

# Final Narrative Report Part I

## Capacity building of selected civil society organisations in the former Yugoslav Republic of Macedonia

Commissioned by the European Agency for Reconstruction in former Yugoslav Republic of Macedonia. The report does not necessarily reflect the views of the European Agency for Reconstruction



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## 1. Objectives Methodology and Organisation of Reporting Requirements

This narrative report of the assignment: “**Assessment and recommendations to the EAR<sup>1</sup> for supporting the capacity building of selected civil society organisations in the FYROM**”, summarises the objectives of the assignment, the methodology employed and clarifies the reporting requirements.

The full ToR are presented in the next section of this report

The global objective of the assignment is to support the capacity building of civil society organisations in their delivery of services and capacities to cooperate with other civil society organisations, the general public, local and central government authorities, the legislative organs, the economic sector and across ethnic lines.

The specific objective of the assignment is to conduct a needs assessment and recommended actions; to develop criteria for selection of civil society organisations, to organise and oversee the selection process; and to draft ToR. The ToR should define a project, which is appropriate for the European Agency for Reconstruction to finance in order to support the capacity building of the civil society organisations selected through an open transparent procedure.

In the original ToR, the Consultant was contracted to produce three outputs / deliverables to the EAR, together with a standard final narrative report i.e.

1. *In collaboration with the EAR, define selection procedure and criteria for selection of CSOs that would benefit from EAR support. Publish an announcement and organise and oversee the selection process.*
2. *Assess the capacity and the functioning of selected CSOs as described above. Define the strengths and the weaknesses of the organisations and recommend a strategy/programme to strengthen the capacity for these civil society organisations.*
3. *Draft ToR, budget breakdown and Evaluation Grid for a civil society organisation capacity project. The CSOs targeted by this project will be the successful applicants, selected through the selection process.*

Following discussions with the responsible EAR Programme Officer in Skopje, it was decided that the selection process of the CSOs to benefit from EAR support should be undertaken by the consultants selected to implement the actual programme following the tender procedure. There were very strong methodological grounds for this decision, mainly to avoid a conflict of interest and to ensure full transparency for the selection process.

It was therefore agreed that the Consultants would focus on Parts 2 & 3 of the assignment and that the days foreseen originally for the selection process would be spent on Part 2 - assessing the capacity and functioning of selected CSOs. This provided a realistic decision in view of the larger number of CSOs interviewed (the EAR Programme Manager in the light of the above asked the team to add several organisation to be assessed) and the logistical difficulties involved – many of the key personnel were on holiday at the time of the assignment. However, the team were able to interview 21 CSOs and professional organisations and 8 local and international donor organisations.

The general methodology adopted by the consultants was then of semi-structured interviews and dialogue. Although no formal data collection tool or questionnaire was used, the consultants integrated a range of analytical tools into their interview techniques and resulting dialogue e.g. swot; capacities and vulnerabilities; organisational lifecycle; risk assessment; force field; etc. Wherever possible, secondary data was accessed through reports and publications.

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<sup>1</sup> The European Agency for Reconstruction (EAR) is responsible for the management of the main EU assistance programmes in Kosovo, Serbia, Montenegro and FYR Macedonia. The EAR was established in February 2000 and has its Headquarters in Thessaloniki and operational centres in Pristina, Belgrade, Podgorica and Skopje. In March 2002, the EAR took over full responsibility for the main EU assistance programmes in FYR Macedonia.

In all but 4 of the interviews, the President of the Organisation was present in the interview and invariably 'spoke' for the organisation. Since the consultants were seen as representatives of EAR and the EAR was essentially seen as a donor organisation, the Presidents inevitably used the opportunity as a 'sales pitch' for the organisation and presented 'needs' in the form of 'wish lists'. The consultants had no way to validate the information provided by the President, since it was not possible in the time available to meet with the different stakeholders or visit network / membership structures. Furthermore very few external assessments or evaluations, which could throw light on the capacities and limitations of the CSO Association in question, appear to have been carried out – thus an alternative form of verification was not available.

It was left to the consultants to try to see beyond the 'front' of the organisation and 'tease' out issues, which reveal issues related to capacity and limitation, which might not surface through traditional data collection methods such as questionnaires. The limited time available also meant that any assessment ran the risk of being both subjective and superficial.

The individual capacity assessments consist of a description of the organisation, a (needs) analysis from a capacity building perspective and the implications for a programme of capacity building support. The proposed options are then assessed from the perspective of risk, cost and impact on organisational capacity. This assessment will hopefully assist the EAR to identify and design an appropriate capacity intervention to target selected organisations assessed in this report, however, a much more systematic assessment of these organisations would be required if an appropriate strategy and intervention logic is to be developed.

