

Project fiche 1.6: Support the participation of the civil sector in decision making process and in providing social services

1. Basic information

1.1 CRIS Number: 2008/20-311

1.2 Title: Support the participation of the civil sector in decision making process and in providing social services

1.3 ELARG Statistical code: 1.35

1.4 Location: Skopje, with nationwide project activities.

Implementing arrangements

1.5 Contracting Authority (EC)

European Commission, EC Delegation, on behalf of the beneficiary

1.6 Implementing Agency

European Commission, EC Delegation, on behalf of the beneficiary

1.7 Beneficiary (including details of project manager)

The General Secretariat, Sector for policy analysis and coordination – Unit for cooperation with Non – Governmental Organizations will be the beneficiary.

The Unit for cooperation with NGOs will implement the project under supervision of the Secretary General of the Government, Mr. Stojan Todorov.

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Unit for cooperation with NGOs, Head of the Unit, Mrs. Elizabeta Nedanovska, Tel: +389 -2 - 3118-022 att.215, 202 or 214, e-mail: elizabeta.nedanovska@gs.gov.mk , nvosorabotka@gs.gov.mk, www.nvosorabotka.gov.mk

The beneficiaries of the grant scheme will be national Civil Society Organisations.

1.8 Overall cost (VAT excluded)¹: EUR 1.300.000.

1.9 EU contribution: EUR 1.200.000

1.10 Final date for contracting: Two years from the date of the conclusion of the Financing Agreement

1.11 Final date for execution of contracts: Two years from the final date for contracting

1.12 Final date for disbursements: One year after the final date for execution of contracts.

¹ The total costs 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.

2. Overall Objective and Project Purpose

2.1 Overall Objective

The overall objective of the project is to promote an active civil society sector.

2.2 Project purpose

The project purpose is to support the development and capacity building of the Non-governmental sector through improved involvement of NGO's 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 NGO's in providing social services and community-based activities, improved capacities to mobilize resources and voluntary work and improved involvement in the field of democracy and the rule of law.

2.3 Link with AP/NPAA/EP/SAA

The programme will contribute towards the implementation of the Stabilisation and Association Agreement objective of "development of civic society and democratisation".

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.

2.4 Link with MIPD

The **Multi-Annual Indicative Planning Document** (MIPD) indicates that among key challenges to be supported through financial assistance is strengthening the civil society dialogue. The Document calls for increased attention to be given to Civil Society development. It also underlines the importance of participation of the civil society in the overall process of the country's accession to the EU in ensuring that the process is managed in a democratic and transparent way. Furthermore, the Document calls for

treating civil society as a cross cutting issue in the various projects and also supporting separate activities directly targeting at the civil society, with particular attention 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 for a more extensive list annex 3):

- 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

3. Description of project

3.1 Background and justification

Civil society has played a notable role in the history of the country. A number of charity associations were functioning prior to World War II while during the socialist period (1945-1990) many organisations emerged, though they were kept under the control of the Communist Party. Independence, in 1990, and the transition were important triggers for civil society rebirth. Civil society organisations play an important role in political accountability, raising awareness, providing information to the general public as well as in building social capital, trust and shared values.

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.

There are around 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 type of CSOs or target group. The sports associations, organisations of pensioners (*Union of Association of Pensioners in Macedonia*), environmental organisations (*The Ecologists' Movement of Macedonia*), people with disability (*Union of Organisations for Disabled of Macedonia, Inter-party Parliamentarian Lobby Group*), women's organisations (*Union of Women's Organisations in Macedonia, Macedonian Women Lobby*), and partly farmers (*Farmers Federation of Macedonia*) are considered as consolidated sectors mostly due to the umbrella bodies.

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 NGOs 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* (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 civil society sector in the country. One of the main aims of the Civic platform is adoption of the Code of Conduct.

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, e.t.c). 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, 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. The environment is limiting to a certain degree, possessing a vast deficiency in mutual trust and public encouraging mood.

