Overview of **TACSO** achievements

Compiled by Jasenka Perović

July 2013

SIPU INTERNATIONAL
SWEDISH INSTITUTE FOR PUBLIC ADMINISTRATION

This project is funded by the European Union

OVERVIEW OF TACSO ACHIEVEMENT

Compiled by Jasenka Perović
July 2013

LIST OF ABBREVIOTIONS

ABA	The Albanian Blind Association
AEC	Assemblée Européenne des Citoyens
AL	Albania
ASB	Arbeiter-Samariter-Bund Deutschland eV
ASE	Albania Social Enterprises Forum
BCSDN	Balkan Civil Society Development Network
BeWMAN	Balkan e-Waste Management Network
BiH	Bosnia and Herzegovina
BIOM	Association for Biological Research
BON	Balkan Organic Network
BRESN	Balkan Regional Early Support Network
CARDS	Community Assistance for reconstruction, Development and Stabilisation
CBC	Cross Border Programme
CCSD	Council for Civil Society Development
CEID	Association for Monitoring Gender Quality
CELOR	Centre for Local development
CfPs	Calls for Proposals
CHP	Republican people's Party
CISS	Metamorphosis and Citizens of Macedonia
CONCORD	European NGO Confederation for Relief and Development
CPE	Commissioner for Protection of Equality
CRDP	Centre for Research, Documentation and Publication
CSDev	Civil Society Development
CS	Civil Society
CSF	Civil Society Facility
CSO	Civil Society Organisations
CSSA	Government Agency for Supporting Civil Society
CTCS	Youth Network against Commercial Sexual Exploitation of Children
DACU	Office for the EU Integrations of Serbia
DEI	Directorate for EU integrations
DG ELARG	Directorate General for Enlargement
DoA	Department of Associations Provincial Directors
ECAS	European Citizens Action service
ECLO	European Commission Liaison Office
ECOSOC	Head of the European Economic and Social Committee's
EDROM	Edirne Roma Association
EIDHR	European Instrument for Democracy and Human Rights
EMI	European Movement International
ENGOs	Environmental non-governmental organisations
ERRC	The European Roma Right Centre
EU	European Union
EUD	Delegation of European Union
EUSG	Secretariat General for EU Affairs
FPA	Framework Partnership Agreement
FYRP	Roma Youth Programme
GCDO	The Gjirokastra Conservation and Development Organisation
GOfCNGOs	Government Office for Cooperation with NGOs
GONG	Citizens Supervising Voting in an organized manner
GTZ	German Agency for Technical Cooperation

HandiKOS	Association of Paraplegics and Paralysed Children in Kosovo
HD	Help desk
HR	Croatia
HUP	Croatian Employers' Associations
ICT	Information and Communication Technology
IPA	Instrument for Pre-Accession Assistance
ISC	Institute for Sustainable Communities
ISDY	Sustainability and Development of Youth
ISO	International Organisation for Standardisation
KAOS GL	Kaos Gay and Lesbian Cultural Research – Solidarity Association
KEPAD	Human Rights Defence Centre
KS	Kosovo
KUZKA	The North Anatolian Development Agency
LAG	Local Advisory Group
LF	Logical framework
LFA	Logical Framework Approach
LGBT	Lesbian, gay, bisexual and transgendered
LOD	Local Democracy project
MB	Multi-beneficiary
MK	Macedonia
MN	Montenegro
MOBDER	The Association of Furniture Industrialists, Importers and Exporters
MPs	Members of Parliament
MTCYS	Ministry of Tourism, Culture, Youth and Sports
NeLP	Network of Law HIV Prevalence Countries
NGOs	Non-governmental organisations
OGG	Office of Good Governance
OKORUZ	Quality Assurance of Youth Work in the Community
OPM	Office of the Prime Minister
OSCE	Organisation for Security and co-operation in Europe
PADOR	Potential Applicant Data Online Registration
PCM	Project Cycle Management
PQASSO	Practical Quality Assurance System for Small Organisations
PRAG	Practical Guide to Contract Procedures for EU External Action
P2P	People to People
QAS	Quality Assurance System
RO	Regional office
ROM	Results Oriented Monitoring
RS	Serbia
RTP	Regional Training Programme
SAP	Stabilisation and Association Process
SAPD	Stabilisation Association Process Dialogue
SE	Social enterprises
SeConS	Development Initiative Group
SEECHANGE NET	South East European Change Net
SEEPRA	Southeast European Policy Research Association
SEIO	Serbian Office for EU Integrations
SEKO	**Sectoral organisation of civil society**
SEP	**Socio-Economic Partnership Program**
SOKNO	**Quality Assurance System for Non-profit Organisations**
STE	**Short-term Expert**

STGM	Centre for Civil Society Development
TA	Technical assistance
TACSO	Technical Assistance for Civil Society Organisations
ToR	Terms of Reference
ToT	Training of Trainers
TR	Turkey
TÜBİDER	IT Industry Association
TÜSEV	Third Sector Foundation
UNDP	United Nations Development Programme
USAID	U.S. Agency for International development
VAT	Value added tax
ZID	Association for Democratic Prosperity
WBT	Western Balkan and Turkey

Table of Contents

Introduction

The European Union (EU) funded project Technical Assistance for Civil Society Organisations (TACSO) has been implemented for the past four years (August 2009 – August 2013). The project is part of the Civil Society Facility (CSF) whose aim is to strengthen civil society within a participative democracy, as well as to stimulate a civil society-friendly 'environment' and culture in all the Instrument for Pre-Accession Assistance (IPA) beneficiary countries, i.e. Albania (AL), Bosnia and Herzegovina (BiH), Croatia (HR), Kosovo* (KS), the Former Yugoslav Republic of Macedonia (MK), Montenegro (MN), Serbia (RS) and Turkey (TR).

