



Technical Assistance for
Civil Society Organisations



This project is funded
by the European Union.

National Work Plan for the Former Yugoslav Republic of Macedonia 1/9 10 – 28/2/11

**Planning has been done in details for the period September 2010-February 2011.
Activities from March 1 onwards are subject to further revision and elaboration.**

Consolidated Work Plan for 2009 – 2011 per September 2010.

Component 1: Project Visibility			WORK PLAN		
Result area	Proposed activities	Expected results	Activities	Deliverables	Timing
Development of a communication strategy	Development of a communication strategy	Communication strategy used by all project offices			
Development and testing of the project brand	Development and use of the project logo in all project communication, correspondence and publications	Project brand is used in all project materials			
Establishment of contact network	<p>Contact network and communication structure development through meetings with strategic CSO network and contacts.</p> <p>Development of different mailing and other contact lists.</p> <p>Organisation of kick-off events in each country.</p> <p>Regular meetings with stakeholders.</p>	<p>Network of beneficiaries and stakeholders has been established.</p>	<ul style="list-style-type: none"> - E- mail info to the beneficiary - Informative meetings with CSOs (40) - Participation in CSOs' events (20) - Developing and updating contacts and mailing list 	<p>Contact lists (CSO's, media, local and central government officials, donors, parliamentarian commission for EU affairs)</p> <p>Key stakeholders have clear understanding of the project</p>	<ul style="list-style-type: none"> - December 2009 – on going - December 2009 – on going - December 2009 – on going - December 2009 – on going
Development of promotional material	Preparation of a project flyer, project brochure, project fact sheet, notebooks, pens and other visibility materials bearing the project logo.	<p>Visibility of the project is ensured.</p> <p>One promotional film/video (or similar toll) produced</p>	Preparing and printing promotional materials with the project logo.	Promotional materials (notebooks, folders, pens, memory sticks, etc.) with project logo	September 2010 – February 2011

Component 1: Project Visibility			WORK PLAN		
Result area	Proposed activities	Expected results	Activities	Deliverables	Timing
	Translation of materials to national languages. Production of promotional film/video and/or similar tool(s)				
PR and communication activities	Ensure media coverage in the printed press, radio and TV. Prepare and distribute press releases and press kits. Development of user-friendly brochure with examples of best practices. Use of materials at conferences/events Production of monthly newsletter	Relations with the media and communication products are established and maintained. Best practices and examples are accessible to the public via the national media, Web page and newsletter.	- Newsletter in Macedonian, Albanian and English (2 issues) including printing (300 copies per issue) - Press releases (3) - Monitoring and reporting on media coverage of the project and CSOs -Meetings with relevant national and local electronic and printed media (2) - Distribution of promotional materials trough	Broader public informed on project activities Project is mentioned in external bulletins or websites Articles in press and media	- September 2010 - February 2011 - September 2010 - February 2011 - September 2010 - February 2011 - September 2010 - February 2011 - September 2010 – February 2011

Component 1: Project Visibility			WORK PLAN		
Result area	Proposed activities	Expected results	Activities	Deliverables	Timing
			LAG networks and their events		

Component 2: Research, help desk and guidance			WORK PLAN		
Result area	Proposed activities	Expected results	Activities	Deliverables	Timing
Desk research and needs assessment is performed	Collect all relevant information, assessments and evaluation of CSOs development. Conduct meetings with donors, CSOs and government representatives to create an overview of CSOs' present situation and future development. Conduct site visits to assess CSOS present structures and identify their capacity building needs. Prepare a thorough needs assessment for the NGO sector in all eight countries. Identify the priorities for interventions within the project's framework.	Eight national needs assessment reports and a regional summary report are published.			
Webpage and	Establish a web-	Web page/portal	- Reports, news and	Broader public	February –2010 – on

Component 2: Research, help desk and guidance			WORK PLAN		
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database developed and maintained	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 a regional and national web-portal/pages. Web page regularly assessed and updated.	with a high visiting frequency.	other relevant materials for the National Web site - Action plan developed for support of national data base of CSOs	informed on project activities National data base of CSOs	going March 2010 – August 2011
Helpdesk and information clearing house is set up and functioning	Invite and organise meetings with CSOs to inform them of the project and familiarize them with the project help desk. Publicize the helpdesk services on the project Web site and through other PR campaigns. Provide helpdesk assistance to CSOs upon their requests.	A well functioning helpdesk is operational throughout the project duration.	-Gathering data and resource materials for the help desk - Help desk support	CSOs are using the services of the help desk Helpdesk statistics and report	September 2010 – February 2011 September 2010 – February 2011
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	- Guidance of Regional 2008 IPA projects (with Macedonian CSOs partners), 2	Projects identified and number of visits planned Recommendations	June 2010 – January 2011