Ad-hoc relations between the Government and CSOs were seen as a weakness. The first step for institutionalized relations was made in November 2004 with the creation of the Civil Society Unit under the Sector for Policy Analysis and Coordination in 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 on the confidence and cooperation with the civil sector. This Initiative serves as evidence to confirm the Government's verification of the significance of the civil sector activities and emphasizes the need to develop a specific programme for cooperation. Through the Strategy for cooperation between the Government with the Civil Sector, the Government is committed to improve systematic conditions to stimulate a sustainable development of civil sector. The Government included in its Annual decision of the strategic priorities for 2008 the involvement of the civil society in decision-making process in the framework of rule of law, fight against corruption and organized crime, development of democracy, and improving the quality of inter ethnic relations.

The present IPA 2008 Operational Programme will contribute to strengthening the institutional capacities of the civil sector and provide support to certain priority areas. In order to create synergy between state actors and the civil society it is important to simultaneously mobilise the potential of the EU integration process. Civil society should also further contribute to community-based activities and social services.

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

Supported through the present project, the civil society sector will participate in the policy making process, and according to the Strategy, the Government aims to develop a system of fundamental principles for inclusion of citizens and their organisations in the process of creation, implementation, monitoring of public policies, as well as to ensure that the needs and priorities of the citizens are reflected in these policies.

The stronger cooperation within the Government and the civil society is expected not only to improve the quality of policies and strengthen the legitimacy of government policies, it is also expected to improve the value judgement the civil society places on government work. Through on the one hand a better understanding of governmental processes by the civil society sector and visa-versa, and on the other hand a larger involvement, it is expected that the project will contribute to a better understanding by each side of the needs and expectations.

Through the different parts of the project, it is expected that it will contribute to a strengthening of the organisational level of the NGO sector, which in turn would lead to more sustainable development plans made by the NGOs, higher level of funding and more sustainable levels of funding as well as higher levels of voluntary inputs.

3.3 Results and measurable indicators²

The project will consist of two components:

- 1) Technical Assistance to assist the Unit for Cooperation with NGOs in the General Secretariat with the implementation of the Strategy for cooperation between the Government with the Civil Sector, with specific attention to building capacities for effective and efficient management of the grant schemes
- 2) Implementation of different activities under the Grant schemes

Component 1. Technical Assistance to assist the Unit for Cooperation with NGOs in the General Secretariat with the implementation of the Strategy for cooperation between the Government with the Civil Sector, with specific attention to building capacities for effective and efficient management of the grant schemes

The expected results include:

² Please note that some of the indicators have not yet been quantified or been given a benchmark. This will be done during the development of the detailed Terms of Reference.

- Unit staff is endowed with appropriate skills and knowledge to implement the Strategy for cooperation between the Government with the Civil Sector;
- Management system for grant schemes is developed, including guidelines and distribution of responsibilities in the different phases of grant management as well as a sound Monitoring and Evaluation mechanism
- Awareness of NGOs about grant schemes is high, testified through number of proposals submitted to the calls;
- Grant schemes (component 2) are implemented.

The Measurable indicators include:

- Training needs assessment done, training implementation plan made, training implemented;
- Staff satisfaction with training, measured through after training survey;
- System developed for managing the grants;
- Operationality of system as measured through the reporting produced;
- Number of information sessions, visibility measures, public events, etc;
- Number of proposals received for each grant call for proposals;
- Signed Contracts for each grant scheme.

