

## **1. Basic information**

- 1.1 CRIS Number:** 2010/022-264
- 1.2 Title:** Sustainable civil society
- 1.3 ELARG Statistical Code:** 01.35
- 1.4 Location:** Skopje, with nationwide project activities

### **Implementing arrangements**

#### **1.5 Implementing Agency:**

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.

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#### **1.6 Beneficiary (including details of SPO)**

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.

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The final beneficiaries of the Technical assistance will be civil servants in municipalities.  
The final beneficiaries of the grant scheme will be national Civil Society Organisations.

**Financing:**

**1.7 Overall cost (VAT excluded)<sup>1</sup>: EUR 1 700 000**

**1.8 EU contribution: EUR 1 417 500**

**1.9 Final date for contracting:**

Two years from the date of the conclusion of the Financing Agreement

**1.10 Final date for execution of contracts:**

Two years from the final date for contracting

**1.11 Final date for disbursements:**

One year after the final date for execution of contracts

**2. Overall Objective and Project Purpose**

**2.1 Overall Objective**

The overall objective of the project is to support the sustainability of the civil society.

**2.2 Project purpose**

The project purpose is to strengthen administrative capacity for cooperation with CSOs on local level, as well as to strengthen civil society sector through built capacity for self sustainability and enhanced role of CSO in decision making process at local level.

**2.3 Link with AP/NPAA/SAA**

For civil society, the **Accession Partnership** outlines a series of priorities to be addressed. 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 Plan for Adoption of Acquis** with regard to civil society intends to 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 providing training to the NGOs representatives on issues in the sphere of human freedoms and rights.

The programme 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 **Multi-annual Indicative Planning Document** (MIPD 2009-2011) indicates that among the key challenges to be supported through financial assistance is the strengthening the civil

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

society dialogue. “As the country is on its way towards accession, it is imperative in terms of sustainability and public acceptance to ensure that this process is managed in a democratic and transparent way, by seeking the broad participation of *civil society* in the overall process. Therefore, pre-accession assistance shall help to strengthen civil society dialogue and development. This will be done by treating civil society as a cross-cutting issue in the various projects, but also by activities directly supporting civil society development. In particular, attention will be given to the implementation of the civil society strategy, and strengthening the capacities of the civil society organisations.”

## **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 of Reforms of the Public Administration, 1999
- National Strategy on Youth, 2004
- *National Agenda on Corporate Social Responsibility for the former Yugoslav Republic of Macedonia, 2008.*

## **3. Description of project**

### **3.1 Background and justification**

#### **Past and current development in the civil society sector**

The freedom of association is guaranteed by the Constitution (art. 20), with restrictions for associations aiming at racial, religious or national hatred and violence. The legal framework, based on the Constitution, consists primarily in the Law on Citizen Associations and Foundations (Official Gazette No. 31/98, 29/07). Generally, the Law is considered to be flexible as it allows civil society organisations (CSOs) to be registered and work freely, including advocacy activities and public debates. However, even with the recent improvements, the tax laws for CSOs and tax benefits for philanthropy remain obstacles to further development. The new Law on Citizen Associations and Foundations is under preparation. The major expected changes are: further liberalisation of registration, regulation of economic activities of CSOs and introduction of the status of public benefit organisation.

More than 5.000 CSOs are registered in the country (2003). Almost all social groups are presented as members of civil society, with smaller representation of the poor, rural communities and the ethnic communities, especially the ethnic Albanians. A large number of organisations (43%) are concentrated in the capital Skopje and CSOs are nearly absent from the rural areas. Only 6.3% of the organisations were registered in the villages (370 out of 5851), while 40% of the population lives in rural areas. They form an increasingly important part of civil society in the country.

According to the analysis of the civil sector under the ‘Index of the Civil Society’ according to the CIVICUS methodology, the civil society is still only moderately developed. Although there are rather big differences between CSOs operating in different sectors, a support

infrastructure and networking among associations and within umbrella structures is emerging. There are also some emerging examples of cross-sector alliances/coalitions of CSOs, such as the "*Civic Platform of Macedonia*"<sup>2</sup> (CPM) bringing the largest CSOs together. Still there is more to be done in the area of cooperation and with regard to the self-regulation of the civil society sector in the country. One of the main aims of the Civic Platform is the adoption of a Code of Conduct.

### **Strengths and weaknesses in the civil society sector**

Today, the strengths of the civil society are: empowerment of citizens; high values of peace, gender and environmental sustainability; and strong focus on "3C – communication, coordination, cooperation". The most significant impact of civil society is achieved in the area of empowering the citizens, especially empowering women and marginalised groups (people with disabilities, Roma, etc). Civil society is known for its high values of peace, non-violence, as well as gender and environmental sustainability. The high value placed on peace is a response to the long wars in the Balkans and the 2001 conflict in the country itself. In 2001, a large civil society event was initiated: the NGO Fair - Forum of civil society in country, which in turn led to the establishment of the Civic Platform, with the participation of more than 30 leading CSOs in the country.

The weaknesses of the civil society are: poverty eradication, transparency and self-regulation, practicing democracy, (not) holding state and private sector responsible, ad-hoc relations with the government, mutually indifferent civil society and private sector relations and insufficient resources and lack of diversification (donor dependency). Although CSOs declare that poverty eradication is a priority, its activities and impact in this area are far from satisfactory. Most of the actions are ad-hoc and based on social-humanitarian grounds and treat the effects rather than the causes.