This assessment of the capacity of the CSOs and professional associations, provided much useful information to assist the Consultants to complete Part III of the assignment – drafting the ToR. for the civil society organisation capacity project due to start in November 2004. Important lessons were learned from the capacity building projects of other donors and their impact on these CSOs, and these were incorporated into the envisaged scope of work of the forthcoming project . An analysis of the content and methodology of current and planned capacity building projects with CSOs and NGOs was carried out in order to assure that the proposed capacity building project would not duplicate other existing or planned interventions in this area, and synergy with the initiatives of other donors was stressed.

Draft versions of the assessment report ("Assessment and recommendations to the EAR for supporting the capacity building of selected civil society organisations in the FYR of Macedonia") and the ToR (Capacity Building of Selected Civil Society Organisations in FRY of Macedonia") were presented to the EAR for comments and the final versions will be presented with this report under separate cover.

The Terms of Reference for the assignment are presented in Chapter Two of this Narrative Report, followed by details of the programme and persons met (Chapter 3), the documentation consulted (Chapter 4) and a list of contact addresses (Chapter 5).



# European Agency for Reconstruction

Operations Division Skopje

## TERMS OF REFERENCE

### **Assessment and recommendations to the EAR<sup>2</sup> for supporting the capacity building of selected civil society organisations in the FYROM<sup>3</sup>**

#### **1. BACKGROUND**

##### General:

The Civil Society sector in the FYROM operates within an economically, socially and politically difficult environment. The internal security crisis in 2001 and the economic transition have seriously affected the overall civil society sector. The difficult economic and social environment and the high rate of unemployment in the country hamper CSOs<sup>4</sup> from obtaining funding from different national sources in the longer run. At present the main source of revenue for CSOs is international funding.

According to the central register in Basic Court I in Skopje, there are approximately 4000 associations and foundations registered in FYROM, primarily based in Skopje, but only 10% are considered active. It is assumed that the vast majority are associations for sports, culture, recreation, professional associations, of which approximately 600 are NGOs.

In June 1998 a new Law on Citizen Associations and Foundations was introduced, and it offered little changes in the legal sphere of CSOs. From the fiscal point of view, not-for-profit organisations are treated the same way as profit-making organisations. Tax-free status for registered NGOs and tax incentives for individuals and companies wishing to make donations have not yet been introduced. A legislative working group has been set up and is currently working on drafting legislative amendments to the present law. The amended Law on Citizen Associations and Foundations is expected to be adopted by the Government in autumn.

The society of the FYROM, in general, does not trust and has a negative perception about the civil society sector. The main reason is insufficient knowledge of the role, characteristics, structure and importance of the sector. A relatively short history and lack of experience in the field and low financial accountability due to limited auditing activities of the organisations is another reason. So far the civil society organisations have done little in building their image towards the public at large. The sector is weak in the areas of strategic planning, management, staffing, technical recourses and constituency orientation.

An active civil society makes government accountable for its decisions and actions. However, in Macedonia there is a low participation of the civil society organisations in the policy-setting and decision-making process and lobbying and advocacy building skills are not well developed.

##### Specific:

Macedonian NGOs have attracted considerable attention from donors and have benefited from different types of support, as they are seen as major actors of a vibrant civil society. However Civil Society Organisations, not in their classical sense NGOs (even though registered under

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<sup>3</sup> Former Yugoslav Republic of Macedonia

<sup>4</sup> Civil Society Organisations

the same law) and representing different groups of society, who also perform an important role in the civil society, in particular to ensure government accountability and transparency, have been neglected by donors, and suffer from several shortcomings which prevent them to fulfil their mission. Such CSOs include, faith based organisations, social partners (trade unions and employers organisations), CBOs (community-based organisations), youth organisations, parents associations, student organisations, pensioner associations, consumer associations, teacher associations and other professional organisations, etc. In Macedonia, many of these organisations face problems not met to this extent by classical NGOs, as CSOs are often organised in an old-fashioned and rigid way and are prone to political influence. Other civil society actors, such as the media and political parties are not targeted under this assignment.

The EAR is particularly interested in the following civil society organisations: student's organisation, parents associations, consumers associations, pensioner associations, teacher associations, any other professional organisations and youth and women umbrella organisations.

A relatively large number of women NGOs are operating throughout the country. Many of them are new and inexperienced. They are still in their early phase of transformation into a true movement. The absence of a broader feminist theoretical debate has influenced the persistence of a socialistic, quasi-massive conception of activism with no clear focus or consistency in identifying specific needs of women in the transitional Macedonian society. The pyramidal, ethno-centric managerial structure of most of the women's associations, a replica of the official political milieu model, has to a great extent been paralysing the essential cooperation between women in resolving common problems. As a result, the women's movement is not in a position to address seriously the contemporary challenges of improving the status of women in Macedonia.