The project's general objective is to strengthen the overall capacities and accountability of Civil Society Organisations (CSOs) within the IPA beneficiary countries and to guarantee the quality of services of CSOs and a sustainable role of CSOs in the democratic process, with the purpose to increase and improve the capacity and actions of CSOs as well as their democratic role. It is expected that by the end of the project:

- the project itself and CSOs' role in democratic processes will be visible to the general public on the national and regional level;
- CSOs' service delivery in relation to democratic processes on the national and regional level will be improved;
- SOs' competences to accomplish their mission on the national and regional level will be enhanced; and
- cooperation and dialogue between CSOs and the government as well as the private and public sector on the national and regional level will be strengthened.

Within the project's set objectives, there are two major dimensions: 1) to respond to the specific needs of the countries. i.e. CSOs, covered by the project within the context of the objectives; and 2) to pull the whole region in the direction of desired changes set by the CSF.

In order to meet the objectives and dimensions of the project, the following project structure was established:

1. a Regional Office (RO) whose role is to coordinate the work of the national offices; provide guidance in project operations, communication and strategic aspects; liaise with the Directorate General for Enlargement (DG ELARG); and develop and deliver capacity development and information sharing through regional events and guidelines;
2. nine national offices, with one office per country (two in Turkey due to the country's size) whose role is to support and address the CSOs' needs in their country related to capacity development and the CSO enabling environment; liaise with the government representatives responsible for cooperation with the CSOs, representatives of the EU Delegations, members of the Local Advisory Group (LAG), staff from the other TACSO national offices, the Regional Office and DG ELARG when needed.

In addition and complementary to the core project structure, LAGs were established in each country where TACSO is operating. The LAGs consist of representatives from CSOs, the government and other stakeholders relevant to civil society such as the media, donors and the private sector. The LAGs' role is to serve as a 'corrective' measure to the activities and services delivered by TACSO, i.e. it is a 'bounce back' body against which TACSO can test whether or not planned project ideas, concepts, and activities will truly correspond to CSOs' needs.

---

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.
  2 Hereinafter referred to as Macedonia

Additionally, through the LAGS, TACSO has ensured that there is greater participation in the plan and design of activities and services.

After four years of project implementation, it is interesting to learn that, perhaps due to its structure, TACSO has grown into an interesting paradigm of a regional project, while at the same time maintaining that it is as much a national project as it is a regional project. TACSO has managed, to a large extent, to respond to CSOs' needs in each TACSO country without jeopardizing the regional dimension and yet when dealing with regional initiatives it has not neglected the national needs. Moreover, national needs are portrayed in to the regional initiatives and some national initiatives are a natural follow up to the initiatives coming from the regional dimension.

The TACSO project has implemented a number of activities since 2009, which can be grouped around the project's four main components:

1. Project and CSO visibility;
2. Support services to CSOs: research, help desk and guidance;
3. Development of CSO's capacities; and
4. Improvement of the cooperation of CSOs with the government and other stakeholders.

The purpose of this report is to capture and reflect on what has been achieved within the project's set objectives, in regards to the national and regional context. The information presented in the report has been compiled from quarterly and interim reports, which were developed during the project implementation on a regular basis; and from other reports, surveys and evaluations carried out by external short-term experts hired by TACSO. It is important to mention that the report is written six months before the end of the project so not all activities or achievements are included in the report.

Findings on TACSO's achievements are grouped per project component, with the difference that an additional component is added, the regional dimension, with the reason being to underline the added benefits of the project's regional dimension. Had the report been written against only the four project components, the wealth of TACSO's achievements in the national contexts would have been presented, but the important benefits, the comparative advantage of the project deriving from its regional dimension, would remain insufficiently perceptible.

The report is written in such a way that it responds to the preferences and time available of each potential reader. For those who do not have time to read a massive document with numerous pages, each component is preceded by a graphical overview of the major achievements of the component. For those who are more interested to engage in TACSO's journey over the past four years, each component of the report offers a greater level of details related to the achievements in each country and the region.

The report has been compiled and written by TACSO CSO EU expert, Jasenka Perovic.

Palle Westergaard
Team Leader
Sarajevo, July 2013

Overview of the Achievements under COMPONENT 1: VISIBILITY

This project is funded by the European Union

SIPU INTERNATIONAL SWEDISH INSTITUTE FOR PUBLIC ADMINISTRATION

TACSO Phase One Objective: The project is visible for and supported by both CSOs and other external stakeholders

TACSO Phase Two Objective: The project and CSOs' role in democratic processes are visible to the general public at the regional, national and local levels

