

## Project Fiche – IPA National programmes / Component I

### 1 IDENTIFICATION

<b>Project Title</b>	Further development and financial sustainability of the Civil Society
<b>CRIS Decision number</b>	2011/ 022-988
<b>Project no.</b>	2
<b>MIPD Sector Code</b>	1. Public Administration Reform
<b>ELARG Statistical code</b>	01.35
<b>DAC Sector code</b>	15150
<b>Total cost (VAT excluded)<sup>1</sup></b>	EUR 1.500.000
<b>EU contribution</b>	EUR 1.200.000
<b>Management mode</b>	Decentralised
<b>Responsible Unit or National Authority/Implementing Agency</b>	<p>The Central Financing and Contracting Department (CFCD) will be the contracting authority and will be responsible for all administrative and procedural aspects of the tendering process, contracting matters and financial management including payment of project activities. The Head of CFCD will act as the Programme Authorising Officer (PAO) of the project.</p> <p>Ms. Radica Koceva (PAO) Central Financing and Contracting Department Ministry of Finance Tel: +389 2 3106 455 Fax: +389 2 3231 219 e-mail: <a href="mailto:radica.koceva@finance.gov.mk">radica.koceva@finance.gov.mk</a></p>
<b>Implementation management</b>	<p>The General Secretariat, Sector for policy analysis and coordination – Unit for cooperation with NGOs will be the beneficiary. The Unit for cooperation with NGOs will implement the project under supervision of the Secretary General of the Government.</p> <p>Mr. Kiril Bozinovski Secretary General General Secretariat of the Government Tel: +389 2 3118 022 att.120 E-mail: <a href="mailto:kiril.bozinovski@gs.gov.mk">kiril.bozinovski@gs.gov.mk</a></p>

<sup>1</sup> The total project cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

	<p>Mr. Zoran Milkov, Senior Programme Officer Tel: +389 2 3118 022 att.248 E-mail: <a href="mailto:zoran.milkov@gs.gov.mk">zoran.milkov@gs.gov.mk</a></p> <p>Ms. Suzana Nikodijevikj Filipovska, Head of Sector for policy analysis and coordination Tel: +389 2 3118 022 att.219 E-Mail: <a href="mailto:suzana.nikodijevic@gs.gov.mk">suzana.nikodijevic@gs.gov.mk</a></p> <p>The final beneficiaries of the grant scheme will be national Civil Society Organisations</p>
<b>Implementing modality</b>	Project
<b>Project implementation type</b>	Grants
<b>Zone benefiting from the action(s)</b>	Nationwide project activities

## 2. Overall Objective and Project Purpose

### 2.1 Overall Objective

The overall objective of the project is to further enhance the environment conducive to development and financial sustainability of civil society.

### 2.2 Project purpose

The purpose is to enhance the capacities of civil society for active participation in policy creation and decision making, at local and national levels, in important areas such as, but not limited to: human rights, freedom of expression, media and Roma inclusion. The project will also support the financial sustainability of the civil society by improved implementation of the relevant national financial legislation and procedures, as well as enhanced cooperation between state bodies, CSOs and private sector.

### 2.3 Link with AP/NPAA/SAA

The **Accession Partnership** outlines a series of priorities to be addressed in the area of civil society. The **AP** stresses the importance of ensuring transparency in the administration, in particular in the decision-making process, and calls for further promoting active participation by civil society in the decision making processes.

The **National Program for Adoption of Acquis** with regard to civil society plans for further inclusion of civil-society in the decision-making process, ensuring participation of the civil sector in the work of expert councils of the Government, as well as for providing training to the NGOs representatives on issues in the sphere of human freedoms and rights.

The project will contribute towards the implementation of the **Stabilisation and Association Agreement** objective of “development of civic society and democratisation”.

## **2.4 Link with MIPD**

The **MIPD 2011-2013** advocates promoting an active role of civil society in the decision making process and calls for broad participation of civil society. The MIPD notes that even though involvement of Civil Society Organisations in policy making and in legislative drafting progressed to a moderate extent, there is still a considerable space for furthering the implementation of the Government's strategy and action plan for cooperation with Civil Society Organisations in the coming years.

## **2.5 Link with National Development Plan**

N/A

## **2.6 Link with national/sectoral investment plans**

The project directly links to the following key strategies and action plans in the sector (see annex 4 for a more extensive list):

- Strategy for the cooperation of the Government with the Civil Sector, 2007;
- Action plan for implementation of the Strategy for cooperation with CSOs, 2007;
- Strategy for Equitable Representation, 2007;
- Strategy on Public Administration Reforms, 2010;
- National Strategy for Youth;
- National Agenda on Corporate Social Responsibility 2008;
- National Strategy for the Roma and the Roma Inclusion Decade;
- Strategy on Public Administration Reform, 2010.