### **Government response and future vision for the civil society sector**

Relations between the Government and CSOs need further improvements. The first step for institutionalised relations was made in November 2004 with the creation of the Civil Society Unit under the Sector for Policy Analysis and Coordination in the General Secretariat of the Government. The initiative for establishing the Civil Society Unit, adopted by the Government in November 2004, explicitly expresses the willingness of the Government to build up the confidence and cooperation with the civil sector. This initiative confirms the Government's objective to further develop the significance of the civil sector activities and emphasises the need to develop a specific programme for cooperation.

Through the strategy for cooperation between the Government and the Civil Sector, the Government is committed to improve systematic conditions to stimulate a sustainable development of the civil sector. The Government included in its Annual decision of the strategic priorities for 2010 the involvement of the civil society in the decision making process.

The Strategy for cooperation between the Government with the Civil Sector is focused on the collaboration with civil society organisations referred to by the narrower definition of "a civil society organisation", encompasses solely those organisations registered according to the Law

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<sup>2</sup> This is the official name of the Civic Platform, and the name can not be altered. However, the EU uses the reference former Yugoslav Republic of Macedonia, in line with United Nations Security Council resolution 817/1993 and United Nations General Assembly resolution 225/1993. The designation former Yugoslav Republic of Macedonia shall be used throughout this document, as well as under the project deliverables. It is acknowledged that national project partners shall reference the country under its constitutional name.

on Citizen Associations and Foundations and they 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 .

The IPA 2007 Operational Programme contributes to strengthening the capacity of the Unit for cooperation with NGOs, with specific attention on the implementation of the Strategy for cooperation of the Government with the Civil Society Sector.

The IPA 2008 Operational Programme through a grants scheme will contribute to strengthening the institutional capacities of the civil sector and to support the development of the civil society organisations through their improved involvement 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. This contributes to create synergy between state actors and the civil society for simultaneous mobilisation of the potential of the EU integration process. Civil society should also further contribute to community-based activities and social services.

The IPA 2009 Operational Programme through grants scheme will contribute to strengthening the institutional capacities of the civil sector and provides support to selected priority areas. The main areas of the IPA 2009 Operational Programme are: Involvement of CSOs in fight against corruption and organised crime; Strengthening the CSOs management and networking, including joint implementation of community based activities and social services, resource mobilisation, mobilising voluntary work, institutional cooperation between CSOs and CSOs with the local government as well as involvement of CSOs in protection of human rights.

Rising the quality the inter ethnic relations in the country is one of priority areas in IPA 2008 Programme, whereas the IPA 2009 more focus is put on the implementation of Decade of Roma inclusion 2005 – 2015 and the *National Strategy for Roma in the former Yugoslav Republic of Macedonia*.

The present IPA 2010 Programme will enhance self sustainability of the civil sector and will raise the cooperation among civil sector organisations and local self government, which is crucial for development of the society.

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

Through the different parts of the project, it is expected that it will strengthen the administrative capacities of the civil servants on local level for cooperation with CSOs, with specific attention towards the establishment of functional mechanisms for cooperation of the CSOs with Local self Government. It is also expected that this project will contribute towards the strengthening of the organisational level of the CSO sector, which in turn would lead to more sustainable development plans made by the CSOs, higher level of funding and more sustainable levels of funding, as well as higher levels of voluntary inputs.

The representation of the recommendations and interest of the citizens will be provided through strengthening the CSOs' participation in the decision making processes at local level. It is the base for democracy in the society, for real and concise cooperation among sectors in society. Involvement of the CSOs in economic growth of the country and connections between state, civil sector and business sector will ensure the contribution of the individuals in overall development and welfare of the society.

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

The project will consist of two components:

- 1) Technical Assistance for strengthening the capacities of the civil servants on local level (8 pilot municipalities) for cooperation with CSOs
- 2) Implementation of the Grant schemes

**Results and measurable indicators for Component 1: Technical Assistance** on local level where administrative capacities for cooperation with NGOs in 8 pilot municipalities will be strengthened with specific focus on establishing sustainability mechanisms for the cooperation between the municipalities and CSOs. In the process of selection the territorial representation will be taken in consideration.

**Results:**

- Established cooperation with 8 pilot municipalities;
- Tailor made training need assessments and implementation plan;
- Municipalities staff is endowed with appropriate skills and knowledge for cooperation with the Civil Sector;
- Produced framework Document for cooperation between municipality and CSOs;
- Adopted Document for cooperation between municipality and CSOs in eight municipality;
- Well informed civil society sector.

**Measurable indicators:**

- One public call announced;
- Reports from the sessions of the Commission for selection of the 8 pilot municipalities;
- Training needs assessment done;
- Training implementation plan made;
- Training implemented;
- List of the participants in the trainings;
- Staff satisfaction with training, measured through after training survey;
- Survey from information sessions.

**Results and measurable indicators for Component 2: Implementation of the Grant schemes**

**Results:**

Grant schemes are implemented covering the following priority areas:

1. Strengthening the CSO participation in decision making process at local level and in the implementation of national policy for regional and rural development.
2. Strengthening civil society through initiatives for creating favourable legal and financial environment including initiatives for cooperation with business sector and individuals for mobilisation of local resources (including but not limiting to initiatives for cooperation on developing philanthropic activities).
3. Protection of the human rights (including but not limiting to initiatives in anti – discrimination, youth rights for mobility and intercultural cooperation)

The implementation of the projects to be funded under the grant schemes are expected to lead to:

1.
  - Strengthened participation of the CSOs in decision making process at local level;
  - Strengthened participation of the CSOs in the implementation of the national policy for regional and rural development,
2.
  - Improved CSOs capacities for self sustainability provided with favourable legal and financial environment;
  - Improved public awareness of the importance of philanthropic initiatives and the role of the business sector and individuals
3.
  - Improved public awareness of the public in the protection of the human rights, including anti-discrimination issues and implementation of the priorities of the National Youth Strategy and other related.