Component 2. Implementation of different activities under the Grant schemes

The expected results are:

- Grant schemes are implemented covering the following initially defined areas (the TA project – component 1 – will assist the Unit for Cooperation with NGOs in the General Secretariat to prioritise the areas and develop the grant application guidelines):
 - 1) NGO participation in the process of drafting legislation and regulations and the monitoring of the implementation of legislation
 - 2) Awareness raising vis-à-vis the EU integration process
 - 3) Fight against corruption and organized crime
 - 4) Raising of the quality of inter ethnical relations
 - 5) Strengthening NGO management and networking, including joint implementation of community based activities and social services, Resource Mobilisation, Mobilising voluntary work, institutional cooperation between NGOs and between NGOs and the local government.
- The implementation of the projects to be funded under the grant schemes are expected to lead to:

- An appropriate mechanism to include NGOs in the drafting process of legislation and the subsequent monitoring of the implementation of legislation is developed and implemented;
- General awareness of the public will increase, as measured through number of people reached during awareness raising activities;
- An appropriate mechanism to include NGOs in the fight against corruption and organised crime is developed and implemented;
- General awareness of the public vis-à-vis inter-ethnic relations is improved, measured through the number of people reached through the awareness raising activities;
- NGOs demonstrate better capacities to manage themselves, measured through the number of joint activities developed, funds raised from different sources, numbers of volunteers active in the NGOs and the coordination mechanisms between NGOs and between NGOs and the local government that are operational.

The measurable indicators include:

- Conclusion of the calls for proposals through the signatory of the grant contracts;
- Well implemented call for proposal process measured through the number of questions for clarifications received and the number of complaints received.
- An appropriate mechanism to include NGOs in the drafting process of legislation and the subsequent monitoring of the implementation of legislation is developed and implemented;
- Number of people reached during awareness raising activities;
- An appropriate mechanism to include NGOs in the fight against corruption and organised crime is developed and implemented;
- Number of people reached through the awareness raising activities;
- Number of joint activities developed,
- Amount of funds raised from different sources,
- Numbers of volunteers active in the NGOs
- The coordination mechanisms between NGOs and between NGOs and the local government that are operational.

3.4 Activities

Component 1: Technical Assistance to assist the Unit for Cooperation with NGOs in the General Secretariat with the implementation of the Strategy for cooperation between

the Government with the Civil Sector, with specific attention to building capacities for effective and efficient management of the grant schemes

- Implement raining needs assessment
- Design training implementation plan
- Implement training according to the plan;
- Develop management system for grant schemes, including the Monitoring and evaluation of the implementation of the projects by the Unit
- Assist in the total process of managing the grant schemes (component 2), including:
 - Assisting in drafting the grant scheme guidelines
 - Assisting in implementing awareness raising activities for NGOs in grant schemes (information sessions, visibility measures, public events, etc.)
 - Assisting in the evaluation process of proposals received;
 - Assisting in the guidance to be provided by the Unit to grant holders;
 - Assisting in the review of reports received from the grant holders

Component 2: Implementation of different activities under the Grant schemes

Drafting the grant scheme guidelines

- Implementing awareness raising activities for NGOs in grant schemes (information sessions, visibility measures, public events, etc.)
- Responding to questions for clarification;
- Evaluation of proposals received;
- Provide guidance to grant holders;
- Review of reports received from the grant holders

Project Management and Administration

Advisory services will be provided to the beneficiary. 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, grant management mechanisms, monitoring and evaluation and others. Some of these experts will address the cross-cutting issues.

The core project team – consisting of the team leader and other expertise will be placed within the General Secretariat, Unit for NGO Cooperation.

The team leader will be responsible for the overall management, representation (co-ordination 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 Unit for NGO Cooperation.

The expected contracting arrangements are:

Financed through IPA:

- 1 Service contract will be concluded following an international restricted tender procedure with duration of 12 to 24 months. Implementation is expected to start in 2nd quarter 2010, one month after the signature of the contract and the contract value will be approx. EUR 0.5 Million.
- Approximately 15 grants will be signed after call for proposals for the different areas (5 calls for proposals). The public announcement should be in the 4th quarter of 2010, while the implementation should start in the 2nd quarter of 2011. The contracts will be for a period of one year and their value will range from 30.000 (minimum) to 60.000 Euro (maximum). The total budget available from IPA for the grants is approximately 700.000 Euro. It is expected that an actual co-financing of 10 to 15% from the grant Beneficiaries will bring the combined budget of all grants to 800.000 Euro.