ACHIEVEMENT 1

TACSO developed its brand name and gained importance

Indicators

- 100% of polled in Macedonia* and **89%** polled in BiH in 2010 have heard of TACSO
- 95% of the survey panel believe that TACSO has progressed from 2010 to 2011
- The number of polled CSOs in BiH who have heard of TACSO ↗ from **89%** in 2010 to **100%** in 2011
- Almost **90 %** of **CSOs** believe that civil society **benefited** from TACSO
- Those who see **TACSO** as **relevant** or **essential** to their work ↗ from **63%** in 2010 to **75%** in 2011
- From **82% - 84%** of CSOs would **recommend TACSO** to other CSOs
- The **expertise** of TACSO representatives encountered by CSOs was given the highest gradation "**good**" by most of those polled. The highest mark was given for the point, *"they are well acquainted with EU project issues"*. Percentages ↗ from **72%** in 2010 to **78%** in 2011
- From the end of the TACSO Phase 1 to the end of 16 months of TACSO Phase 2, visibility has changed:
- # of media appearance of TACSO **x 2.6** times or ↗ **for 263%** • # of web page visits ↗ **656%** • # of single visitors ↗ **543%** • # of subscribers to TACSO electronic newsletters ↗ from **334% - 417%**

ACHIEVEMENT 2

Promoted CS and democratisation in the WBT

Indicators

In the period from August 2011 — January 2013

- 50 journalist were involved, as participants, in different TACSO events
- 50% of CSOs who have received Technical Assistance from TACSO on communication with media and PR managed to appear in the media
- TACSO promoted 117 CSO success stories that have appeared 168 times in the media

ACHIEVEMENT 3

Contributed to the improvement of public perception of CSOs

Indicators

Several positive trends in public perception of CSOs
in Croatia:

- Familiarity with the term "NGO" ↗ **6%** and the understanding of the term ↗ more than **20%**
- % of respondents knowing active members of an NGO also ↗ from **14%** in 2007 to **28.5**% in 2012
- % of those who felt some benefits thanks to NGO activities ↗ from **17%** in 2007 to **26%** in 2012.

In Montenegro

- **60%** of citizens perceived **CSO**s as **necessary** and **relevant**
- **50% of** polled perceived **CSO**s as competent, helpful, successful and modern

* Former Yugoslav Republic of Macedonia

TACSO Achievement Report will be available in July 2013.

COMPONENT 1: PROJECT VISIBILITY
Project Visibility – Phase one of TACSO

Under Component 1 of phase one of TACSO, the objective was that the project would become visible for and would be supported by both CSOs and other external stakeholders.
By the end of phase one, the following was achieved:

1.1. Developed the TACSO brand as well as the entire infrastructure and system for information sharing among CSOs in the region in regards to matters concerning the CSO community.

According to the branding surveys conducted in Macedonia and Bosnia and Herzegovina in 2010, 100 percent of those polled in Macedonia and 89 percent of those polled in BiH have heard of TACSO.
According to media monitoring by TACSO national offices, TACSO has appeared 459 times in different media in the region during TACSO Phase One.

# of press clippings / country / reporting period – TACSO Phase One	Interim 1	Interim 2	Interim 3
AL	0	1	17
BiH	7	11	30
HR	0	8	116
KS	6	11	1
MN	7	24	10
MK	4	20	24
RS	15	7	27
TR	0	67	43

Table 1. Press clippings reported by TACSO offices per interim report

The nucleus of the development of the TACSO brand consisted of **five main components:**

1. Development of the TACSO communication strategy- TACSO developed a communication strategy that was used by each TACSO office and provided general guidance as well as a planning framework for each technical assistance (TA) desk's interaction with media. In several cases, the strategy was adapted to the national context and media situation.

2. Establishment of a network of contacts- One of the initial and important tasks for the TA/help desks (HD) was the establishment and subsequent management of contact networks embracing the CSO community, relevant government institutions, media representatives, the private sector and other stakeholders. The kick-offs offered the teams an opportunity to establish initial contacts with almost **1,800** CSOs.

These contacts have, in many cases, been complemented by efforts to meet with smaller groups of organisations or even individual CSOs. A range of information and partnership events, individual consultations and other initiatives have contributed to the expansion of the network. Therefore, the number of CSOs directly contacted by TACSO grew to **5,700** in 12 to 15 months after the kick-off meetings. Apart from the governmental bodies in charge of cooperation with CSOs, TACSO established contacts with approximately **60** additional governmental institutions as well as with all relevant national and local media representatives.

In addition, address registers were established that include a total of 11,949 e-mail addresses from all eight TACSO national offices and 730 from TACSO regional offices.

# of addresses registered to the TACSO mailing list – TACSO Phase One	Interim 1	Interim 2	Interim 3
RO		400	730
AL	700	730	750
BiH	400	520	659
HR	240	604	826
KS	250	700	700
MN	435	600	600
MK	560	660	1056
RS	600	812	1630
TR	3500	4500	5028
	6685	9526	11979

Table 2. Overview of the increase of addresses registered to the TACSO mailing lists

3. Development of promotional material and public relations/communication activities- Substantial efforts have been made both at the regional office level and, in particular, by each TA desk to produce promotional materials. All materials are produced with the TACSO branding concept and include:

- TACSO project brochures for the regional offices and all national offices in various language versions.
- Project flyers and banners in English and national languages, roll-up posters for the kick-off events, pens, notebooks, stickers, signposts, letterheads with logo, envelopes with logo, and similar items.
- Special brochures on grant opportunities for CSOs in Kosovo and leaflets on help desk activities in Macedonia were produced by the individual TA teams.

4. A unified system for production of newsletters- Established a total of 42 newsletters produced by the TACSO national offices and 28 e-newsletters produced by the TACSO Regional Office.