**Measurable indicators:**

- Established mechanisms for involving CSOs in decision making process at municipalities;
- Realised joined activities among CSOs and local self government developed;
- Involved CSOs in decision making process at local level;
- Involved CSOs in the realisation of the national policy for regional and agricultural development;
- Survey from public events for promoting the importance of philanthropic initiatives;
- Implemented joint activities among CSOs and business sector;
- Amount of local resources mobilised;
- Number of volunteers active in the CSOs;
- Survey from public debates and events organised for improving the public awareness in protection of human rights and for the anti-discrimination issues;
- Number of youth people actively involved in the cultural life expressing their creative potential.

### **3.4 Activities**

**Component 1: Technical Assistance**

**TA will focus on improved capacity building for the local self government for enhanced cooperation with Civil Society Organisations in their municipalities. In particular TA will focus on:**

- Selection of 8 pilot municipalities through a public call representing each of the 8 regions in the country;
- Producing assessment of current practices for cooperation between local self governments and CSOs in municipalities;
- Producing 8 draft framework documents for regional cooperation between local self governments and CSOs;
- Providing training need assessments and training implementation plan;
- Implement training according to the plan (organising and implementing workshops in 8 municipalities and seminars according to assessed needs including study visits);
- Organising information sessions, visibility measures, public events with CSOs;
- Adopting the framework documents for cooperation between local self governments and CSOs in municipalities in each of the municipality.

## **Component 2: Implementation of the Grant schemes**

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

- Drafting the grant scheme guidelines;
- Implementing awareness raising activities for CSOs in grant schemes (information sessions, visibility measures, public events, etc.);
- Responding to questions for clarification;
- Participation in the evaluation of proposals received;
- Provide guidance to grant holders;
- Monitoring the implementation process and reviewing reports received from the grant holders.

### **Project Management and Administration**

#### **For the first component - Technical Assistance**

Advisory services will be provided to the Unit for cooperation with non governmental organisations. The final beneficiaries are civil servants from eight selected Local self Governments. The TA contract will provide next to a team leader additional expertise to assist in key tasks, e.g. in the field of administrative capacity building, training and others. Some of these experts will address the cross-cutting issues. A Steering Committee will be formed for monitoring the implementation of Component 1. The team leader will be responsible for the overall management, representation (coordination with the EU and other international bodies) as well as reporting. The team leader is responsible for an appropriate management of resources. During the inception phase of the project, a detailed deployment plan will be developed in coordination with the General Secretariat – Unit for cooperation with NGOs and Ministry of local-self Government.

#### **For the second component - 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 programming 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 and their coordinator is SPO;
- The SPO is responsible for an appropriate management of resources.



**The expected contracting arrangements are:**

- **One Service contract** will be concluded, with expected contract duration of 24 months. The contract and the contract value will be approx EUR 450 000. The IPA contribution will be EUR 405 000 and the national co-financing will be EUR 45 000.
- Minimum 15 grants will be signed **after maximum two calls for proposals** for the different areas. The expected contracts implementation periods will be up to 18 months, and their value will range from EUR 30 000 (minimum amount) to EUR 150 000 (maximum amount). The total amount of this component will be approximately EUR 1 250 000. The IPA contribution would be EUR 1 125 000, the national co-financing 10% (EUR 112 500) and co-financing from the final grant beneficiaries 10% (EUR 125 000) of the overall budget of the respective individual grant amount.

The overall budget for the project is Euro 1 700 000. The total budget available from IPA for the Technical Assistance and grants is 1 417 500 Euro. The General Secretariat of the Government will co-finance 10% of the overall budget for the first component - Technical Assistance and 10 % of the overall budget for the second component - grants. The final grant beneficiaries will co- finance 10 % of the overall budget of the respective individual grant amount.

### **3.5 Conditionality and sequencing**

The project includes the following conditionalities:

- Willingness from the municipalities to participate in this project;
- Endorsement by all key stakeholders of the Terms of Reference, specifications for the individual contracts to be engaged;
- Appointment of counterpart personnel by the beneficiary before the launch of the tender process;
- Appointment and availability of the relevant staff of the beneficiaries to participate in project implementing activities (especially training activities) as per the work-plan;
- IPA 2009 to be contracted;
- All the staff of the Unit for cooperation with NGOs are hired on permanent basis according to the available working posts in the internal act of systematisation of the General Secretariat.

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

### **3.6 Linked activities**

A **PHARE** project was implemented in 1997 - 99 for the “Development of NGOs and Regional Resource Centres”, targeting environmental NGOs, while ECHO programmes provided complementary activities in the field of community services.

**CARDS 2002** included an NGO strengthening programme, with an emphasis on capacity building of NGOs and supporting the cooperation among the NGOs and between NGOs and local authorities.

**CARDS 2003** focused the establishment of a national network (or “platform”/“forum”) for lobbying and advocacy–building amongst CSOs 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 the CSOs on a competitive basis. These recommendations resulted in a draft system of budget allocation for governmental support to CSOs.

The project from **IPA 2007**, through component 1, is supporting the General Secretariat – NGO Cooperation Unit within the Sector for Policy Analysis and Coordination - in the implementation of the Governmental Strategy for cooperation with Civil Sector.