3.5 Conditionality and sequencing

The project includes the following conditions:

- 1) Endorsement by all key stakeholders of the Terms of Reference, specifications for the individual contracts to be engaged;
- 2) Appointment of counterpart personnel by the beneficiary before the launch of the tender process;
- 3) Allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- 4) Participation by the beneficiary (General Secretariat) in the tender process as per EU regulations;
- 5) Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary as per work plan of the project;
- 6) Appointment and availability of the relevant staff of the beneficiaries to participate in project implementing activities (especially training activities) as per the workplan;

In the event that conditions 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 organizations.

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

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 excellent 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. Non-successful applicants should receive appropriate information explaining why their application was not successful.

Specific attention should be given to organisations from the more remote areas to allow them to participate on equal footing with the organisations seated in the big cities.

4. Indicative Budget (amounts in M€)

			SOURCES OF FUNDING									
			TOTAL EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(c)+(d)	EUR (b)	%(2)	Total EUR (c)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	%(2)
Component 1: Capacity Building												
Service Contract	X		0.5	0.5	100							-
Component 2: Calls for proposals - Grants for NGO's												
Grants (15)	X		0.8	0.7	87						0.1	13
.....												
TOTAL IB			1.3	1.2	92						0.1	8
TOTAL INV												
TOTAL PROJECT			1.3	1.2	92						0.1	8

Amounts net of VAT

(1) In the Activity row use "X" to identify whether IB or INV

(2) 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
Contract 1 – TA Contract	Qu4 2009	Qu2 2010	Qu2 2012
Contract 2 – Calls for proposals Grants (15)	Qu4 2010	Qu2 2011	Qu2 2012

6. Cross cutting issues

The cross-cutting issues will be addressed throughout the project. Up to some 10% of the budget of the service contract for capacity building may be allocated to assist the Unit for cooperation with NGOs 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.

Equal opportunities and non-discrimination;

The training activities will include a specific component to train ministerial staff in the implementation of the Government Gender Strategy, while reference will be made to the EC Programme of Action for the mainstreaming of gender equality in community development cooperation (2001-06). An output of this training component 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.

ANNEXES

1 - Log Frame in Standard Format

2 - Amounts contracted and Distributed per Quarter over the full duration of Programme

3 - Description of Institutional Framework

4 - Reference to laws, regulations and strategic documents

- Reference list of relevant laws and regulations
- Reference to AP/NPAA/EP/SAA
- Reference to MIPD
- Reference to National Development Plan
- Reference to national/sectoral investment plans

5 – Details per EU funded contract (*) where applicable:

- *For TA contracts*: account of tasks expected from the contractor
- *For Twinning covenants*: account of tasks expected from the team leader, resident twinning advisor and short term experts
- *For Grant schemes*: account of components of the scheme
- *For Investment contracts*: reference list of feasibility study as well as technical specifications and cost price schedule + section to be filled in on investment criteria
- *For works contracts*: reference list of feasibility study for the constructing works part of the contract as well as a section on investment criteria (**); account of services to be carried out for the service part of the contract

(*) non standard aspects (in case of derogation to PRAG) also to be specified

(**) section on investment criteria (applicable to all infrastructure contracts and construction works):

- Rate of return
- Co-financing
- Compliance with state aids provisions
- Ownership of assets (current and after project completion)

ANNEX 1- Logical frame in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche: Support the participation of the civil sector in decision making process and in providing social services		Programme name and number Civil Society Development and Dialogue		
		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.
		Total budget : EUR 1.3 million		IPA budget: EUR 1.2 million

Overall objective	Objectively verifiable indicators	Sources of Verification	
The overall objective of the project is to promote and active civil society.	<ul style="list-style-type: none"> - Number of NGOs - Number of NGOs involved in the calls for proposals 	NGO registration records Project records	

Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
The project purpose is to support the development and capacity building of the Non-governmental sector through improved involvement of NGO's 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 NGO's in providing social services and community-based activities, improved capacities to mobilize resources and voluntary work and improved involvement in the field of democracy and the rule of law.	Number of NGOs involved in: <ul style="list-style-type: none"> - NGO's in the process of drafting legislation and regulations (particularly those connected to the EU integration process, as well as public awareness raising) - in providing social services and community-based activities, - training on improved capacities to mobilize resources and voluntary work and improved involvement in the field of democracy and the rule of law. 	Project records	Lack of interest and misunderstanding of the role of civil sector

Results	indicators	Sources of Verification	Assumptions
<p>Component 1. Technical Assistance to assist the Unit for Cooperation with NGOs in the General Secretariat with the implementation of the Strategy for cooperation between the Government with the Civil Sector, with specific attention to building capacities for effective and efficient management of the grant schemes</p> <p>The expected results include:</p> <ul style="list-style-type: none"> - Unit staff is endowed with appropriate skills and knowledge to implement the Strategy for cooperation between the Government with the Civil Sector; - Management system for grant schemes is developed, including guidelines and distribution of responsibilities in the different phases of grant management as well as a sound Monitoring and Evaluation mechanism - Awareness of NGOs about grant schemes is high, testified through number of proposals submitted to the calls; - Grant schemes (component 2) are implemented. 	<p>The Measurable indicators include:</p> <ul style="list-style-type: none"> - Training needs assessment done, training implementation plan made, training implemented; - Staff satisfaction with training, measured through after training survey; - System developed for managing the grants; - Operability of system as measured through the reporting produced; - Number of information sessions, visibility measures, public events, etc; - Number of proposals received for each grant call for proposals; - Signed Contracts for each grant scheme. 	<p>Project records</p>	<ul style="list-style-type: none"> - Unit staff is available
<p>Component 2. Implementation of different activities under the Grant schemes</p> <p>The expected results are:</p> <ul style="list-style-type: none"> - Grant schemes are implemented covering the following areas: <ul style="list-style-type: none"> - NGO for 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 organized 	<p>The measurable indicators include:</p> <ul style="list-style-type: none"> - Conclusion of the calls for proposals through the signatory of the grant contracts; - Well implemented call for proposal process measured through the number of questions for clarifications received and the number of complaints received. - An appropriate mechanism to include NGOs in the drafting process of legislation and the subsequent 	<p>Project records Government NGO records</p>	<ul style="list-style-type: none"> - Sufficient number of NGOs interested to submit proposals for each of the elected areas - Sufficient number of eligible proposals received to issue grant contracts

<ul style="list-style-type: none"> - crime - Raising of the quality of inter ethnic relations - Strengthening NGO management and networking, including joint implementation of community based activities and social services, Resource Mobilisation, Mobilising voluntary work, institutional cooperation between NGOs and between NGOs and the local government. - The implementation of the projects to be funded under the grant schemes are expected to lead to: <ul style="list-style-type: none"> o An appropriate mechanism to include NGOs in the drafting process of legislation and the subsequent monitoring of the implementation of legislation is developed and implemented; o General awareness of the public will increase, as measured through number of people reached during awareness raising activities; o An appropriate mechanism to include NGOs in the fight against corruption and organised crime is developed and implemented; o General awareness of the public vis-à-vis inter-ethnic relations is improved, measured through the number of people reached through the awareness raising activities; o NGOs demonstrate better capacities to manage themselves, measured through the number of joint activities developed, funds raised from different sources, 	<ul style="list-style-type: none"> monitoring of the implementation of legislation is developed and implemented; - Number of people reached during awareness raising activities; - An appropriate mechanism to include NGOs in the fight against corruption and organised crime is developed and implemented; - Number of people reached through the awareness raising activities; - Number of joint activities developed, - Amount of funds raised from different sources, - Numbers of volunteers active in the NGOs - The coordination mechanisms between NGOs and between NGOs and the local government that are operational. 		
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numbers of volunteers active in the NGOs and the coordination mechanisms between NGOs and between NGOs and the local government that are operational.