Trade Unions are another example of organisations, which might be in need of support and capacity building. The country's high unemployment rate and the growth of small business have diminished the size and importance of trade unions. Another reason for this is the privatisation process in the country that resulted in worker redundancy and thus in smaller union membership. There are two umbrella unions existing in the country: the union of trade unions and the independent union of trade unions. Both umbrella organisations have received support and training from different donors.

Teacher's organisations are very segmented and lack unity to pursue their goals. There are specific associations for the different topics taught (fe Biology Teachers Association, History Teachers Association etc.), and a division between the Macedonian and Albanian umbrella teacher organisations, with little flow of information between the two of them. They lack basic equipment and a clear focus and are only visible during teacher strikes, which are seen to be political instrumentalised.

A Parents Association started in 1996-1997 with support from the Catholic Relief Service (CRS). Its focus is on rural areas of the country, and seems to be ethnically mixed. Activities such as parents working together with teachers and students to improve conditions in schools, publication of books and brochures were conducted with CRS support. Recently the association is not visible and active and never was able to set up a national wide structure. The organisational structure appears to be one person driven with no real appreciation by other local parents associations.

Among other results of an EAR funded project "Action for Citizenship through Theatre", implemented by CRIC-Italy, a new parents organisation has been founded. The members are parents coming from different ethnical background and different parts of Skopje and are very active and committed to work together. The EAR would like to seek ways how the capacity building of this organisation can be supported.

Student organisations are mainly organised within the faculties and seen as longer arm of the faculty dean rather than as student interest groups. Their influence, activities and results are linked to the activities of the political parties in power. The student organisations often fail to fulfil their duties towards their members, are not accepted by the students and do not cooperate

and network with each other. It appears that the student organisations are more occupied in fighting with each other than supporting the rights and interests of students. Other civil society organisations do not view them as reliable partners.

The non-governmental umbrella organization Youth Council of Macedonia (YCM), which developed in 1990 from the Union of Socialist Youth, has gathered 12 national youth associations, but has presently only a membership of 6 associations. Since 2001, YCM has not had any major activities, and it is not represented in international youth organisations. Recently there has been an initiative by 29 Youth NGOs (SEGA coalition) to cooperate on a National Youth Action Plan.

The main consumers association in Macedonia is OPM, which exists since 1996 in Skopje, and has now three other regional offices. Its main aim is to disseminate information, to represent consumers, train other organisations, advocate consumer rights and lobby the Government on consumer interest issue. The organisation has received some donor support and training in the past.

The Federation of pensioners associations is the umbrella organisation for 45 pensioner associations and has 200 000 members. In 1946 the first pensioner association was set up after the first law on pensioners was introduced on the 20<sup>th</sup> of September (Day of the Pensioners). The associations are organising events for pensioners and lobby and advocate for the economic and legal rights of the pensioners. All pensioners in Macedonia are members and pay a small membership fee, which is used for the activities of the associations. The pensioners associations would like to develop their capacity in order to be better suited to lobby the government. They further would like to be better connected with similar European associations.

## **2. DESCRIPTION OF THE ASSIGNMENT**

### Beneficiary(ies)

The beneficiaries of any programme implementing the recommendations of the assessment study will be the civil society sector, which will benefit from organisations that will have improved skills and capacities and increased interethnic activities. More immediate beneficiaries are the selected civil society associations that will be directly targeted by a capacity-strengthening project designed under this assignment.

For the purpose of this contract and the following capacity building project, the target groups are CSOs, who are not classically considered as NGOs, and represent professional or other interest groups.

### Global and specific objectives

The global objective of the assignment is to support the capacity building of civil society organisations in their delivery of services and capacities to cooperate with other civil society organisations, the general public, local and central government authorities, the legislative organs, the economic sector and across ethnic lines.

The specific objective of the assignment is to conduct a needs assessment and recommended actions; to develop criteria for selection of civil society organisations, to organise and oversee the selection process; and to draft ToR. The ToR should define a project, which is appropriate for the European Agency for Reconstruction to finance in order to support the capacity building of the civil society organisations selected through an open transparent procedure.

### Requested services

The assignment consists of three parts:

### **Part I – Selection of civil society organisations**

The experts will develop and define with the EAR a selection procedure in order to select the organisations that will benefit from a capacity strengthening project (the ToR for such project will be developed as described under part III of the requested services). The selection procedure will be based on transparent and democratic principles. The experts will have to develop and agree clear defined selection criteria, seek approval of the EAR, will launch a public announcement in the newspapers and organise and oversee the selection procedure for a number of CSOs, who are going to be the beneficiaries of the capacity building project.