The project from **IPA 2008**, Component 1 through grants schemes will support the participation of the civil sector in decision making process and in providing social services. The 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;
- Raising of 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 the 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, and overlapping will be avoided.

The project presents continuation of the project for active civil society sector under IPA 2009, Component 1. The areas for the grant schemes are:

- 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 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 the former Yugoslav Republic of Macedonia*.<sup>3</sup>

### **3.7 Lessons learned**

Most of the Civil Society Organisations only have limited capacity to manage grants under EU regulations. Although one of the grant award criteria during the evaluation of the proposals is the management capacity of the beneficiary, many organisations do face difficulties. It is very important to ensure that during the call for proposals an appropriate information package is available to the potential applicants and that a series of public information events is organised to ensure appropriate information availability. Secondly, it is of key importance to ensure an appropriate level of transparency during the award process. The management of this project will address these issues by working to assist civil society organisations to build their capacity to manage grants. The project will also design and implement an information package which will be concise and clear and which will be appropriately presented to civil society organisations and other relevant stakeholders in the country.

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<sup>3</sup> "The calls for proposals will be prepared in a way that avoids any overlap with the EIDHR calls"

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

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA COMMUNITY 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)
Component 1: Capacity Building	X												
Service Contract			450 000	450 000	405 000	90	45 000	10	45 000				
Component 2: Grants for CSOs	X												
Grants (15)			1 250 000	1 125 000	1 012 500	90	112 500	10	112 500			125 000	10
<b>TOTAL IB</b>			<b>1 700 000</b>	<b>1 575 000</b>	<b>1 417 500</b>	<b>90</b>	<b>157 500</b>	<b>10</b>	<b>157 500</b>			<b>125 000</b>	<b>7</b>
<b>TOTAL INV</b>													
<b>TOTAL PROJECT</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
Service Contract	Q4 2011	Q3 2012	Q3 2014
Calls for proposals (Grants for CSO's)	Q1 2012	Q1 2013	Q3 2014

## 6. Cross cutting issues

The cross-cutting issues will be addressed throughout the project. Up to 10% of the budget of the service contract for tender support supervision and training may be allocated to assist the different beneficiaries to comply with European standards and best practices, implement relevant existing Government strategies and develop internal measures to ensure each cross-cutting issue is appropriately mainstreamed.

Throughout the project cycle, in particular when developing project ToR, state actors specifically addressing (one of) the cross cutting issues shall be consulted.

The mainstreaming of the cross cutting issues is regarded on two different levels: (a) Ensuring that the internal policies, structure or operating procedures of the beneficiary agency will conform to and promote the relevant principles outlined per section below and (b) ensuring that the products, outputs produced by the beneficiaries (e.g. laws, regulations, policies, and strategies) will conform to and promote the relevant principles outlined per section below.

### 6.1 Equal Opportunity 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.

### 6.2 Environmental considerations

The grant schemes will support the involvement of the CSOs in economic growth of the country. The connections between state, civil sector and business sector will ensure the contribution of the 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 in to the consideration.

### 6.3 Support to minorities and vulnerable Groups

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

### 6.4 Civil Society Development and dialogue

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

### 6.5 Good-governance and fight against corruption

Through the process of selection of the grant holders the activities for good governance and fight against corruption in their projects will be taken in to the consideration.

## ANNEX I - Log frame in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche: Active Civil Society Sector		Programme name and number: National Programme for the former Yugoslav Republic of Macedonia under the IPA Transition Assistance and Institution Building Component for 2010 CRIS number :		
		Contracting period expires two years from the date of the conclusion of the Financing Agreement	Execution period expires two years from the final date for contracting	Disbursement period expires one year from the final date for execution of contracts.
		<b>Total budget : EUR 1 700 000</b>		<b>IPA budget: EUR 1 471 500</b>

Overall objective	Objectively verifiable indicators	Sources of Verification	
The overall objective of the project is to support the sustainability of the civil society.	<ul style="list-style-type: none"> <li>- Number of NGOs involved in the calls for proposals is greater then previous years;</li> <li>- Number of NGO's increased on local and regional level.</li> </ul>	<ul style="list-style-type: none"> <li>- NGO registration records</li> <li>- Project records</li> </ul>	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
The project purpose is to contribute to strengthen capacity for cooperation with CSOs in municipalities as well as to strengthen civil society sector through built capacity for self sustainability and enhanced role of CSO in decision making process at local level.	<ul style="list-style-type: none"> <li>- Number of trainings organised;</li> <li>- Number of municipalities civil servants participating in training;</li> <li>- Established cooperation with 8 pilot municipalities;</li> <li>- Adopted Documents for cooperation between municipality and CSOs in eight municipality;</li> <li>- Number of signed contracts with CSOs in strengthening the CSO participation in decision making process at local level;</li> <li>- Number of signed contracts with CSOs in strengthening participation of the CSOs</li> </ul>	<ul style="list-style-type: none"> <li>- Monthly monitoring progress report from SPO to CFCD;</li> <li>- Project records</li> </ul>	Lack of interest by the CSOs