## **3. Description of project**

### **3.1 Background and justification**

In terms of the legal framework, the right and freedom of association is enshrined in the Constitution (art. 20), with restrictions for associations supporting racial, religious or national hatred and violence. This right, provided for in the Constitution, is expressed in the legal framework of the Law on Associations and Foundations. **A new Law on citizens associations and foundations** is now in force, approved by the Parliament on 12.04.2010 (Official Gazette No. 52/10), which provides the freedom of association of natural and legal persons, nationals and non-nationals; the freedom and independence in determining the objectives, adoption of the decisions and planning of the activities; the good management by means of establishing an internal system of control; and transparency and publicity in operations. Additionally, the Law allows associations, foundations and unions to directly perform economic activities without establishing a company. The Law prescribes that the revenues gained from such activity have to be used for financing the work of the organisation. It is expected that this solution will strengthen the economic potential of civil society. With the aim of enhancing the sustainability of civil organisations, the Law defines the status of Public benefit organisations as organisations working for the common good and public interest. According to the Law, registered Public Benefit organisations will receive support from the state through tax and customs exemptions, in accordance with the law.

The number of newly registered civil society organisations in the period of 1990 to 1998 is calculated to amount to 3,295 (by UNDP, 1999). By adopting the Law on Citizen Associations and Foundations from 1998, all organisations were re-registered by the Ministry of the Interior or in the competent courts. According to the official data from the Central Register, 9900 CSOs were registered in the period until December 2008. This number includes all CSOs registered from 1998, without data for their current status (active or non active). The new Law on association and foundations obligates the CSOs to re-register in the

Central Register. Hence, it is expected that one year following the entry into force of the new Law, the accurate number of active CSOs will be obtained. In addition, there are more than 200 umbrella bodies of CSOs in the country. A majority of the organisations are members of a union, federation, platform or other umbrella body, based on the mission of the CSO or their target group.

**The 2010 progress report** notes that civil society has received extensive financial support from the EU under the Civil Society Facility. EU funding is given through different national and regional horizontal IPA programmes, and includes aid to establish the national civil society forum, capacity building to civil society organisations, and the assistance to regional NGO support centres. The national programmes provide significant support to improve the development and sustainability of civil society organisations and further capacity building of the Government Unit for NGO cooperation.

The 2010 progress report notes that the newly enacted Law on citizens' associations and foundations provided for wider practice of the right of association; the government's strategy and action plan for cooperation with civil society organisations continues to be implemented; involvement of civil society in the policy development process and in legislative drafting is growing. Nonetheless, the report was the attention given to the need for developing a consistent approach to encouraging all-inclusive public participation in decision making and further improvement of the system for allocation of state financing of civil society organisations, in particular as regards the public benefit organisations. Civil society organisations remain heavily dependent on foreign funding and the lack of sufficient financial resources remains a serious constraint.

In terms of the institutional framework, the first steps for institutionalised relations between the Government and civil society were made in November 2004 with the creation of the **Unit for NGO Cooperation** under the General Secretariat of the Government. The initiative for establishing the Civil Society Unit, adopted by the Government in November 2004, expressed the readiness of the Government to build up and strengthen cooperation with civil society. This initiative supports the Government's objective to further develop civil society as well as the need to develop a specific programme for cooperation.

With the implementation of the **Strategy for cooperation between the Government and the Civil Sector**, the Government focuses on improving the conditions to stimulate a sustainable development of civil society. The involvement of civil society in the decision making process is also included in the Government's Decision for strategic priorities for 2011. The Strategy for cooperation between the Government and the Civil Sector is focused on the collaboration with civil society organisations, which refers to the definition where "a civil society organisation" encompasses solely those organisations registered according to the Law on Citizen Associations and Foundations which are non-profitable, non-political and founded in order to exercise and protect heterogeneous economic, social, cultural and other rights and convictions, as defined in the Constitution.

Annually, the **state financial support for civil society organisations** is allocated by ministries and other state bodies, as well as directly from the Government. In order to ensure transparency, to provide the basic criteria and monitoring the spending of funds, the Government adopted a Code of good practices for financial support of civil associations and foundations, a Decision on the criteria and procedure for allocation of funds for the program activities of associations and foundations, and the Program for funding the program activities of Civil Associations and Foundations. In recent years the amount of funds allocated as

financial support for CSOs is growing, in 2010 approximately 350 000 euros have been allocated. But despite the intention of the state to support civil society, these are small amounts to meet the basic needs for the development of the sector.

### **3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact**

The project is expected to strengthen the participation of civil society organisations in the policy-making process and in legislative drafting for fostering meaningful dialogue between the Government and civil society on national development policies, legislation, programmes or other strategic documents. It is also expected that this project will contribute towards better implementation of financial legislation and procedures, and enhanced cooperation between the state, CSOs and the private sector. The final impact of the project activities will result in the development of a strong and independent civil society with enhanced capacities to act proactively in relevant fields such as protection of human rights and Roma inclusion, as well as freedom of expression and media.