5. Development and updating of the TACSO Web site- the Web page, although regional, is also adapted to national contexts containing parts in national languages for TACSO national offices. It is continuously updated in order to offer the latest information.

# of single visitors and Web page visits throughout TACSO Phase One	Interim 1	Interim 2	Interim 3
Single visitors	1,798	5,681	6,987
Web page visits	2,913	10,087	11,130

Table 3. Overview of the increase in the number of single visitors and Web page visits throughout TACSO Phase One

Project Visibility – Phase two of TACSO

During the second phase of TACSO, the overall objective of Component 1 shifted towards making the project and the CSOs' roles in democratic processes visible to the general public at the regional, national and local levels. The following was achieved:

2.1. TACSO became a recognised brand and gained importance.

TACSO continuously worked on promotion and visibility of the project as well as on offering good quality services in order to reaching out to CSOs.

According to the branding surveys conducted in Macedonia and Bosnia and Herzegovina in December 2011, the project was fairly successful in promoting its services. For example, 95 percent of the survey panel in Macedonia believed that TACSO had progressed from 2010 to 2011, while in BiH the number of CSOs polled, who had heard of TACSO, grew from 89 percent in 2010 to 100 percent in 2011.

In addition, the branding survey showed that in Macedonia:

- Almost 90 percent of the CSOs believe that the civil society benefited from TACSO.
- Seventy-eight percent believe that TACSO is locally relevant and has adapted itself to the needs of the Macedonian environment.
- Over 75 percent see TACSO as relevant or essential to their work, which is higher than the 2010 branding survey of 63 percent.
- The 86 percent of CSOs that believe that TACSO is helpful in gathering information and knowledge for EU projects is fairly high.
- Eighty-two percent have recommended TACSO to other organisations.
- The percentage of those that have been in contact with TACSO has increased including those that have been in contact more than ten times.
- Ninety percent of those polled find TACSO information easy to access.
- More than 93 percent of the CSOs' representatives have visited the TACSO Web page.
- TACSO is seen as a serious source of information for CSOs.

The branding survey in BiH showed:

- Eighty-four percent of CSOs would recommend collaboration with TACSO to another CSO/institution/ media outlet.
- One hundred percent of polled representatives of state institutions, 77 percent of the CSOs and 67 percent of media have visited the TACSO Web site.
- The expertise of TACSO representatives encountered by civil society organisations was given the highest gradation "good" by most of those polled. Seventy-eight percent of that group gave the highest mark for the point that they are well acquainted with EU project issues. In 2010 that figure was 72 percent.
- For non-governmental organisations (NGOs), in both research years, 2010 and 2011, the most common way of encountering the TACSO project was attendance at various conferences and seminars.
- Two-thirdsw of those who attended trainings and seminars believe that they were useful and that they gained a lot of know-how, whereas one-third considered training partly useful. No one said they did not benefit.
- Interviews with CSO representatives confirmed the view from the poll that the TACSO project is a positive factor in the civil society landscape, and it has helped in connecting CSOs with each other.

The project continues to publish printed and electronic newsletters at the regional level, as well as the country level, and the number of subscribers for the electronic newsletter grew to between **40,000-50,000** addresses during the second phase of TACSO. The number of subscribers to the electronic newsletter increased by between **334 percent to 417 percent**, in comparison to the number of subscribers of the electronic newsletter in the first phase of TACSO which was 11,979. In addition, the TACSO newsletters are distributed to several thousand readers in hard copies.

According to press clippings, TACSO was mentioned in the media 1,205 times from August 2011-December 2012, i.e. in the 16 months of the second phase of the TACSO project implementation. This means that the number of appearances of TACSO in the media **increased by 263 percent** by the end of the 16th month of the TACSO One, Phase Two project implementation. This is in comparison to the total number of media appearances of TACSO in TACSO One, Phase One. The media content is **positive towards TACSO** and emphasises its regional component, aims and objectives.

In both surveys, Macedonian and BiH, over 90 percent have indicated that the information from TACSO is easy to access especially via the Web site.
During the first six months of TACSO Phase Two, the Web site registered 74,910 visits and 38,539 unique visitors. From the 7th through the 12th month of project implementation, the Web site registered 71,188 visits and 235,829 page views made by some 37,387 unique visitors. This means that the **number of visits** to the TACSO Web site **increased 656 percent** by the middle of TACSO Phase Two compared to the number of visits at the end of TACSO One, Phase One. The total number of **single visitors** increased by **543 percent.**
Since its inception, the TACSO Web site has had **144,985 unique visitors** with **1,408,808 views** and **307,350 visits.**

2.2. TACSO contributed to the promotion of civil society (CS) and democratisation in the Western Balkans and Turkey (WBT).

TACSO supported CSOs in the region so CS achievements in democratisation became more visible to the wider public. The support can be observed in at least four areas:

1. <u>Involvement of journalists</u> in TACSO and CS activities to educate and sensitise them about CS roles and issues.
2. <u>Promotion of success stories</u> of CSOs.

3. <u>Strengthening capacities</u> of CSOs <u>to interact with media</u> and promote their own agendas.
4. <u>Co-organisation of CS related events</u> where CS achievements are in focus and media coverage is ensured.