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Activities	Means	Costs	Assumptions
<p>Component 1. Technical Assistance to assist the Unit for Cooperation with NGOs in the General Secretariat with the implementation of the Strategy for cooperation between the Government with the Civil Sector, with specific attention to building capacities for effective and efficient management of the grant schemes</p> <ul style="list-style-type: none"> • Implement raining needs assessment • Design training implementation plan • Implement training according to the plan; • Develop management system for grant schemes, including the Monitoring and evaluation of the implementation of the projects by the Unit • Assist in the total process of managing the grant schemes (component 2), including: <ul style="list-style-type: none"> - Assisting in drafting the grant scheme guidelines - Assisting in implementing awareness raising activities for NGOs in grant schemes (information sessions, visibility measures, public events, etc.) - Assisting in the evaluation process of proposals received; - Assisting in the guidance to be provided by the Unit to grant holders; - Assisting in the review of reports received from the grant holders 	Service Contract	500.000 EUR	

<p>Component 2: Implementation of different activities under the Grant schemes The Unit for NGO Cooperation, together with the contracting authority, will be responsible for:</p> <ul style="list-style-type: none"> - Drafting the grant scheme guidelines - Implementing awareness raising activities for NGOs in grant schemes (information sessions, visibility measures, public events, etc.) - Public announcement of the calls for proposals; - Responding to questions for clarification; - Evaluation of proposals received; - Signatory of contracts; - Provide guidance to grant holders; - Review of reports received from the grant holders 	Grant contracts	800.000 (including 100.00 co-financing)	<ul style="list-style-type: none"> - Sufficient number of NGOs interested to submit proposals for each of the elected areas - Sufficient number of eligible proposals received to issue grant contracts
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Pre conditions

The project includes the following conditionalities:

- 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;
- Allocation of working space and facilities by the beneficiary for technical assistance before the launch of the tender process;
- Participation by the beneficiary in the tender process as per EU regulations;
- Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiary as per work plan of the project;
- Necessary legislation in force; and
- Appointment and availability of the relevant staff of the beneficiaries to participate in project implementing activities (especially training activities) as per the workplan.