### **3.3 Results and measurable indicators**

The project will consist of one component: Implementation of the Grant Schemes focused on two (2) main thematic priorities:

- 1) Enhancing the involvement of civil society in the creation of public opinion, policy making and participation in the decision making mechanisms at local and national level;
- 2) Strengthening the financial sustainability of civil society organisations and the cooperation between state bodies, civil society and private sector.

#### **The expected results include:**

Under thematic priority number 1:

- More functional and consistent institutional mechanisms for all-inclusive public participation of CSOs in policy creation and decision making, especially in the policy fields where civil society engagement is particularly valuable for the country's successful accession to the EU, including proper implementation of the Code of Good Practices for CSOs' participation in the decision making process;
- Strengthened capacities of civil society organisations in networking and development of partnerships with government (on national and local level), including implementation of the 8 local strategies for cooperation between municipalities and CSOs;
- More continuous monitoring of Government obligations as to increase its accountability;
- Wider recognition and more solid respect of Freedom of Expression and freedom of mass communication means, as well as of human rights, including the ones prioritised in the national and local action plans for implementation of the Strategy for Roma inclusion.

Under thematic priority number 2:

- Implementation of the national legislation providing an enhanced financial framework to increase sustainability of civil society organisations;
- Fiscal measures and policy instruments assessed, to promote private support for civil society charity activities;

- Established partnership among national CSO funding agencies and government departments allocating public funds to civil society and facilitating civil society efforts as public benefit organisations;
- Increased capacities of civil society organisations in fund raising and managing funds.

**The Measurable indicators include:**

- Conducted surveys on public events for promoting the importance of philanthropic initiatives;
- Number of public debates and events for greater involvement of national media to promote philanthropy;
- Number of implemented joint activities among civil society, state and/or business sector, and stakeholders satisfaction through surveys;
- Number of established partnerships and networks, still on-going one year after completion of the project;
- Amount of local resources mobilised;
- Number of realised trainings and good practice examples of CSOs contributions in relevant areas (e.g. national and local action plans for Roma inclusion; human rights agenda, media, etc)

**3.4 Activities**

**Implementation of the Grant schemes**

- Draft the grant scheme guidelines and implement awareness raising activities for CSOs in grant schemes (information sessions, visibility measures, public events, etc.);
- Respond to questions for clarification;
- Evaluation of proposals received;
- Guidance to grant holders;
- Input in approval of interim/final narrative and financial reports of the grant holders;
- Monitor implementation process and review reports received from the grantees.

**Project Management and Administration**

**Implementation of the Grant schemes**

The Unit for cooperation with NGOs in the General secretariat of the Government will implement effective and efficient management of the grant schemes. The capacities of the Unit are in the process of being strengthened through Technical Assistance from IPA National Programmes 2007 and 2008.

CFCD, The Senior Programme Officer of the General Secretariat (SPO), the working group for technical implementation of transition assistance and institution building component within the General Secretariat, and the Unit for cooperation with NGOs will be responsible for the overall management, representation (co-ordination with the EU and other international bodies), as well as reporting.

CFCD is in charge of tendering, contracting and payments of EU funded projects and of overall supervision of projects implemented under DIS in the country.

The SPO is responsible for preparation and technical management of the project and for managing the project team within the General Secretariat.

The working group for technical implementation of transition assistance and the institution building component within the General Secretariat and Unit for cooperation with NGOs will

be responsible for tasks connected to programming, technical implementation of the project, monitoring and reporting, under the coordination of the SPO.

The SPO is responsible for an appropriate management of resources.

**The expected contracting arrangements are:**

Minimum 15 grants will be signed after maximum two calls for proposals for the different areas. The contracts will be for a period between 12 to 18 months and following the IPA 2008, IPA 2009 and IPA 2010 their value will range from 40.000 (minimum amount) to 150.000 EUR (maximum amount). The overall budget for the project is 1.500.000 EUR, out of which 1.200.000 EUR IPA contribution, 10% national co-financing and 10% co-financing from the final grant beneficiaries of the overall budget of the respective individual grant amount.

**3.5 Conditionality and sequencing**

The project includes the following conditionalities:

- The IPA 2010 Grant Schemes/s are contracted ;
- Availability of at least 3 employees as counterpart personnel by the beneficiary institution before the launch of the tender process.

In the event that conditionalities are not met, suspension or cancellation of projects will be considered.

**3.6 Linked activities**

**Several CARDS projects** included a CSO strengthening component, with an emphasis on capacity building of CSOs, supporting the cooperation among the CSOs and between CSOs and national/local authorities, as well as institutional capacity building for selected umbrella civil society organisations.