Involvement of journalists

Up to January 2013 approximately 50 journalists were involved in different events organised by TACSO. In the majority of its events TACSO included media representatives as participants, thus involving them in CSO related activities such as:

- International Conference on Social Entrepreneurship in Istanbul, Turkey, February 2012.
- TACSO Albania national workshops on Successfully Managing EU Funded Projects; the EU IPA Regional Call for Proposals for the Framework Partnership Agreement (FPA) and Associated Implementation Grants; and CSO sustainability.
- Support of TACSO Croatia for the Panona Fest 2012, which appeared 30 times in the media. It was the major social entrepreneurship event organised by the Association Waterfall (NGO Slap). Funding opportunities for CSOs were provided by the Delegation of European Union (EUD) and the Schueler Helfen Leben Foundation.
- Regional conference: Keeping Up Momentum in Skopje, Macedonia, September 2012.

In addition, TACSO Albania organised informal meetings with media representatives to find practical ways to develop cooperation between media and CSOs, and on how to increase the broadcasting component and visibility of CSO projects funded by the EU or other donors.

Provision of technical assistance to CSOs in the area of communication and public relations

TACSO provided technical assistance to 51 CSOs in communication and public relations from August 2011-January 2013.

- In September 2011, TACSO Kosovo conducted a short survey on the presence of civil society in the national media. Results showed that the media is interested in the work and role of civil society. Furthermore, urban CSOs appear more frequently in the media in comparison to grassroots organisations. Preliminary findings from the survey were included in the needs assessment report and included in the action plan.
- TACSO Serbia supported 12 CSOs by promoting their activities through social networks, by building active and thriving online communities, as well as by utilising existing Serbian web platforms, which are open to publishing news from the civil sector. Fifty percent managed to have one or more appearances on local television, radio, newspaper or online news portals.
- TACSO Turkey assisted several CSOs/platforms in media relations by making contacts with well-known journalists, through the provision of guidance in the content and design of campaign materials, through recommendations for social media relations, etc. TACSO provided technical assistance support to 11 CSOs/platforms, via one-on-one and open call support. Fifty percent of these have appeared in the media in relation to activities assisted by TACSO.

Promotion of success stories of CSOs

TACSO promoted 117 CSO success stories, which have appeared 168 times in the media.

- Through monthly information letters, TACSO Croatia promoted: CSOs hosting round tables during the NGO days, CSOs participating in the Open Door Day, Week of NGOs organised by the City of Zagreb and Zagreb Gay Pride 2012. Other media reported extensively on NGO Days 2012 and on the local level there have been numerous reports on NGOs participating in the Open Door Day. Finally, TACSO Croatia gave special awards to five NGOs that participated in the Open Door Day.
- TACSO Macedonia assisted one CSO media appearance in the daily newspaper, Vest, related to success stories of:

  i. A coalition of environmental CSOs, Front 21/42 (Harmonization of the Society with Nature), Macedonian Green Centre, Eco-sense, Macedonian Ecological Society, Centre for Local Development (CELOR), and Ekoskop, that are working on monitoring the implementation of environmental legislation and policies affecting the environment in Macedonia, as well as ESSENCE, a regional network which engages in stimulating social entrepreneurship.
  ii. The Women's Civic Initiative Antiko, a TACSO local advisory group member, and its EU multi-beneficiary (MB) partnership project for building the capacities of women, and a second story about SOS Children, a beneficiary of the TACSO capacity building programme, published as "The pulse of the civil society organisations".

- TACSO Serbia promoted 19 new CSO success stories using a full range of available social media including Twitter, Facebook, YouTube, etc.
- TACSO Turkey, in the period October-November 2012, featured 17 CSO good practices in a quarterly newsletter and distributed the newsletter to the TACSO contact list of 3,960 and to mailing lists reaching over 29,000 people. Fifty-one new stories about CSO activities have been disseminated via a weekly e-letter to all contacts.
  In addition, the "Not without US" show broadcast, to the wider public in Turkey, the role of TACSO Turkey in supporting the process of drafting a new constitution and the issues that should be included in constitutions, thus contributing to democratisation. Issues discussed included:

  - Sensitisation of the constitution to the needs of lesbian, gay, bisexual and transgendered (LGBT) individuals and to the wider perspective of freedoms and rights as well as social rights.
  - Protection of culture and mother tongue of the Circassian community.
  - Demilitarisation of society and getting closer to a peaceful community.
  - Implementation of the constitutional clauses on equality for women.
  - Inclusion of LGBT individuals in the equality clause.
  - Bringing together civil society and parliamentarians.
  - Creation of a state without ideologies.
  - Improvement of educational standards and quality, and the problem of access to education in Turkey.
  - Disarmament issues in relation to small arms to promote a peaceful society.
  - A system of checks and balances in the government mechanism.
  - Preventative measures against hate crimes in order to deter their recurrence.
  - Oppression of the Alevi people by the system and the need for it to change, as well as how religious teachings should be incorporated in education.
  - Rights abuses during military service.
  - Problems of climate change.
  - Need for protection of biodiversity, organic production and endemic seeds.

- Poor conditions of prisons in Turkey, including conditions for mothers, children and LGBT individuals in prison.
- Quality of the published monitoring report on the constitutional process.