### **Part II – Needs assessment, recommendations and strategy/program design for future capacity building activities**

The expert team will be engaged to review and assess professional organisations or others that have not been targeted under previous EU programmes, with a specific focus on the following organisations: students organisations, teachers associations, women umbrella organisations, consumers associations, parents associations, youth organisations, trade unions and pensioners associations. Additional three new organisations, which have started their activities in the aftermath of two EAR funded projects, will be included in the assessment. These organisations are a small multi-ethnic parent association, an organisation working with children through theatre and an academic student organisation of law students from two universities. The expert team will thus study more closely these CSOs, their structure and functioning, capacity building needs, their relations with each other and with other institutions.

The review will include:

- An assessment of the capacities of these CSOs. The study will analyse the strengths and also the weaknesses of the organisations and the sector in general that may need to be addressed. The study should include how these organisations view themselves, their needs and their strategies for the future.
- Recommend and formulate appropriate support measures for these organisations, in order to increase their ability to perform their role in society and address the needs of their constituencies. Develop a strategy/programme for CSO capacity building.

### **Part III – Drafting ToR/tender documents for future EAR project**

The experts should develop the following tender documents for a restricted service tender. The documentation has to be prepared in accordance with: the most recent EC contract procedures financed by the EC general budget in the context of external actions (more information can be found at the following web page [http://www.europa.eu.int/comm/europeaid/tender/gestion/index\\_en.htm](http://www.europa.eu.int/comm/europeaid/tender/gestion/index_en.htm)) and according with the following templates [http://www.europa.eu.int/comm/europeaid/tender/gestion/pg/c\\_en.htm](http://www.europa.eu.int/comm/europeaid/tender/gestion/pg/c_en.htm).

- Drafting of Terms of reference (ToR). The focus of the ToRs will be defined together with relevant EAR staff. The ToR will target CSOs, which have been selected under part I of this assignment. The ToR will describe a tailor made capacity development project based on the needs of the selected organisations. For this purpose it will be necessary to meet with the targeted organisations and review their needs.
- The following activities could be part of the capacity building programme: trainings (on issues such as organisational strategic planning, project planning and writing, project management, transparency, fundraising, advocating and lobbying, financial accountancy, communication, conflict prevention and resolution, team building and team work, structure and culture of organisation, organisational management); IT Training and English language courses; learning to build partnership between CSOs, local government and business sector, and to organise joint activities of CSOs in the local community; developing communication and public relations skills; activities to

stimulate and motivate inter-ethnic collaboration and support to establish contacts with similar European associations.

- The expert will draft a budget breakdown which will be comprised of two sections: fees and incidental expenditures and will draft an evaluation grid and a procurement notice.

**Please note:** The CSOs assessed under part II of the assignment are not necessarily the organisations to be selected under part I of the assignment and therefore might not be part of the capacity building project to be designed under part III of the assignment.

#### Expected results

In order to achieve the objectives, the Consultants will put in place a team of experts who will undertake the necessary research, consultations, assessment, surveys, recommendations and tender documents drafting to be able to produce the following study outputs:

- a) In collaboration with the EAR, define selection procedure and criteria for selection of CSOs that would benefit from EAR support. Publish an announcement and organise and oversee the selection process.
- b) Assess the capacity and the functioning of selected CSOs as described above. Define the strengths and the weaknesses of the organisations and recommend a strategy/programme to strengthen the capacity for these civil society organisations.
- c) Draft ToR, budget breakdown and Evaluation Grid for a civil society organisation capacity project. The CSOs targeted by this project will be the successful applicants, selected through the selection process.

### **3. EXPERTS PROFILE**

A team of **1 international and 1 local expert** is proposed.

a) International Team leader, Cat I expert, with at least 10 years of experience including seven years of solid engagement on civil society issues and capacity building, including at least five years of senior level experience of development of CSOs in the transition countries of central and eastern Europe and/or Balkans. The Team Leader will have a University degree and a strong background in Development Studies, Social Sciences or other relevant education. The expert will be highly competent in conducting and reporting on assessment assignments and on formulating ToR or project documents. The Team Leader will conduct field visits and interviews with Macedonian CSOs, formulate the reports and recommendations on the approaches for a programme on strengthening capacities, drafting of the ToR and oversee the whole assignment implementation. The Team Leader will manage the division of work between the team members and will be responsible to deliver the requested services to the EAR. Fluency in written and oral English is required. [30 calendar days]

b) Local, Cat II expert, University degree in political science or social sciences or other relevant educational and/or professional background and several years of experience working on issue related to civil society in FYR Macedonia; computer database skills– to work as counterpart and assistant to the international Cat I expert. The expert will be competent in formulating strategic objectives as well as conducting capacity assessments and reporting on assessment studies. Fluency in written and oral Macedonian and knowledge of English is required. Albanian would be an advantage [25 calendar days]

#### Working languages

English and Macedonian.