**CARDS 2004** addressed the provision of assistance to the Government in developing a strategy for the third sector and in establishing a civil society unit within the Government structures. This project has produced four main results:

- *A Strategy of the Government for cooperation with the civil society sector*, incorporating a mapping and comparison of similar practices in other transition countries with respect to cooperation between governments and civil society. On the basis of the mapping and comparisons, the strategy incorporated recommendations for the specific context of the country;
- *Developed Training and Capacity Building Plan* and its subsequent implementation in which capacity building needs for the Unit and liaison officers in other governmental institutions were addressed;
- Developed and implemented visibility measures in close cooperation with the Unit's staff. These visibility measures incorporate website, publications, dissemination material, networking activities, conferences and other activities that reach out to civil society in the country;
- Developed recommendations for transparent selection criteria and selection procedures for governmental support to CSOs on a competitive basis. These recommendations resulted in a draft system of budget allocation for governmental support to CSOs.

**Under IPA 2008** a project has been agreed to support the development and capacity building of the Non-governmental sector through improved involvement of CSOs in the process of drafting legislation and regulations (particularly those connected to the EU integration process, as well as public awareness raising), increased participation of CSOs in providing

social services and community-based activities, improved capacities to mobilise resources and voluntary work and improved involvement in the field of democracy and the rule of law. Initially defined areas for grant schemes are:

- CSO participation in the process of drafting legislation and regulations and the monitoring of the implementation of legislation;
- Awareness raising vis-à-vis the EU integration process;
- Fight against corruption and organised crime;
- Improving the quality of inter ethnic relations;
- Strengthening CSO management and networking, including joint implementation of community based activities and social services, Resource Mobilisation, Mobilising voluntary work, institutional cooperation between CSOs and between CSOs and local government.

The project will be implemented in close relation to the regional project for civil society developed under the Multi-Beneficiary IPA Programme 2008.

**IPA 2009** includes also a project aiming at strengthening the capacity of Civil Society focusing on the following initially defined areas for grant schemes:

- Fight against corruption and organised crime (including fight against trafficking of human beings and fight against illegal substances and support in drug information campaigns on local and national level in primary schools)
- Strengthening the CSO management and networking, including joint implementation of community based activities and social services, resource mobilisation, mobilising voluntary work, institutional cooperation between CSOs and between CSOs and the central and local government.
- Protection of human rights, with special focus on vulnerable people, support to the victims of family violence, mobilisation of the local municipalities for the prevention of HIV/AIDS/STI amongst the most at risk adolescents and supporting the activities within the Decade for Roma inclusion 2005 – 2015 and the National Strategy for Roma in RM.

**IPA 2010**, like the previous programmes, aims to keep on strengthening the civil society sector through increased capacity for self sustainability and an enhanced role of CSOs in the decision making process at local level.

EU financial support has been provided to civil society also through the regional Multi-Beneficiary IPA Programme 2008, 2009 and 2010.

The European Commission Communication on the Enlargement Strategy and Main Challenges 2007-2008 underlined the importance of civil society being able to play its role in a participatory democracy. The "*Civil Society Facility*" (CSF) was set up as the tool to financially support the development of civil society.

The CSF focuses on three types of activity:

- Support to local civic initiatives and capacity-building, increasing the abilities and visibility of civil society organisations at a national level;
- "People 2 People" programmes support visits to EU institutions and bodies to exchange experiences, know-how and good practices between IPA beneficiaries and EU civil society organisations;



- Partnership actions implemented by IPA beneficiary and EU civil society organisations to encourage the transfer of knowledge, establish networks and implement innovative trans-national projects.

A network of technical assistance desks (TACSO) has been established in the Western Balkans. This network became operational in autumn 2009 and is financed under the IPA 2008 and 2009 CSF Multi-beneficiary programmes.

The Cross Border Cooperation component of IPA likewise supports social, economic and cultural project activities that can be implemented also by civil society organisations. The added value is that it provides small direct financial support to CSOs in different thematic priority areas in comparison to previous IPA national programmes..

### **3.7 Lessons learned**

The 2009 Country interim evaluation report notes that the precise measurement of the IPA programme performance thus far is compromised by the lack of true measurable indicators at both the impact level of individual projects, as well as within the MIPD itself, however it can be seen that the contribution made by the assistance to the MIPD objectives is broadly positive.

The report likewise observed that the presence of sufficient administrative capacity and organisational structures, a pre-condition for the effective achievement of strategic objectives, varies throughout the CARDS assistance, but is stronger in the more recent projects under the IPA programme.

Strong commitment from senior management and various final beneficiaries remains crucial for the overall implementation of the project activities.

The experience of the previous grants schemes for the support of the civil society through IPA 2008, 2009 and 2010 is to be used when preparing the specific guidelines and application packages in order to improve and simplify the procedures.

The experience generated thus far accentuates the need for continuing the organisation of information sessions so as to increase the level of awareness and readiness to apply, contributing to the increased number of applications and number of successful applicants. In addition, the experience of the Unit for cooperation with NGO in managing the cooperation and support of the civil society with funds from the State Budget demonstrates the high interest for applications, as well as relatively high rates of complete and well-argued applications. The capacity of the Unit has thus far proven adequate to organise both the awareness raising activities, as well as to manage the evaluation process in a timely manner.