Co-organisation of CS related events

- TACSO BiH co-organised a partnership event led by the America Bosnia Foundation. It received strong media coverage including reports in 15 media outlets, such as Radio Slobodna Evropa and the Voice of America. In addition, one of the major civil society portals in the Western Balkans, OneWorldsee. org, covered the conference and the panel exclusively and published several shorter reports during the conference as well as one major, long report focusing on the output of the conference and the panel afterwards.
- Specific achievements of CSOs/CSO networks relating to strategic planning, approach to communication within membership and platforms of action, which have been promoted in TACSO newsletters.
- TACSO Croatia reported that CSOs engaged in social entrepreneurship were presented twice on a Croatian National Radio show on the International Conference on Social Entrepreneurship in Istanbul. It was co-organised by TACSO in February.
- A report on civil society achievements in 2010 and 2011 was prepared in November 2012 by TACSO Montenegro. The publication contains information on 144 civil society organisations that responded to a questionnaire, through the media and the Web site. An e-mail list was made available to civil society in Montenegro. This publication is intended to inform decision-makers at the state and local level, members of parliament (MPs), representatives of the Government, the public administration, representatives of local governments, representatives of political parties, international organisations, the media and civil society, on the achievements of civil society organisations in 2010 and 2011. The publication contributed to the objective examination of the work of civil society. Such aggregate information about the work of civil society organisations will improve their image in the community and provide an additional incentive to improve communication with all relevant institutions and citizens that can contribute to a better understanding of the role and functioning of civil society organisations.
- TACSO supported activities of CSOs/platforms in Turkey for media coverage and as a result they have appeared 579 times in published newspapers, on Internet news and social media. As an example, TACSO Turkey supported the Conference on Demands for Protective Legislation & National Trans-Network Meetings organised by Pink Life and aimed at promoting equal rights for transgender people in Turkey and specifically the inclusion of transgender rights in new legislation. The conference enabled lesbian, gay, bisexual, transgendered CSOs to develop an action plan towards this goal as well as to network with EU MPs, women's and human rights CSOs. As a result, the LGBT network began one-on-one meetings with Turkish MPs from two political parties who attended the meeting for the inclusion of transgender rights in their agenda. Also, Pink Life received a visit from the Republican People's Party (CHP) to discuss their work and attended a meeting with eight CHP MPs at the parliament with the Kaos Gay and Lesbian Cultural Researches – Solidarity Association (KAOS GL) on the inclusion of LGBT rights in the political agenda. The meeting, supported by TACSO, enabled Pink Life to be included in the Human Rights Defenders working group organised by the Human Rights Joint Platform and the Platform for Legislation on Hate Crimes. Following the event, Pink Life has been carrying out advocacy activities with important achievements. For example, Pink Life organised a press meeting with three MPs from CHP in the Parliament on homophobic statements from the Ministry of Interior in January 2012. The organisation also submitted their position paper for inclusion of LGBT rights in the new constitution to the Parliamentary Compromise Commission on the Constitution. They have also sent their opinions of the new draft law on combating violence towards women and family members to the Ministry of Family Affairs.

2.3. *Contributed to improvement of public perception on CSOs*

The TACSO team in Kosovo has worked very actively with visibility related issues, generating knowledge and understanding of the public perception of civil society as well as expanding the role of CSOs in societal development.

The Institute for Social Sciences, Ivo Pilar, contracted by the TACSO Croatia Office, conducted an assessment of public perception of NGOs in Croatia in April-May 2012, in order to capture the most important changes since 2007. Completed research on Visibility and Public Perception of NGOs in Croatia 2012, is available in Croatian with a summary in English.

Preliminary findings indicate several positive trends:

- Familiarity with the term non-governmental organisation increased six percent and the understanding of the term by more than 20 percent.
- The percentage of respondents knowing active members of an NGO increased from 14 percent in 2007 to 28.5 percent in 2012.
- The percentage of those who felt some benefits thanks to NGO activities rose from 17 percent in 2007 to 26 percent in 2012.

A negative trend was noted regarding the possibility of influencing national level policies. In 2007, only a third of respondents felt that they cannot influence decision-making on the national level through an NGO and in 2012 almost a half of the respondents felt the same. The situation is somewhat better on the local level. The percentage of those who feel that through an NGO they can influence decision-making in their local communities increased from 33 percent to 40 percent.

Public opinion research, The Attitudes of Citizens of Montenegro towards Civil society Organisations, was conducted on a representative sample of citizens of Montenegro during September 2012. The main purpose of this research was to provide insight into the most relevant changes in terms of visibility and attitudes of citizens to CSOs in Montenegro. In most cases the citizens of Montenegro had a positive association with CSOs and primarily saw them as organisations which act in the interest of society and work on issues of problem-solving, which are independent of the government and political parties, and which assist vulnerable groups and fight for human rights. Negative associations, which are present in a considerably smaller number than positive ones, connect CSOs to theft and money laundering, foreign influences and incompetence.

On the basis of the analysis of attributes used to describe them it could be said that among the citizens of Montenegro the existing CSOs, observed as a whole, enjoy a good image. CSOs are primarily perceived as necessary and relevant, considering that they have been described in that way by almost 60 percent of citizens. Also, they have been perceived as competent organisations, which are helpful, successful and modern. Around half of the population chose the above-mentioned attributes.