### **4. LOCATION AND DURATION**

Starting Date: The assignment will start as soon as possible after the signature of the Framework Contract, latest on July 19<sup>th</sup> 2004.

Duration of the assignment (including submission of the final report):

All experts will be required to start working in Skopje on the same day.

Schedule and number of days for the assignment per expert: as defined in these ToR (see under experts profile)

Location of assignment: FYR Macedonia, Skopje.

## **5. REPORTING**

Content: There will be several reports due over the contractual period (see format and number of reports), which altogether constitute the final report.

Language: All written communication and reports will be presented in the English language. The final report (inclusive all reports produced during the project) will need to be presented also in Macedonian.

Format, number and timing of reports

- 1) Report on the assessment of selected CSOs and recommendations for possible future support. [15 days after the start of the assignment]
- 2) Proposal of selection criteria, selection process, drafting of public announcement (2 days after the start of the assignment) and a report on the selection of CSOs (18 days after the start of the assignment)
- 3) ToR for a project based on the selection process and as defined during the course of the assignment through EAR staff. [22 days after the start of the assignment]

Additionally a briefing meeting will be held in Skopje EAR office on the day of the arrival of the Team Leader and weekly meetings between the Team Leader and/or project team and EAR staff. Additional meetings, briefings and interim reports might be necessary on the request of the EAR.

Date of submission

Date of submission of the final report is 30 days after the start of the assignment.

The Contractor will be responsible for making own arrangements for hiring Macedonian assistant staff, office facilities, accommodation, local transport, air travel, translation services and the cost of the same.

### 3. Programme / Persons Met

Date (2004)	Activity	Person (s) Met	Designation / Organisation
18 July	Travel to Manchester Airport (overnight)		
19 July	Travel: Manchester – Frankfurt - Skopje		
	Team Meeting	Mike Atkinson (MA) Marianja Handziska (MH)	
20 July	Briefing at EAR	Jutta Bulling  Elvis Ali	Programme Manager – Civil Society & Social Cohesion EAR. Assistant - Civil Society & Social Cohesion EAR.
	Preparation of: - Methodology / Work plan, - Eligibility Criteria, - Expression of Interest	MA. + MH	
21 July	-//-	-//-	
	EAR	Jutta Bulling  Elvis Ali	- Programme Manager – Civil Society & Social Cohesion EAR. - Assistant - Civil Society & Social Cohesion EAR.
22 July	Preparation for Interviews with target organisations	MA + MH	
23 July	Union of women's organisations of the Republic of Macedonia	Savica Todorovska Svetlana Janeva  Gordiena Trevenkoski  Zore Gorgievski Irena Angeloviki  Lidije Ilievski	- President  - Programme Manager- Political empowerment of women - Programme Manager – Economic empowerment of women - Office manager / Education of Roma Girls - Programme Manager – Strengthening of women's capacities - Regional Office in Kumenovo
	Alliance of Associations for Disabled of the Republic of Macedonia'	Gjoko Gruevski	- Coordinator
	Institute for Sustainable Communities / Centre for Institutional Development	Zoran Stojkovski	- President
24 July	Derya Organisation of Turkish women in Macedonia	Suzana Musli	- President
	European Centre for Minority Issues	Suzana Musli	- Coordinator Skopje Office
	Compilation of Notes	MA + MH	

25 July	Documentation Compilation of Notes	MA + MH	
26 July	EAR	Elvis Ali	- Assistant - Civil Society & Social Cohesion EAR.
	Pensioners Association of Macedonia	Dusan Surbanivski	- President
	Albanian Teachers Association	Nuhi Dardhishta	- President
	Consumers Association of Macedonia	Elzabeta Spiridovova	- Editor
27 July	RNGO 2002 (Roma NGO)	Somet Skenderi	- Responsible for Information & Communication
	Forum of Albanian Women	Xhane Kreshova	- President
		Ermira Reshidi	- Vice-President
		Ardita Muaremi	- Secretary
28 July	CARE International Macedonia (Triangle Project)	Boran Ivanoski	- Project Manager
		Sherife Ismaili	- Project Officer
	SSUKM – Student Association of University St Cyril and Methodius	Marija Stambolieva	- President
	EAR	Jutta Bulling	- Programme Manager – Civil Society & Social Cohesion EAR.
29 July	Association of Craftsmen and other Independent Businessmen - Skopje	Snezane Denovska	- Executive Director
		Olivija Tasic	- Project coordinator
	Children's World	Magdalena Rizova-Cemith	- President
		Adnan Memed	- Programme Manager
	SEGA Youth Coalition	Zoran Ileski	- President
	Multi Ethnical Progress	Gordana Jacimovic	- President
30 July	Catholic Relief Service / Macedonian Civic Education Centre	Loreta Georgieva	- Project Manager
	National Parents Association	Nikola Taukov	- President
		Jaklina Tasevska	- General Secretary
	Student Union of University of "ST Klement and Ohridski" (SSUKO) - Bitola	Dario Popovski	- President
31 July	Data Analysis Compilation of Notes	MA + MH	
1 Aug.	Data Analysis Compilation of Notes	MA + MH	
2. Aug.	Data Analysis Compilation of Notes	MA + MH	
3 Aug.	Union of women's organisations of the Republic of Macedonia	Savica Todorovska Svetlana Janeva	- President - Programme Manager- Political empowerment of