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

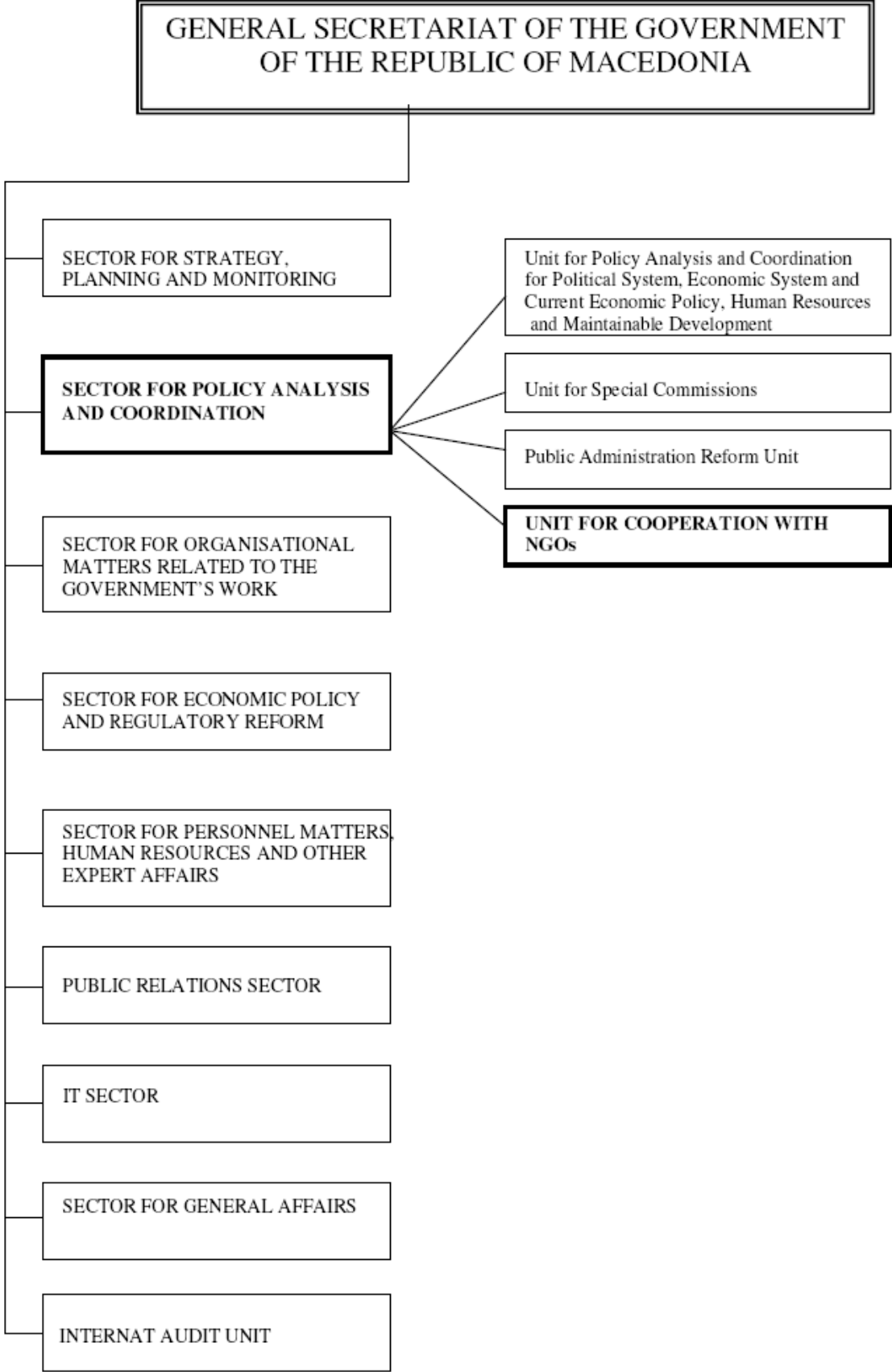
ANNEX 2 - Amounts (in million EUR) contracted and Distributed per Quarter over the full duration of Programme (only IPA funds)

	2010				2011				2012			
Contracted	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TA contract		0.7										
Calls for proposals - Grants						0.5						
Cumulated		0.7				1.2						
Disbursed												
TA contract		0.2	0.1		0.1		0.1	0.1		0.1		
Calls for proposals - Grants						0.2	0.2			0.1		
Cumulated		0.2	0.3		0.4	0.6	0.9	1.0		1.2		

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

ANNEX 3 – Description of the Institutional Framework

Diagram of organization



The Rulebook for Internal Organization and Systematization of the General Secretariat of the Government regulates the internal organization and the mode of work of the Secretariat General as a technical service to the Government, the types of organization 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 eighteen (18) public servants.

In accordance with the acts for internal organization and systematization 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 five (5) public servants for the following working posts: Head of Unit, two Advisors and two Junior Associates.

The Budget of the Government - General Secretariat for 2008 is 944.430.000 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 2008, 15.000.000 denars will be transferred to NGOs on the basis of Public Call and decision of the Government.

According to the Rulebook for Internal Organization 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 accordance with legislation, actively participating in the cooperation with the relevant ministries (managing projects) by organizing public debates on relevant legislation, projects, and initiatives.
- Providing the administrative support to the Committee for Allocating financial resources from the Budget for partial funding of public-interest projects, which are to be implemented by the civil sector.
- Maintaining cooperation with the organizations and the institutions of the NGO 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.
- Organizing 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 organized 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.