Overview of the achievements under Component 2:
RESEARCH, HELP DESK AND GUIDANCE

TACSO Phase One Objective: Service delivery of CSOs is improved

TACSO Phase Two Objective: Service delivery of CSOs in relation to democratic processes is improved at regional, national and local levels

ACHIEVEMENT 1

CSOs' needs assessed throughout the WBT region

Indicators

- Total of 900 stakeholders participated in development of the 8 national needs assessment reports (NARs) (450 representatives) and for the updates of national needs assessment reports (additional 450 representatives)
- Legal framework for CSOs, CSO registration and public benefit status • Laws on volunteering and fiscal encouragement of philanthropy • Facilitation of fundraising and tax exemptions • Agreements, government strategies and mechanisms for cooperation with the CSO sector • Institutional cooperation between CSOs and local governments • Government funding of civil society
- Regional compilation of the needs assessment offers in one place comparative overview of all of the elements influencing the CSO enabling environment and CSO capacities

ACHIEVEMENT 2

The TACSO Web site has become a powerful instrument for dissemination of information relevant to civil society organisations in the region

Indicators

Characteristics of the Web site:

- Produced in **9 language**
- Daly updates related to CSF, Call for Proposals, TACSO calls, reports, research, etc.
- CSO database with current total of **514 CSOs registered**
- Roster with current 53 experts who can provide different consultancy services relevant for CSO development
- Overview of EU awarded projects with detailed information
- Social media presence:

  - facebook 1990 likes
  - Linked in 247 followers
  - You Tube
  - twitter 309 followers and 1529 tweets

ACHIEVEMENT 3

TACSO responded effectively and efficiently to on-going, concrete, and 'on-the-spot' needs of the CSOs relevant to the daily operations and to the development of CSOs

Indicators

- Services provided:
  - Trainings • Information events • In-house support • Phone call guidance
- **4900** of e-mail and phone call Help Desk inquiries
- **4145** CSOs supported though the Help Desk
- Topics covered through the help desk and information events relate to:
  - EU/IPA:
  - Support to the CfPs • Support to People 2 People (P2P) • Increasing quality of project proposals submitted • Support in project implementation • Programming • Policy influencing
  - CSO capacity building support:
  - General • Partnership and networking • Operational • Strategic • Media • Funding
  - CSOs cooperation with governments
  - CSOs cooperation with the business sector
- Trainings:
- **370** of delivered trainings • **7735** of training participants • Approximately **50%** of training participants were from rural areas • **78.79%** of trainings were related to capacity building • **21.21**% of trainings were EU related
- Information events:
- **267** of information events • **12,100** of participants (↗ of **69%** from TACSO Phase 2 to TACSO Phase 1) • Approximately **26.5**% of information events participants were from rural areas **59.88%** of information events were related to capacity building • **40.12%** of delivered trainings were EU related

ACHIEVEMENT 4

TACSO is an additional instrument that contributes to the quality of implementation of EU funded projects by providing project guidance and monitoring

Indicators

Within the TACSO Help Desk services (2011-2012), 43 different ways of supporting 80 CSOs were specifically related to the guidance and monitoring of EU projects

TACSO Achievement Report will be available in July 2013.

COMPONENT 2: RESEARCH, HELP DESK AND GUIDANCE
Research, Help Desk and Guidance – Phase one of TACSO

Under Component 2 of phase one of TACSO, the objective was to improve service delivery by CSOs. From August 2009 to August 2011, the following was achieved:

1.2.   For the first time, CSOs needs were assessed with due diligence throughout the WBT.

The needs assessment provided a comprehensive assessment of civil society in each country/territory and its environment, its strengths and weaknesses, its impacts to date and the challenges it faces to further its development. The assessment was comprised of desk research embracing all relevant documentation including legal and financial legislation applicable to civil society, previous civil society mappings and evaluations, situation analyses, policy documents and country-specific academic literature. A consultative stakeholder analysis was carried out by means of numerous site visits, focus groups, interviews and questionnaire surveys with CSOs, government actors, donor organisations and other institutional players including roughly **450** stakeholder representatives.

National needs assessment reports were combined into a regional thematic needs assessment of the needs of the WBT region to establish an enabling environment for civil society including:

- Legal framework for CSOs, CSO registration and public benefit status.
- Laws on volunteering and fiscal encouragement of philanthropy.
- Facilitation of fundraising and tax exemptions.
- Agreements, government strategies and mechanisms for cooperation with the CSO sector.
- Institutional cooperation between CSOs and local governments.
- Government capacities for engaging CSOs in social policy.
- Government funding of civil society.
- The EU, government, civil society triangle.

In addition, the needs assessments looked into CSO capacities at the:

- Operational and sustainability level.
- Level of influencing policies in their respective countries.

All needs assessments are available here.

Various requests have been received from organisations concerning the utilisation of the report. For example, Vita Europe asked for approval to use the report for posting information about Serbia in its non-profit atlas, available here.

1.3.   The TASCO Web site has become a powerful instrument for dissemination of information relevant to civil society organisations in the region.

The regional TACSO Web page was launched in February 2010 and complemented by eight country/territory specific pages in each local language presenting the programme of activities and services offered. The regional page initially was completed as an e-learning tool, which was introduced as a support and follow-up mechanism for the pilot trainings and links to relevant national/territorial databases.

The TACSO Web page contains a CSO database. The creation of a CSO database was the most challenging of all the tasks in the project's Terms of Reference (ToR). After the initial idea to have the database decentralised and based on already available CSO databases, TACSO project management came to the conclusion that such an approach would be unfeasible. Technical constraints as well as data quality concerns contributed to the decision to recommence the work with the intention of building a centrally managed and administered database. Based on further considerations and external advice, a strategy and action plan for the development of the database and its continued maintenance has been created and, consequently, a database was developed at the end of phase one. It is accessed through the Web site and it is open to organisations in the IPA region as well as to those based in the EU. By the end of TACSO Phase One there were no registered CSOs.