		Gordiena Trevenkoski Zore Gorgievski Irena Angeloviki Lidije Ilievski	women - Programme Manager – Economic empowerment of women - Office manager / Education of Roma Girls - Programme Manager – Strengthening of women’s capacities - Regional Office in Kumenovo
4 August	Federation of Trade Unions of Macedonia	Vanco Muratovski	- President
	Swiss Labour Assistance (NGO)	Elizabeta Krkaceva	- Project Coordinator
	USAID	Michael Eddy	- Director: Democracy & Local Governance Office
5 August	Macedonian Centre for International Cooperation	Alexandar Krzalovski	- Project Officer
	Association of Improvement of Education in Macedonia	Lenka Gogovska	- President
	Independent Trade Union Federation of Transport in Macedonia	Ljupce Vekovski	- President
6 August	Embassy of Sweden	Joran Bjallerstedt	- Head of Office
	Royal Norwegian Embassy	Natasa Serdarevic – Project Officer	
7 August	Data Analysis Compilation of Notes	MA + MH	
8 August	Data Analysis Compilation of Notes	MA + MH	
9 August	Embassy of the Kingdom of the Netherlands	Elizabeta Bakovska	- Assistant Development Cooperation, Cultural Affairs
	Doctors Chamber of Macedonia	Miodrog Milutinovic	- Vice President
	Finalisation of Draft Report-Part 2	MA + MH	
10 August	Delivery of Draft Report-Part 2	MA + MH	
	Elvis Ali	Assistant	Civil Society & Social Cohesion EAR.
	Foundation Open Society Institute in Macedonia	Vladimir Milcin Slavica Indzevska	- Executive Director - Deputy Executive Director for Joint Programmes
	EAR	Jutta Bulling	- Programme Manager – Civil Society & Social Cohesion EAR.
11 August	Preparation of Draft TOR	MA + MH	
12 August	EAR	Elvis Ali	
	EAR	Jutta Bulling	- Programme Manager – Civil Society & Social Cohesion EAR.
13	EAR	Elvis Ali	- Assistant - Civil Society &

August			Social Cohesion EAR.
14 August	Preparation of Draft TOR	MA + MH	
15 August	Preparation of Draft TOR	MA + MH	
	Preparation of Final Report	MA	
16 August	Presentation of Draft TOR	MA	
	EAR	Jutta Bulling Elvis Ali	- Programme Manager – Civil Society & Social Cohesion EAR. - Assistant - Civil Society & Social Cohesion EAR.
	Finalisation of TOR	MA	
	Finalisation of Report – Part 2	MA	
	Finalisation of Final Report	MA	
17 August	Departure Travel: Skopje – Frankfurt – Manchester		
30 August	Presentation of Final Report		

#### 4. Documentation Consulted

Source	Title	Date
Alliance of invalid's organisations of Macedonia	Information Brochure	Undated
Association of the Deaf and Hard of Hearing Persons of Macedonia	Information Brochure	Undated
Association of Pension Unions of Macedonia	Draft Project for strengthening the capacity of Pension Unions and Association of Pension Unions of Macedonia	June 2003
-/-	Pensioners Association of Macedonia 1946-1996	1996
CARE International Macedonia / Zoran Stojkovski	Capacity Building Training for Students included in the 'Triangle Project'	July 2004
-/-	Student Attitudes to Student Unions in Macedonia – Research Report	June 2003
-/-	Triangle – Three Universities responding to Ethnic Divides	July 2004
CRS / USAID	Civic Education in Macedonia	Undated
Centre for Institutional Development	Creating Capacities for Change	2004
Children's World NGO	Pre-school workshop in Suto Orizani	2004
Consumers Organisation of Macedonia (OTM)	"We want to help you"	
Cowi Consultants	Assessment of Activities on Interethnic Relations and Recommendations to EAR for Future National Programme on Overcoming Stereotyping in the FYR Macedonia – Final Report	March. 2003
Derya Organisation of Turkish Women in Macedonia	Programme for Year 2004	2004
Forum of Albanian Women	Activities 2003	2003
FOSIM	Foundation Open Society Institute Macedonia 2004	2004
ISC	Analysis of the NGO Sector in Macedonia	May 2003
-/-	Democracy Network Programme – Review of year 2003	2004
-/-	Power to the People – May 2004	May 2004
MCEC	Macedonian Civic Education Centre Information Sheet	2004
MCIC	Annual Report 2002	2003
-/-	MCIC Bulletin Number 66	June 2004
-/-	Strengthening the Citizen Organisation in Macedonia – second phase (Draft)	Sept. 2003
ROMA 2002	Strategy of RANGO-ROMA 2002 for Development of the Roma Community in Republic of Macedonia 2005-2015	May 2004
SSUKM	"Students Association of University St Cyril & Methody" – 'Expand Your Horizons'	Feb. 2004
SIDA	Programmes / Projects in the Republic of Macedonia, funded by the Swedish International Development Corporation, SIDA	2004
Swedish Ministry of Foreign Affairs	Country Strategy for Development Cooperation, Macedonia Jan. 2003-December 2005	2003
Union of	Programme for working of the Community of the Invalid	2004