Component 2: Research, help desk and guidance			WORK PLAN		
Result area	Proposed activities	Expected results	Activities	Deliverables	Timing
	Training/synthesizing experts enrolled to undertake the monitoring visits. Establishment of national monitoring/guidance agendas. Conduct prioritized site visits to assess CSOs present capacity and provide guidance on how to improve.		workshops and site visits	for future project planning and implementation Reports from guidance of IPA projects	

Component 3: Capacity Development			WORK PLAN		
Result area	Proposed activities	Expected results	Activities	Deliverables	Timing
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.	CSO institutional capacity and sustainability increased.			
Pilot training session is organised.	Basic training course on EC funding regulations and application developed and conducted. Advanced pilot training course developed and conducted.	Pilot project training implemented and evaluated. Pilot training modules introduced in all beneficiary countries			
An on-line e-learning tool is developed.	Development of the project e-learning concept.	Training courses including materials, on-line mini-lectures			

	<p>Consultations with the Programme Committee and partners.</p> <p>Establishment of the e-learning facility as part of the web-portal. Promotional activities to support the use of the tool.</p>	<p>and a chat room available through the project web-portal.</p>			
<p>National capacity building initiatives are developed and implemented</p>	<p>Elaboration of training programmes for the beneficiary countries and territories in consultation with the local advisory groups and project partners. Translation of training materials to national languages. Training of trainers in collaboration with main network organisations and other relevant institutions. Launching of the training programme at national or territorial level.</p>	<p>CSOs institutional capacity and sustainability are increased</p>	<ul style="list-style-type: none"> - Translation of training materials from regional trainings in local languages - Newspaper advertisements (training programme announcement) - CSO Management training – introductory training - CSO Management – advanced training (and follow-up and on-line support) - Developing and Managing EU projects-LFA - Citizens' participation in decision making-basic 	<p>Training manuals available to CSOs</p> <p>Announcements in 3 newspapers</p> <p>30 participants</p> <p>20 participants</p> <p>20 participants</p>	<p>- September 2010 – February 2011</p> <p>September – December 2010</p> <p>September 2010</p> <p>September-December 2010</p> <p>October 2010</p> <p>October 2010</p> <p>November 2010</p> <p>November 2010 – January 2011 February 2011</p>

			<ul style="list-style-type: none"> - Developing and managing EU projects –M&E - Advocacy training - Citizens' participation in decision making-advanced - Social media for CSOs (2 trainings) - Law on Associations and Foundations - Participation of CSOs representatives in 2 trainings in other (neighboring) countries 	<p>20 participants</p> <p>20 participants</p> <p>20 participants</p> <p>60 participants</p> <p>90 persons</p> <p>CSO representatives (6) are trained in 3 topics (that are not part of the national training programme) (2 representatives per training)</p>	<p>January - February 2011</p> <p>December – February 2011</p> <p>September 2010 – February 2011</p>
	Particular training in the Application Procedures for IPA Funding. Follow up assistance by TA desks to support the				

	<p>application of knowledge and methods within the participating CSOs. Recurrent reviews of the relevance and quality of training. Organisation of partnership events to facilitate CSOs partnership building in the cross-border areas.</p>				
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Component 4: Relationship between CSOs and External Stakeholders			WORK PLAN		
Result area	Proposed activities	Expected results	Activities	Deliverables	Timing
Kick-off events	Planning of national kick-offs jointly with partner organisations and beneficiaries. Implementation and follow-u to national kick-offs.	Beneficiaries and stakeholders aware of the project and its activities/services			
Information and partnership events, facilitation service	Establishment of the local advisory groups. Maintain regular meetings and contacts with CSOs (country-wide) to promote collaboration and joint initiatives. Organise regular	Strengthened network of CSOs and other relevant stakeholders in the country.	- 2 LAG meetings - Cross-sectorial partnership/information event(s) Participation of	LAG minutes from the meetings posted on the web site 150 CSOs present their achievements to the public and other stakeholders CSO representatives	September 2010 – February 2011 September 2010 – February 2011 September 2010 – February 2011 September 2010 –

Component 4: Relationship between CSOs and External Stakeholders			WORK PLAN		
Result area	Proposed activities	Expected results	Activities	Deliverables	Timing
	contacts, meetings, roundtables, collaboration with all relevant stakeholders including government entities and private sector representatives. 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.		CSOs representatives in 3 events (conferences) in other (neighboring) countries - Gathering data about the contact points for CSOs in the Local Self Governments	(6) are informed and have established regional networks and partnerships in 3 areas Contact data about CSOs contact points from LSG are available on the national web site	February 2011
Strengthening administrative capacity of government to cooperate with NGOs	Organise workshops and seminars at the local level with the local government on strengthening the dialogue between CSOs and the local government		Informative events regarding the state funding scheme for CSOs for 2011 (4 events)	120 CSOs are informed how they can apply for state funds Role of the NGO Government Unit in state funds distribution is clarified to CSOs Strengthened credibility of NGO Government Unit among the CSOs	- February 2011