson or can be appointed on a rotational basis; it will depend on the country population composition and the varieties among the CSOs. By the end of each meeting, the Chairperson for the next meeting should be elected. It should be noted that the eligible Chairperson can only be a LAG member representing a CSO.
- 2.10 The agenda of each LAG meeting should be elaborated on jointly by the TA Team and the Chairperson.
- 2.11 All print materials related to LAG meetings should be distributed at least three days prior to the meeting.
- 2.12 The LAG meeting should be considered eligible when having a quorum of 50% plus one member in attendance.
- 2.13 Draft conclusions/recommendations/advisories in regards to the project's performance and proposed activities should be considered as recommendable when 50% plus one of the members agrees on the point of discussion; the consensus is however, recommendable.
- 2.14 Grassroots representatives and experts might be involved in the LAG meeting when necessary, depending on the specific points of the agenda, and whether they match their specific profiles. Their recommendations should be taken into account after the endorsement of the LAG members (50% plus one).
- 2.15 Minutes of the LAG meeting should mandatorily consist of conclusions and recommendations and the tentative agenda for the next meeting. A TA Team representative will take the minutes. The TA Team is responsible for disseminating the minutes among the participants and SIPU management no later than five

working days after the meeting took place. Upon project management approval of the minutes, they should be published on the Web site.

- 2.16 The following topics should be, as a minimum, included in the tentative agenda for each meeting:
- 2.16.1 Report from Resident Advisor on activities completed
 - 2.16.2 Planned activities for the forthcoming period
 - 2.16.3 Issues related to cooperation between CSOs and governmental institutions
 - 2.16.4 Issues with specific relation to the EU and EU funding
 - 2.16.5 The date of the next meeting and place
 - 2.16.6 Any other business

4. Technical aspects of the LAG functioning

- 2.17 Participants from rural areas will be reimbursed as per travel expenses for two-way bus fare according to national standards.
- 2.18 The venue of the meeting, when applicable, will be covered by the TA Team.
- 2.19 Printed materials and all other activity-related expenses should be covered upon the approval of the project Resident Advisor by the TA Team.