Associations for Disabled of the Republic of Macedonia	Organisations of Macedonia for the Year 2004	
Union of Woman's Organisations of Republic of Macedonia	Annual Report (October 2002 – October 2003)	2004
-//-	"EQUAL Opportunities": Women's Political Empowerment in Macedonia 2002	2002
USAID / Development Associates Inc.	Assessment of the Civil Society in Macedonia	Aug. 2003
USAID / Social Impact Inc.	OTI Macedonia Confidence Building Initiative – Evaluation Report	Sept. 2003

## 5. List of Contact Addresses

Organisation	Contact Person	Address	Tel. / E-mail
<b>Alliance of invalid's organisations of Macedonia (AIOM)</b>	Gjoko Gruevski - Coordinator	"11 Oktomvri" 42a, 1000 Skopje	023165 526 <a href="mailto:ziom@mt.net.mk">ziom@mt.net.mk</a>
<b>Union of deaf and hard of hearing persons in Macedonia</b>	-/-	"11 Oktomvri" 42a, 1000 Skopje	023228 106 <a href="mailto:sgnm@mt.net.mk">sgnm@mt.net.mk</a>
<b>Union of physically disabled persons of Macedonia</b>	-/-	11 Oktomvri" 42a, 1000 Skopje	023211 280 <a href="mailto:stil-m@mt.net.mk">stil-m@mt.net.mk</a>
<b>Republic Centre for assistance of persons with intellectual disabilities – 'Message'</b>	-/-	"Orce Nikolov" 122, 1000 Skopje	023296 961 <a href="mailto:poraka@mol.mk">poraka@mol.mk</a> <a href="http://www.Poraka.org.mk">www.Poraka.org.mk</a>
<b>Union of War Invalids of Macedonia</b>	-/-	11 Oktomvri" 42a, 1000 Skopje	023163 551
<b>Federation for sport and recreation of invalids of Macedonia</b>	-/-	11 Oktomvri" 42a, 1000 Skopje	023163 551 <a href="mailto:ssrim@mt.net.mk">ssrim@mt.net.mk</a>
<b>Union of labour invalids of Macedonia</b>	-/-	11 Oktomvri" 42a, 1000 Skopje	
<b>Union of blind people of the Republic of Macedonia</b>	-/-		023113 662 <a href="mailto:macuobi@freemail.org.mk">macuobi@freemail.org.mk</a>
<b>Union of women's organisations of the Republic of Macedonia</b>	Savka Todorovska - President	Vasil Gjorgov, baraka 4, PO Box 571, Skopje	023134 390 <a href="mailto:sozm@mt.net.mk">sozm@mt.net.mk</a> <a href="http://www.sozm.org.mk">www.sozm.org.mk</a>
<b>Institute for Sustainable Communities / Centre for Institutional Development</b>	Zoran Stojkovski – President	Dime Anicin 9, 1000 Skopje.	023114 855 Fax 023214 132 <a href="mailto:zorans@isc.mk">zorans@isc.mk</a> <a href="http://www.isc.org.mk">www.isc.org.mk</a>
<b>Derya Organisation of Turkish women in Macedonia</b>	Suzana Musli – President	Yn.A.Cesarec 3/5-6, Skopje	02 622 354 070225791 <a href="mailto:deryamkd@mt.net.mk">deryamkd@mt.net.mk</a>
<b>Pensioners Association of Macedonia</b>	Dusan Surbanivski – President	12 Udana Brigada b.b. Skopje	02 3223 710
<b>Albanian Teachers Association</b>	Nuhi Dardhishta		02 2 638 632 / 070 774 396
<b>Consumers Association of Macedonia</b>	Marijana Loncar Velkova – President	Ul. Vodnjabjanska bb Skopje	02 3113 265 <a href="mailto:marion@opm.com.mk">marion@opm.com.mk</a> <a href="http://www.opm.org.mk">www.opm.org.mk</a>