The Unit for cooperation with NGOs in cooperation with CFCD should invest in their capacities for better promotion and transfer of knowledge for all outstanding issues when applying the experience accumulated to be concentrated and used as straight to the point tips and instructions.

#### 4. Indicative Budget (amounts in €)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	EU IPA CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Activity 1													
Grants for CSO	X		1.500.000	1.350.000	1.200.000	88.89%	150.000	11.11%	150.000			150.000	10
TOTAL IB			1.500.000	1.350.000	1.200.000	88.89%	150.000	11.11%	150.000			150.000	10%
TOTAL INV													
<b>TOTAL PROJECT</b>			<b>1.500.000</b>	<b>1.350.000</b>	<b>1.200.000</b>	<b>88.89%</b>	<b>150 000</b>	<b>11.11%</b>	<b>150 000</b>			<b>150 000</b>	<b>10%</b>

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROW

Amounts net of VAT

- (1) In the Activity row use "X" to identify whether IB or INV
- (2) Expressed in % of the **Public** Expenditure (column (b))
- (3) Expressed in % of the **Total** Expenditure (column (a))

## 5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Calls for proposals -Grants	Q1 2013	Q4 2013	Q2 2015

## 6. Cross cutting issues

### 6.1 Civil Society Development and Dialogue

Support the financial sustainability of civil society as an objective of the project will directly contribute to civil society development and dialogue. It is expected that the project will lead to strengthening of the organisational level of the civil sector, to higher and more sustainable levels of funding and improved cooperation between CSOs and the business sector.

### 6.2 Environmental Considerations

The grant schemes will support the involvement of the CSOs in the economic growth of the country. The connections between the state, civil sector and business sector will ensure the contribution of individuals in overall development and welfare of the society. Through the process of selection of the grant holders the environmental issues in their projects will be taken into consideration.

### 6.3 Equal Opportunities and non-discrimination

Reference will be made to the Government Gender Strategy and the EC Programme of Action for the mainstreaming of gender equality in community development cooperation (2001-06). An output of these activities will be to assist the beneficiary to implement an 'internal gender assessment' to identify areas where it could improve its internal performance vis-à-vis gender.

### 6.4 Minority and Vulnerable Groups

The present project is expected to have an additional impact on equal treatment of minorities and vulnerable groups.

### 6.5 Good-governance and Fight against Corruption

The present project is expected to have an additional impact for furthering good governance and fight against corruption through implementation of different grants.

## ANNEX I - Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche: <b>Strengthening the financial sustainability of the Civil Sector</b>	Programme name and number National programme for IPA Component I TAIB for 2011 CRIS no: 2011/	
	Contracting period expires two years from the date of the conclusion of the Financing Agreement	Disbursement period expires one year from the final date for execution of contracts.
	Total budget :EUR 1.500.000	IPA budget: EUR 1.200.000

Overall objective	Objectively verifiable indicators	Sources of Verification	
The overall objective of the project is to further enhance the environment conducive to development and financial sustainability of civil society.	- Number of CSOs involved in the calls for proposals;	- EC Progress report - Project records	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
The project purpose is to enhance the capacities of civil society for active participation in policy creation and decision making, at local and national levels, in important areas such as, but not limited to: human rights, freedom of expression and media and Roma inclusion. The project will also support the financial sustainability of the civil society by improved implementation of the relevant financial legislation and procedures, as well as enhanced cooperation between state, CSOs and private sector.	- Number of signed contracts with CSOs in enhancing the involvement of civil society in the creation of public opinion, policy making and participation in the decision making mechanisms at local and national level;  - Number of signed contracts with CSOs in strengthening the financial sustainability of civil society organisations and the cooperation between state, civil society and private sector.	- Project records - SPO monitoring reports to the CFCD; - Government reports in the area of CSOs; - Different publications, audio visual productions, etc.	- Government commitment to support CSO; - Available funds from national and private contributors regarding co-financing of grants.
Results	Indicators	Sources of Verification	Assumptions
Under thematic <u>priority number 1</u> : - Functional and consistent institutional mechanisms for all-inclusive public participation of CSOs in policy	- Conducted surveys from public events for promoting the importance of philanthropic initiatives; - Number of public debate and events for	- Project records; - Government CSO records; - Survey reports; - Partnership networking register;	- Sufficient number of CSOs interested to submit proposals for each of the elected