	<p>in the realisation of the national policy for regional and agricultural development,</p> <ul style="list-style-type: none"> <li>- Number of signed contracts with CSOs in improved CSOs capacities for self sustainability provided with favourable legal and financial framework and</li> <li>- Number of signed contracts with CSOs in Improving public awareness of the importance of philanthropic initiatives and the role of the business sector and individuals</li> <li>- Number of signed contracts with CSOs in improving public awareness of the public in the protection of the human rights, including anti-discrimination issues and implementation of the priorities of the National Youth Strategy and other related.</li> </ul>		
<b>Results</b>	<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<p><b>Component 1.</b> Technical Assistance on local level where administrative capacities for cooperation with CSOs in 8 pilot municipalities will be strengthened with specific focus on establishing sustainability mechanisms for the cooperation between the municipalities and CSOs. In the process of selection the territorial representation will be taken in consideration.</p> <p><b>The expected results include:</b></p> <ul style="list-style-type: none"> <li>- Established cooperation with 8 pilot municipalities;</li> <li>- Tailor made training need assessments and implementation plan;</li> <li>- Municipalities staff is endowed with</li> </ul>	<p>The Measurable indicators include:</p> <ul style="list-style-type: none"> <li>- One public call announced;</li> <li>- Reports from the sessions of the Commission for selection of the 8 pilot municipalities;</li> <li>- Training needs assessment done;</li> <li>- Training implementation plan made;</li> <li>- Training implemented;</li> <li>- List of the participants in the trainings;</li> <li>- Staff satisfaction with training, measured through after training survey;</li> <li>- Survey from information sessions</li> </ul>	<p>Project records</p>	<p>Municipalities civil servants for cooperation with CSOs are available</p>

<p>appropriate skills and knowledge for cooperation with the Civil Sector;</p> <ul style="list-style-type: none"> <li>- Produced framework Documents for cooperation between municipality and CSOs;</li> <li>- Adopted Documents for cooperation between municipality and CSOs in eight municipality;</li> <li>- Well informed civil society sector;</li> </ul>			
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<p><b>Component 2.</b> Implementation of the Grant schemes</p> <p><b>The expected results are:</b> Grant schemes are implemented covering the following defined areas:</p> <ol style="list-style-type: none"> <li>1. Strengthening the CSO participation in decision making process at local level and in the implementation of the national policy for regional and rural development;</li> <li>2. Strengthening civil society thought initiatives for favourable legal and financial environment including but not limiting to philanthropic initiatives for cooperation with business sector and individuals for mobilisation of local resources;</li> <li>3. Protection of the human rights (including but not limiting to initiatives for anti – discrimination, youth rights for mobility and intercultural cooperation)</li> </ol> <p>The implementation of the projects to be funded under the grant schemes are expected to lead to:</p> <ol style="list-style-type: none"> <li>1.</li> </ol>	<ul style="list-style-type: none"> <li>- Established mechanisms for involving CSOs in decision making process at municipalities;</li> <li>- Realised joined activities among CSOs and local self government developed;</li> <li>- Involved CSOs in decision making process at local level;</li> <li>- Involved CSOs in the realisation of the national policy for regional and agricultural development;</li> <li>- Survey from public events for promoting the importance of philanthropic initiatives;</li> <li>- Implemented joint activities among CSOs and business sector;</li> <li>- Amount of local resources mobilised;</li> <li>- Number of volunteers active in the CSOs;</li> <li>- Survey from public debates and events organised for improving the public awareness in protection of human rights and for the anti-discrimination issues;</li> <li>- Number of youth people actively involved in the cultural life expressing</li> </ul>	<ul style="list-style-type: none"> <li>- Project records;</li> <li>- Government CSO records</li> </ul>	<ul style="list-style-type: none"> <li>- Sufficient number of CSOs interested to submit proposals for each of the elected areas;</li> <li>- Sufficient number of eligible proposals received to issue grant contracts</li> </ul>
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<ul style="list-style-type: none"> <li>- Strengthened participation of the CSOs in decision making process at local level;</li> <li>- Strengthened participation of the CSOs in the realisation of the national policy for regional and rural development,</li> </ul> <p>2.</p> <ul style="list-style-type: none"> <li>- Improved CSOs capacities for self sustainability provided with favourable legal and financial framework;</li> <li>- Improved public awareness of the importance of philanthropic initiatives and the role of the business sector and individuals</li> </ul> <p>3.</p> <ul style="list-style-type: none"> <li>- Improved public awareness of the public in the protection of the human rights, including anti-discrimination issues and implementation of the priorities of the National Youth Strategy and other related.</li> </ul>	<p>theirs creative potential</p>		
<b>Activities</b>	<b>Means</b>	<b>Costs</b>	<b>Assumptions</b>
<p><b>Component 1. Technical Assistance will focus on improved capacity building for the local self government for enhanced cooperation with Civil Society Organisations in their municipalities. In particular TA will focus on:</b></p> <ul style="list-style-type: none"> <li>- Selection of 8 pilot municipalities through public call;</li> <li>- Producing assessment of current practices for cooperation between local self governments and CSOs in municipalities;</li> <li>- Producing the 8 draft framework documents for cooperation between</li> </ul>	<p><b>Service contract</b></p>	<p>Overall cost of component 1: EUR 450 000  IPA contribution: EUR 405 000 (90%)  National co-financing: EUR 45 000 (10%)</p>	