<b>RNGO – RNVO 2002</b>	Somet Skenderi – Information Officer		070 466 378
<b>Forum of Albanian Women</b>	Xhane Kreshova – President	Nikola Tesla 6, 1200 Tetovo,	044 337 440 070 256 879 <a href="mailto:xhane@diplomats.com">xhane@diplomats.com</a>
<b>CARE International Macedonia</b>	Boran Ivanoski - Project Officer	Maksim Gorki 20 / 3, 1000 Skopje	02 3222 229 <a href="mailto:ivanoskib@unet.com.mk">ivanoskib@unet.com.mk</a>
<b>Student Union of University of “ST Cyril and Methodius” (SSUKM)</b>	Marija Stambolieva – President	Pirinska b.b. PO Box 124, 1000 Skopje	023067 740 <a href="mailto:marijast@mol.com.mk">marijast@mol.com.mk</a> <a href="http://www.ssukm.org.mk">www.ssukm.org.mk</a>
<b>Association of Craftsmen and other independent businessmen - Skopje</b>	Snezane Denovska – President	Bitparzarska 12, 1000 Skopje	023222 957 023132 416 <a href="mailto:zanaet@unet.mk">zanaet@unet.mk</a>
<b>Children’s World</b>	Magdalena Rizova-Cemith – President	Nikola Timpare 25, Skopje,	023230 728 070 514 636 070 610 357
<b>Catholic Relief Service / Macedonian Civic Education Centre</b>	Loreta Georgieva – Project Officer	Dane Krapcev 10a, 1000 Skopje	02 3127 345 023136 242 <a href="mailto:info@mcgo.org.mk">info@mcgo.org.mk</a> <a href="http://www.mcgo.org.mk">www.mcgo.org.mk</a>
<b>Multi Ethnical Progress</b>	Gordana Jacimovic – President		03290 249 ext. 126
<b>National Parents Association</b>	Nikola Taukov – President	Vasil Gorgov 39 / 4. Skopje	032 31 332 070 310 876 <a href="mailto:aruorm@yahoo.com">aruorm@yahoo.com</a> <a href="mailto:rodec@sonet.com.mk">rodec@sonet.com.mk</a>
<b>SEGA Coalition</b>	Zoran Ilieski – President	Kim Riteski 11a, 7500 Prilep.	048 421 070 <a href="mailto:youthcouncil@mt.net.mk">youthcouncil@mt.net.mk</a>
<b>Student Union of University of “ST Klement and Ohridski” (SSUKO) - Bitola</b>	Dario Popovski – President		
<b>Federation of Trade Unions of Macedonia</b>	Vanco Muratovski – President	12 Udarna Brigada 21, Skopje	3 1669940
<b>Swiss Labour Assistance (NGO) – Training Project with Federation of Trade Unions</b>	Elizabeta Krkaceva - Project Officer	12 Udarna Brigada 21, Skopje	70 363 361 <a href="mailto:elik@mt.net.mk">elik@mt.net.mk</a>
<b>USAID</b>	Michael Eddy- Director: Democracy & Local Governance Office	Juri Gagarin 15/III, Skopje.	023080446 <a href="mailto:meddy@usaid.gov">meddy@usaid.gov</a> <a href="http://www.usaid.org.mk">http://www.usaid.org.mk</a>

<b>Macedonian Centre for International Cooperation</b>	Alexandar Krzalovski- Project Officer	Nikola Paraponov bb PO Box 55, 1060 Skopje	023065381 <a href="mailto:akr@mcic.org.mk">akr@mcic.org.mk</a> <a href="http://www.mcic.org.mk">www.mcic.org.mk</a>
<b>Association of Improvement of Education in Macedonia</b>	Alexandar Krzalovski Project Officer	Ruger Boskovic 8 – 2 – 4 Skopje	02 3067003
<b>Independent Trade Union Federation of Transport in Macedonia</b>	Ljupce Vekovski - - President	UI Partizanski odredi 68 baraka 6, 1000 Skopje	023079 235 <a href="mailto:fospat@mol.co.mk">fospat@mol.co.mk</a>
<b>Embassy of Sweden</b>	Joran Bjallerstedt – Head of Office	Nikola Vapcarov 2/4 1000 Skopje	023297883 <a href="mailto:joran.bjallerstedt@mt.net.mk">joran.bjallerstedt@mt.net.mk</a>
<b>Royal Norwegian Embassy</b>	Natasa Serdarevic	PALATA UNIJA, “teodosie Gologanov 59-2A 1000 Skopje	023129 165 <a href="mailto:nse@mfa.no">nse@mfa.no</a>