<p>creation and decision making, especially in the policy fields where civil society engagement is particularly valuable for the country's successful accession to the EU, including proper implementation of the Code of Good Practices for CSOs' participation in the decision making process;</p> <ul style="list-style-type: none"> <li>- Strengthened capacities of civil society organisations in networking and development of partnerships with government (on national and local level), and ensuring increased civil dialogue and cooperation in policy creation and decision making, including implementation of the 8 local strategies for cooperation between municipalities and CSOs;</li> <li>- Enhanced civil society participation in political dialogue;</li> <li>- Continued monitoring of Government obligations and increasing its accountability;</li> <li>- Promotion of Freedom of Expression and freedom of mass communication means;</li> <li>- Furthered implementation of joint activities for promotion and protection of human rights, freedom of expression and media, including the national and local action plans for implementation of the Strategy for Roma inclusion.</li> </ul> <p>Under thematic <u>priority number 2</u>:</p> <ul style="list-style-type: none"> <li>- Supported implementation of legislation that provides enhanced financial framework for sustainable</li> </ul>	<p>greater involvement of national media to promote philanthropy;</p> <ul style="list-style-type: none"> <li>- Number of implemented joint activities among civil society, state and/or business sector;</li> <li>- Number of established partnerships and networks;</li> <li>- Amount of local resources mobilised;</li> <li>- Number of realised trainings and good practice examples of CSOs contributions in relevant areas (e.g. national and local action plans for Roma inclusion; human right agenda, media, etc).</li> </ul>	<ul style="list-style-type: none"> <li>- Training plans and reports;</li> <li>- Evaluations;</li> <li>- Grant reports;</li> <li>- Monitoring reports/activities;</li> <li>- Action Plans.</li> </ul>	<p>areas;</p> <ul style="list-style-type: none"> <li>- Sufficient number of eligible proposals received to issue grant contracts;</li> <li>- Available funds for co-financing from private funds.</li> </ul>
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<p>civil society organisations that are less dependent on foreign funding;</p> <ul style="list-style-type: none"> <li>- Evaluated fiscal measures in place and reviewed alternatives, looking at policy instruments to assist philanthropic support implemented by civil society;</li> <li>- Realised activities that facilitate a review of the full range of legal and financial regulations which apply to civil society, in order to identify gaps and possible improvements to harmonise the legal environment for civil society;</li> <li>- Established partnership with national CSO funding agencies and government departments allocating public funds to civil society and facilitate civil society efforts as public benefit organisations;</li> <li>- Increased capacities of civil society organisations towards economic activities and management capacities.</li> </ul> <p>The implementation of the grant projects, funded under the grant schemes, are expected to lead to:</p> <ul style="list-style-type: none"> <li>- Enhanced civil dialogue among CSOs which are active in the same or different thematic areas to formulate common solutions to common local problems through partnership activities and/or other collective actions like networking and lobbying;</li> <li>- Functional and harmonised financial framework that enables the development of a strong and independent civil society;</li> <li>- Enhanced joint cooperation between</li> </ul>			
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<p>civil society organisations, state and business sector;</p> <ul style="list-style-type: none"> <li>- Reinforced cooperation among civil society organisation and businesses (fundraising from private sector, cooperation with businesses in issues of importance for the rights of the citizens, philanthropy activities, cooperation with media, etc.)</li> <li>- Implemented capacity building/awareness/communication activities aimed at setting up and reinforcing the public private partnerships to the benefit of the expansion of the civil society;</li> <li>- Implemented activities aiming at CSOs' self financing strategies, delivery of services and resource mobilisation;</li> <li>- Implemented activities from the national and local action plans for Roma inclusion;</li> <li>- Implemented activities aiming at implementation and monitoring of international and national legislation in the area of human rights;</li> <li>- Implemented activities aimed at promotion of freedom of expression and media including building partnerships among the CSOs and media in the relevant fields, especially in creation of public opinion and policy creation.</li> </ul>			
<b>Activities</b>	<b>Means</b>	<b>Costs</b>	<b>Assumptions</b>
<p><b>Implementation of the Grant schemes:</b></p> <ul style="list-style-type: none"> <li>- Drafting the grant scheme guidelines;</li> <li>- Implementing awareness raising activities for CSOs in grant schemes</li> </ul>	Grant contracts	<p>Overall cost: 1.500.000EUR IPA contribution: 1.200.000 EUR</p>	<ul style="list-style-type: none"> <li>- Sufficient number of CSOs interested to submit proposals for each of the</li> </ul>

<p>(information sessions, visibility measures, public events, etc.);</p> <ul style="list-style-type: none"> <li>- Responding to questions for clarification;</li> <li>- Participation in the evaluation of proposals received;</li> <li>- Providing guidance to grant holders;</li> <li>- Providing input in approval of interim/final narrative and financial reports of the grant holders;</li> <li>- Monitoring the implementation process and reviewing reports received from the grant holders.</li> </ul>		<p>National co-financing (11.11%): 150.000 EUR Private co-financing from the final grant beneficiaries (10%): 150.000 EUR</p>	<p>elected areas</p> <ul style="list-style-type: none"> <li>- Sufficient number of eligible proposals received to issue grant contracts</li> </ul>
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**Pre conditions:**

The project includes the following conditionalities:

- The IPA 2010 Grant Schemes/s are contracted;
- Availability of at least 3 employees as counterpart personnel by the beneficiary institution before the launch of the tender process.

In the event that conditionalities are not met, suspension or cancellation of projects can be considered.