<p>local self governments and CSOs in municipalities;</p> <ul style="list-style-type: none"> <li>- Providing training need assessments and training implementation plan;</li> <li>- Implement training according to the plan (organising and implementing workshops in 8 municipalities and seminars according to assessed needs including study visits);</li> <li>- Organising information sessions, visibility measures, public events with CSOs;</li> <li>- Adopting framework document for cooperation between local self governments and CSOs in municipalities in each of the municipality</li> </ul> <p><b>Component 2. Implementation of the Grant schemes:</b> The Unit for NGO Cooperation, together with the contracting authority, will be responsible for:</p> <ul style="list-style-type: none"> <li>- Drafting the grant scheme guidelines;</li> <li>- Implementing awareness raising activities for CSOs in grant schemes (information sessions, visibility measures, public events, etc );</li> <li>- Responding to questions for clarification;</li> <li>- Participation in the evaluation of proposals received;</li> <li>- Provide guidance to grant holders;</li> <li>- Monitoring the implementation process and reviewing reports received from the grant holders.</li> </ul>	<p><b>Grant contracts (maximum two Calls for Proposals)</b></p>	<p>Overall cost of component 2: 1.250 000 EUR IPA contribution: 1 012 500 EUR National co-financing: EUR 112 500 (10%) Private co-financing from the final grant beneficiaries: EUR 125 000 (10%)</p>	<ul style="list-style-type: none"> <li>- Sufficient number of CSOs interested to submit proposals for each of the elected areas;</li> <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:

- Willingness from the municipalities to participate in this project;
- Endorsement by all key stakeholders of the Terms of Reference, specifications for the individual contracts to be engaged;
- Appointment of counterpart personnel by the beneficiary before the launch of the tender process;
- Appointment and availability of the relevant staff of the beneficiaries to participate in project implementing activities (especially training activities) as per the work-plan;
- IPA 2009 to be finished;
- All the staff of the Unit for cooperation with NGOs are hired on permanent basis according to the available working posts in the internal act of systematisation of the General Secretariat.

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

**ANNEX II - Amounts (in EUR) contracted and disbursed per Quarter over the full duration of Programme**

	2011				2012				2013				2014			
<b>Contracted</b>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Service Contract</b>							450 000									
<b>Grants</b>									1 250 000							
<b>Cumulated</b>							<b>450 000</b>		<b>1 250 000</b>							
<b>Disbursed</b>																
<b>Service Contract</b>							135 000		135 000			135 500			45 000	
<b>Grants</b>									750 000				375 000		125 000	
<b>Cumulated</b>							<b>135 000</b>		<b>1 020 000</b>			<b>1 155 000</b>	<b>1 530 000</b>		<b>1 700 000</b>	

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

### **ANNEX III - Description of 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 nine sectors within General secretariat. This Sector has twenty nine (29) 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 nine (9) public servants for the following working posts: Head of Unit, three Advisors, one senior associate and four Junior Associates.

The Budget of the Government - General Secretariat, according to the Budget of the country for 2009 is 778.677.000 denars. 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 with the Budget of the Government - General Secretariat. In this Budget for 2009, 15.000.000 denars 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:

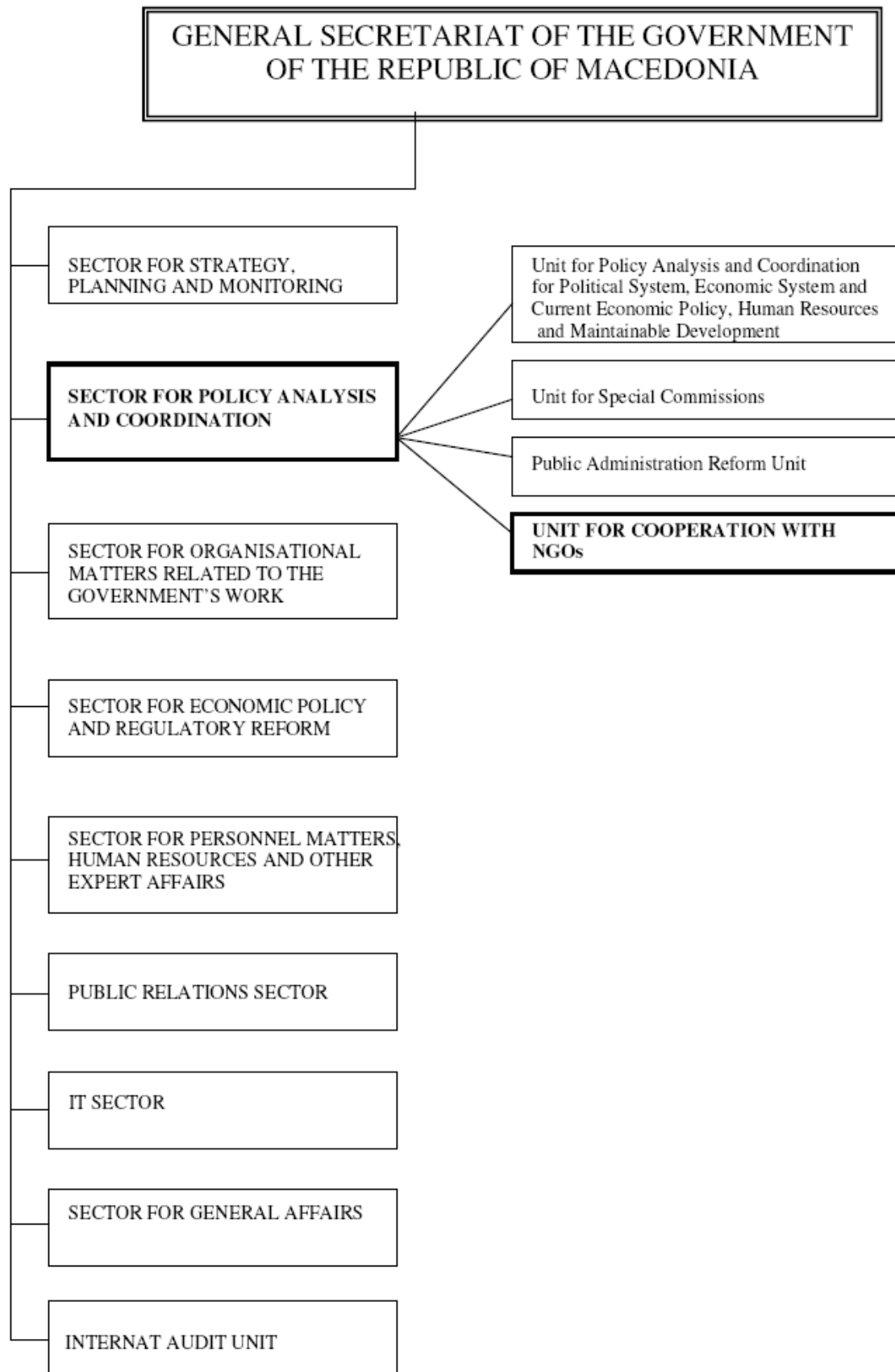
- Coordination of the implementation of the Strategy for Cooperation of the Government and the Civil Sector, as well as creating mechanisms for promoting the liaison between the Government and the civil sector;
- Preparing a review of the legislation, continuous update, proposing initiatives to the Government 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 of the 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 the administrative support to the Committee for Allocating financial resources from the Budget of the country 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 CSO sector;
- Considering a holistic approach in addressing citizen's needs in 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 continual 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 those accessioned this year for modes of cooperation of their governments and the civil sector, as well as participating to 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 organization