ANNEX 4 - Reference to laws, regulations and strategic documents

4.a) Reference list of relevant laws and regulations

Key laws and regulations on the sector:

- Constitution, 1991 (amended 1992, 1998, 2001, 2003, 2005)
- Strategy for Cooperation of the Government with the Civil Sector, 2007
- Law on Government, 2000 (amended 2003, 2005, 2006, 2007)
- 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

4.b) Reference to AP/NPAA/EP/SAA

Reference to **SAA** (2001): The program addresses the objectives of the SAA for “the development of civic society and democratisation”.

Reference to **Accession Partnership** (2007-2008): 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”.

Reference to the **Progress Report** (2007): The latest progress report makes the following evaluation: “As regards freedom of assembly and association, the Law on civic associations and foundations has been amended to provide for such bodies to be registered in the Central Registry”; “The Government adopted a strategy for cooperation with civil society organisations and developed an action plan. One of its aims is to involve civil society more in the policy development process and in legislative drafting. The activities of civil society are still hampered by lack of finance and heavy dependence on foreign sources of financing. The 2006 Law on Sponsorship and Donations has not been implemented pending the necessary bylaws. The transparency of the criteria for allocating grants from the state budget to NGOs remains to be strengthened”.

Reference to **National Plan for Adoption of Acquis** (2007): The Plan has following priorities with regard to civil society: “Increased transparency and further promotion of the civil-society participation and inclusion of social partners in the decision-making process”; “Participation of the civil society in the process of policy-making is one of the strategic objectives also contained in the Strategy for Cooperation between the Government and the Civil Sector (2007-2011). In the course of 2007 the Rules of Procedure of the Government will be amended so as to ensure that draft laws are available to the public through web-sites of the Ministries and of other state administrative bodies; thus ensuring participation of the civil sector in the work of expert councils of the Government (Legal and Economic Councils) and other bodies”; “For the purpose of strengthening the cooperation with Ombudsman and the civil sector, training shall be carried out for the employees in the Sector with the Ombudsman as well as with the NGOs representatives on issues in the sphere of human freedoms and rights”.

4.d) Reference to MIPD

Multi-Annual Indicative Planning Document (2008-2010) refers to: “Key challenges to be supported through financial assistance are: ... strengthen the civil society dialogue”; “Increased attention will be given to strengthening Civil Society dialogue and development”; “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, thus seeking the broad participation of the civil society in the overall process. Therefore, pre-accession assistance shall help strengthening the civil society

dialogue and development. This will be done, on the one hand, by treating civil society as a cross cutting issue in the various projects, but on the other hand, also by supporting separate activities directly targeting at the civil society. In particular, attention will be given to the implementation of the civil society strategy, and strengthening the capacities of the civil society organisations”.

4.e) Reference to National Development Plan

N/A

4.f) 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

Annex 5- Details per EU funded contract

Project Management and Administration

Advisory services will be provided to the beneficiary. 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, grant management mechanisms, monitoring and evaluation and others. Some of these experts will address the cross-cutting issues.

The core project team – consisting of the team leader and other expertise will be placed within the General Secretariat, Unit for NGO Cooperation.

The team leader will be responsible for the overall management, representation (co-ordination 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 Unit for NGO Cooperation.

The contracting arrangements are as follows:

- 1 Service contract will be concluded following an international restricted tender procedure with duration of 12 to 24 months. Implementation is expected to start in 2nd quarter 2010, one month after the signature of the contract and the contract value will be approx. EUR 0.5 Million.
- Approximately 15 grants will be signed after call for proposals for the different areas (5 calls for proposals). The public announcement should be in the 4th quarter of 2010, while the implementation should start in the 2nd quarter of 2011. The contracts will be for a period of one year and their value will range from 30.000 (minimum) to 60.000 Euro (maximum). The total budget available from IPA for the grants is approximately 700.000 Euro. It is expected that an actual co-financing of 10 to 15% from the grant Beneficiaries will bring the combined budget of all grants to 800.000 Euro.