**ANNEX II - Amounts (in €) Contracted and disbursed by quarter for the project**

	2012				2013				2014				2015			
<b>Contracted</b>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Grants								1.500.000								
<b>Cumulated</b>								1.500.000								
<b>Disbursed</b>																
Grants								900.000			450.000			150.000		
<b>Cumulated</b>								<b>900.000</b>			<b>1.350.000</b>			<b>1.500.000</b>		

Please note that it is expected that minimum 15 grant contracts will be signed.

### **ANNEX III - Institutional Framework**

The Rulebook for Internal Organisation and Systematisation of the General Secretariat of the Government regulates the internal organisation and the mode of work of the Secretariat General as a technical service to the Government, the types of organisation as well as their responsibilities and competencies.

Sectors and Units are established dependant on the type, the scope, the level and the degree of complexity of the work as well as of the inter-relations, responsibility and other factors and conditions for successful functioning of the General Secretariat.

The Sector for Policy Analysis and Coordination is one of fourteen sectors within the General Secretariat. This Sector has twenty (18) public servants. How many public servants?

In accordance with the acts for internal organisation and systematisation of working positions in the General Secretariat of the Government, in December 2004, the Unit for cooperation with NGOs was established under the Sector for Policy Analysis and Coordination of the General Secretariat of the Government. The Unit has six (6) civil public servants for the following working posts: one Advisor, two Senior Associates, one Associate and two Junior Associates. Five civil servants from other sectors also perform their duties in the Unit: two Associates, two Junior Associates and one officer.

The Budget of the Government - General Secretariat, according to the State Budget for 2010, is 779.731.000 denars MKD?. This Budget is divided into programs (Administrative and Governmental) and is projected according to the needs of the sectors and units of the General secretariat. The beneficiaries of this Project - Sector for policy analysis and coordination and the Unit for cooperation with NGOs don't have their own Budget, but their activities are covered from the Budget of the Government - General Secretariat. In this Budget for 2010, 20.000.000 denars MKD will be transferred to CSOs on the basis of Public Call and decision of the Government.

According to the Rulebook for Internal Organisation of the General Secretariat, the responsibilities of the Unit are:

- Coordination of the implementation of the Strategy for Cooperation of the Government and the Civil Sector, as well as creating mechanisms for promoting the liaison between the Government and the civil sector;
- Preparing a review of the legislation, continuous update, proposing initiatives to the Government and the relevant ministries in order to instigate drafting of new legislation for the civil sector in the country;
- Monitoring of international legislation in particular countries that might enable further development of the civil sector, to perform comparative analysis and suggest amendments to the legal framework of the country in compliance with the standards of the European Union;
- Mediating the inter-ministerial cooperation as well as cooperation between other state authorities and the civil sector, and monitoring and upgrading the cooperation with the civil sector in the country;
- In accordance with legislation, actively participating in the cooperation with the relevant ministries (managing projects) by organising public debates on relevant legislation, projects, and initiatives;

- Providing administrative support to the Committee for Allocating financial resources from the State Budget for partial funding of public-interest projects, which are to be implemented by the civil sector;
- Maintaining cooperation with the organisations and the institutions of the NGO sector;
- Considering a holistic approach in addressing citizen's needs in the Government policy-making process;
- Providing education/training for the civil servants and the representatives of the local self-government in order to acquire essential knowledge and skills, necessary to obtain transparent and accountable partnership relations with the civil sector representatives;
- Establishing a network for continuous and timely information regarding the civil sector in reference to all national and local level activities;
- Organising regional conferences and similar events in order to exchange experiences with other EU candidate states, including the newest member states, for modes of cooperation of their governments and the civil sector, as well as participating in such events organised by the counterpart countries.

The Unit will carry out its responsibilities through the implementation of the mutual strategic goals supporting the development of the civil sector, specified in the Strategy for Cooperation with the Civil Sector addressing the following:

- Enabling a more favorable legal framework for the development of the civil sector;
- Participation of the civil sector in the decision-making process;
- Creating more favorable conditions for sustainability of the civil sector;
- Involvement of the civil sector in the process of integration in the European Union;
- Maintaining inter-institutional cooperation;
- Maintaining inter-departmental cooperation;
- Continuous development of the civil sector.

**Diagram of organisation**  
GENERAL SECRETARIAT OF THE GOVERNMENT

Sector for expert, operative and logistic support of the Secretary General and Deputy Secretary General of the Government, and ministers without portfolio

Sector for economic policy and regulatory reform

Sector for strategy, planning and monitoring

**Sector for policy analysis and coordination**

Unit for policy analysis and coordination

Unit for expert councils of the Government

**Unit for cooperation with NGOs**

Unit for observation of the recommendations of the State Audit Office

Sector for organisational and normative-legal affairs related to the sessions of the Government

Sector for management of human resources and personal management

Sector for financial affairs

Sector for internal revision

Sector for legal and other expert affairs

Sector for public relations

Sector for protocol and translation

Sector for IT

Sector for general affairs

Sector for documentation and library

## **ANNEX IV - Reference to laws, regulations and strategic documents**

### **Reference list of relevant laws and regulations**

Key laws and regulations on the sector:

- Constitution, 1991 (amended 1992, 1998, 2001, 2003, 2005, 2009);
- Strategy for Cooperation of the Government with the Civil Sector, 2007;
- Law on Government, 2000 (amended 2003, 2005, 2006, 2007, 2008);
- Rules of Procedure for Operation of the Government, 2001 (2008-consolidated text);
- The Methodology on Policy Analysis and Co-ordination, 2006;
- Law on associations and foundations 2010;
- Law on Civic Association and Foundations, 1998, 2007;
- Law on Sponsorship and Donations, 2006;
- Law on Voluntary Work, 2007;
- Law on Prevention of Corruption, 2002 (amended 2004, 2006, 2008);
- State Programme for Prevention and Repression of Corruption, 2007;
- Ohrid Framework Agreement, 2001;
- Law on Local Self-Government, 2002;
- National Strategy on Youth, 2004;
- National Agenda on Corporate Social Responsibility, 2008;
- National Strategy for the Roma of the Republic of Macedonia and the Roma Inclusion Decade;
- Strategy for Equitable Representation, 2007;
- Strategy on Public Administration Reforms, 2010.

### **Reference to AP/NPAA/SAA/Progress Report**

#### **Reference to National Plan for Adoption of Acquis (2010)**

The Plan has following priorities with regard to civil society: “Until the end of 2011, the implementation of the Action plan for implementation of the Strategy for cooperation of the Government with the civil sector (2007-2011) will continue. The Revision of implementation of the Strategy for cooperation of the Government with the civil sector with recommendations for improvement of the cooperation is planned to be finalised in mid 2011”

#### **Reference to SAA (2001)**

The program addresses the objectives of the SAA for “the development of civic society and democratisation”.

#### **Reference to the Progress Report (2010)**

The 2010 progress report notes that civil society has received extensive financial support from the EU under the Civil Society Facility. EU funding is given through different national and regional horizontal IPA programmes, and includes aid to establish the national civil society forum, capacity building to civil society organisations, and the assistance to regional NGO support centres. The national programmes provide significant support to improve the development and sustainability of civil society organisations and further capacity building of the government unit for NGO cooperation.

The 2010 progress report notes development in the relevant field, as following: the newly enacted Law on citizens’ associations and foundations provided for wider practice of the right of association; the government’s strategy and action plan for cooperation with civil society organisations continues to be implemented; involvement of civil society in the policy

development process and in legislative drafting is growing. Nonetheless, the report also pointed the need to be developed a consistent approach to encouraging all-inclusive public participation in decision making, including appropriate institutional mechanisms.

Another important aspect from the report was the need for further improvement of the system for allocation of state financing of civil society organisations, in particular as regards to the public benefit organisations. Civil society organisations remain heavily dependent on foreign funding and the lack of sufficient financial resources remains a serious constraint.

### **Reference to National Development Plan**

N/A

### **Reference to national / sectoral investment plans**

The project directly links to the following strategies and action plans in the sector:

- Strategy for cooperation of the Government with the Civil Sector, 2007;
- Action plan for implementation of Strategy for cooperation with CSOs, 2007;
- Strategy for Equitable Representation, 2007;
- Strategy of Reforms of Public Administration, 2010;
- National Strategy on Youth, 2004;
- National Agenda on Corporate Social Responsibility, 2008.

## **ANNEX V - Details per EU funded contract**

### **Project Management and Administration**

#### **Implementation of the Grant schemes**

The Unit for cooperation with NGOs in the General secretariat of the Government will implement effective and efficient management of the grant schemes. The capacities of the Unit will be strengthened through Technical Assistance from IPA 2007 – IPA 2008.

CFCD, The Senior Programme Officer of the General Secretariat (SPO), the working group for technical implementation of transition assistance and institution building component within the General Secretariat, and the Unit for cooperation with NGOs will be responsible for the overall management, representation (co-ordination with the EU and other international bodies), as well as reporting.

CFCD is in charge of tendering, contracting and payments of EU funded projects and of overall supervision of projects implemented under DIS in the country.

The SPO is responsible for preparation and technical management of the project and for managing the project team within the General Secretariat.

The working group for technical implementation of transition assistance and institution building component within the General Secretariat and Unit for cooperation with NGOs will be responsible for tasks connected with programming, technical implementation of the project, monitoring and reporting, under the coordination of the SPO.

The SPO is responsible for an appropriate management of resources.

#### **The expected contracting arrangements are:**

Minimum 15 grants will be signed after maximum two calls for proposals for the different areas. The contracts will be for a period between 12 to 18 months and following the IPA 2008, IPA 2009 and IPA 2010 their value will range from 40.000 (minimum amount) to 150.000 Euro (maximum amount). The overall budget for the project is 1.500.000 EUR, out of which 1.200.000 EUR IPA contribution, 10% national co-financing and 10% co-financing from the final grant beneficiaries of the overall budget of the respective individual grant amount.