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

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

Key laws and regulations on the sector:

- *Constitution of the former Yugoslav Republic of Macedonia*, 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 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 for the former Yugoslav Republic of Macedonia*, 2008

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

The program will address the following **AP** priority: “Implement effectively the measures adopted to ensure transparency in the administration, in particular in the decision-making process, and further promote active participation by civil society”.

The **National Plan for Adoption of Acquis (2009)** has the following priorities with regard to civil society: “In view of enhancing the administration transparency and accountability, Law on Associations of Citizens and Foundations will be adopted to define the conditions for establishing and operation of citizen associations, determining the conditions and criteria for performing economic activities by the citizen associations and foundations, and aimed at increasing the possibilities for the associations to have in disposal funds from their own sources for the purpose of practicing statutory activities for their operation. In addition, the issue of the citizen organisations engaged in activities of public interest will be regulated; objective, accountable and transparent mechanism for regulating tax benefits; regulation of the issue related to responsibility in their work, establishment of associations by legal persons and other issues due to precise definition of other provisions for the purpose of harmonisation.

The implementation of the Action Plan for implementation of the Strategy for cooperation between the Government and the civil society (2007-2011) as well as its update will continue. In addition, training for the employees in the Unit for Cooperation between Non-governmental Organisations and ministries is foreseen.”

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

The **Progress Report 2009** makes the following evaluation: “Involvement of civil society organisations in policy-making and in legislative drafting progressed moderately. The government introduced mechanisms for consulting civil society organisations. Changes in the government’s rulebook stipulate that draft legislation should be accessible on the relevant



ministry's webpage for public consultation and that civil society can participate in working groups for drafting laws. A new government decision improved selection procedures and evaluation criteria for public financing of civil society organisations.

An evaluation grid, a scoring system and an obligation to inform all applicants of the outcome were introduced.

However, progress on implementing the government's strategy and action plan for cooperation with civil society organisations slowed. Implementation of the Law on Sponsorship and Donations progressed slowly, because of the complex administrative requirements and lack of public awareness. Civil society organisations remained heavily dependent on foreign funding. The lack of sufficient financial resources continued to be a serious constraint. The government only partially respected the existing consultation mechanisms and, overall, failed to engage in a meaningful dialogue with civil society. Most of the draft legislation and regulatory impact assessment forms were not available to the general public for review. There is no systematic and transparent mechanism for consulting civil society on national development policies, legislation, programmes or other strategic documents."

#### **Reference to MIPD**

**Multi-Annual Indicative Planning Document 2009-2011** refers to: "As the country is on its way towards accession, it is imperative in terms of sustainability and public acceptance to ensure that this process is managed in a democratic and transparent way, by seeking the broad participation of *civil society* in the overall process. Therefore, pre-accession assistance shall help to strengthen civil society dialogue and development. This will be done by treating civil society as a cross-cutting issue in the various projects (see Annex 4), but also by activities directly supporting civil society development. In particular, attention will be given to the implementation of the civil society strategy, and strengthening the capacities of the civil society organisations."

#### **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, 1999;
- National Strategy on Youth, 2004;
- *National Agenda on Corporate Social Responsibility for the former Yugoslav Republic of Macedonia, 2008*

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

### **Project Management and Administration**

#### **For the first component - Technical Assistance**

Advisory services will be provided to the Unit for cooperation with non governmental organisations. The final beneficiaries are civil servants from eight selected Local self Governments. The TA contract will provide next to a team leader additional expertise to assist in key tasks, e.g. in the field of administrative capacity building, training and others. Some of these experts will address the cross-cutting issues. A Steering Committee will be formed for monitoring the implementation of Component 1. The team leader will be responsible for the overall management, representation (coordination with the EU and other international bodies) as well as reporting. The team leader is responsible for an appropriate management of resources. During the inception phase of the project, a detailed deployment plan will be developed in coordination with the General Secretariat – Unit for cooperation with NGOs and Ministry of local-self Government.

#### **For the second component - 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 programming 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 and their coordinator is SPO;
- The SPO is responsible for an appropriate management of resources.

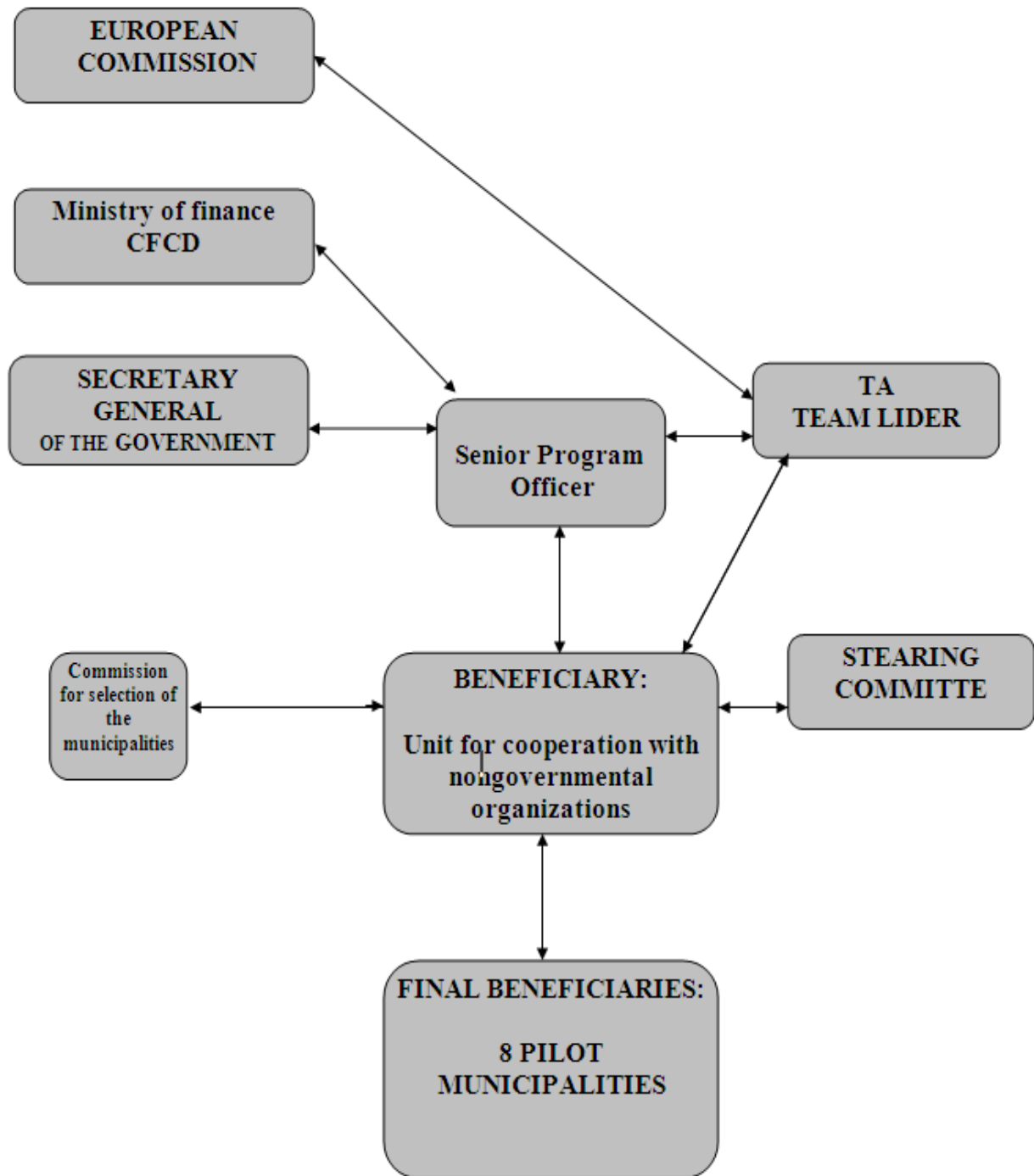


Diagram for Project management – I Component

**Steering Committee** will be consisting of representatives from General Secretariat - Unit for cooperation with NGOs, Ministry of local-self government and Secretariat for European Affairs.  
**Commission for selection of the municipalities** will be consisting of representatives from General Secretariat - Unit for cooperation with NGOs, Ministry of local-self government and ZELS (Association of local-self governments).

**The expected contracting arrangements are:**

- **One Service contract** will be concluded, with expected contract duration of 24 months. The contract and the contract value will be approx EUR 450 000. The IPA contribution will be EUR 405 000 and the national co-financing will be EUR 45 000.
- Minimum 15 grants will be signed **after maximum two calls for proposals** for the different areas. The expected contracts implementation periods will be up to 18 months, and their value will range from EUR 30 000 (minimum amount) to EUR 150 000 (maximum amount). The total amount of this component will be approximately EUR 1 250 000. The IPA contribution would be EUR 1 125 000, the national co-financing 10% (EUR 112 500) and co-financing from the final grant beneficiaries 10% (EUR 125 000) of the overall budget of the respective individual grant amount.

The overall budget for the project is Euro 1 700 000. The total budget available from IPA for the Technical Assistance and grants is 1 417 500 Euro. The General Secretariat of the Government will co-finance 10% of the overall budget for the first component - Technical Assistance and 10 % of the overall budget for the second component - grants. The final grant beneficiaries will co- finance 10 % of the overall budget of the respective individual grant amount.