In order to promote partnership, information sharing and exchange of ideas and experiences, the TACSO Web page also contains the partnership forum. In an attempt to promote the forum the project has introduced automatic membership in the forum to all new organisations when they register in the database.

The TACSO Toolkit is an online source of information including various TACSO documents, manuals, guides and glossaries as well as documents produced by the EU, the European NGO Confederation for Relief and Development (CONCORD) and other organisations. The TACSO Roster was introduced during towards the end of phase one of TACSO.

In order to further increase the availability of project information TACSO deployed social media. In mid TACSO Phase One, project information became available on Facebook and LinkedIn. Roughly five percent of the visits to the Web page come through the Facebook link. The TACSO YouTube channel is another tool used to disseminate information, which has proven to be an interesting complement to the other communication channels. One of the very first video-clips, which provided information on the new Law of Associations and Foundations, had 35 viewers during the first week after it was posted.

1.4. TACSO responded effectively and efficiently to the on-going, concrete, and on-the-spot needs for development and daily operations of CSOs.

During the establishment of the HD in phase one of TACSO, different solutions were chosen depending on the specific situation and the needs of each country/territory. This included the place where a TACSO office was established along with the range of services offered. In order to respond to the needs of the each country/territory, priorities were established by the LAGs, the needs assessment reports, the provision of support by other projects and institutions, etc.

The TACSO help desks have been providing services on demand in all the beneficiary countries throughout phase one. Help desks have been supporting the CSO community in each country by organising specific trainings, online support or through individual, in-house support. Additionally, when resources allow, the offices provide assistance to other stakeholders. On demand assistance is recorded, allowing the TACSO staff to identify issues and areas of concern to many organisations. In most countries the number of requests has been continuously growing as a consequence of increasing awareness of the availability of support. Particularly high numbers of requests and contacts have been recorded in conjunction with calls for proposals and People to People (P2P) activities. Information relating to frequently asked questions is published on the national Web pages. The examples below illustrate the range of support provided by the TACSO help desks.

The total number of phone calls and e-mails inquiries during phase one was 3300, while the approximate number of CSOs supported during phase one was 1500.

The types of information provided via the help desk during phase one of TACSO were:

Help desk support

EU/IPA

Support to the call for proposals (CfPs)

- IPA Cross Border Programme (CBC) CfPs information
- Clarification, information on where to find the CfP guidelines, application forms and other relevant documents, where to apply for EU funds[3]
- Filling out an EU application form
- Potential Applicant Data Online Registration (PADOR), registration and re-registration

Increasing quality of project proposals submitted

- Review of log frames (LF) for CfPs
- Assistance in project proposal writing

Support in project implementation

- Rules for implementation of EU funded projects
- Value Added Tax (VAT) exemption
- Practical Guide to Contract Procedures for EU External Actions (PRAG)
- Support to multi-beneficiary projects and partnership relations

Programming

- Dissemination of general information on national IPAs
- Project fiche writing for leading CSOs
- Information on EU policies

Capacity building support

General

- Information sharing on training opportunities
- TACSO e-learning tools

Partnership and networking

- National, regional and EU partner search
- Network building
- Managing a platform
- Organisation of partnership and information events

Operational

- Financial management
- Information on annual financial reports
- Accounting services for non-profit organisations
- Legal and policy framework

Strategic

- CSO management
- Organisational development
- Help in designing sponsorship proposals
- Modification of constitutional documents

---

[3] Socio-economic Assistance in Developing Strategy Partnerships, Partnership Action between Cultural Organisations, Partnership Actions to Minorities/ Vulnerable Groups and Organisations, EDHR, etc.

- Results Oriented Monitoring (ROM) methodology

Processes

- Campaign design
- Advice on round table designs and proposals of guests
- Consultancy on participatory consultation methods

Table 4: Types of topics and areas covered by the Help desk services during TACSO Phase One

The following are some of the direct benefits for the CSOs deriving from help desk support:

- One hundred and forty-eight CSOs were supported for PADOR registration with a total of 180 participants from 21 BiH municipalities, out of which 63 CSOs registered immediately in PADOR.
- Out of 21 CSOs supported by TACSO, three have submitted their applications for the Socio-Economic Partnership Programme (SEP) CfP. Of six applications, 50 percent of the total applications submitted to SEP were supported by TACSO Serbia.

TACSO organised 12 trainings in all the administrative units of Albania, regarding the National IPA 2009 Call for Proposals. Six out of nine of the organisations that

- were awarded funding were assisted by TACSO.
- Another achievement worth mentioning is the Cultural Call of Partnership Building 2010, where one CSO benefiting from TACSO Albania services was awarded a regional grant in the position of the lead applicant.
- TACSO Kosovo supported CSOs for European Instrument for Democracy & Human Rights (EIDHR) by providing training, mentoring and in the follow up. Mentoring services were provided until the organisations submitted their final applications. The number of applications received by the European Commission Liaison Office (ECLO) in Kosovo grew from 24 applications in 2007 to 87 applications for EIDHR 2010, and more than 90 percent of funds available were absorbed.
- TACSO Macedonia introduced web streaming to have greater outreach for an information seminar to familiarise CSOs with financial and other support available in 2010. The total number of participants physically present was 90 and the total number of viewers was 162.
- There were ten calls for participation in the P2P programme in Croatia. TACSO assisted the EU Delegation in announcing the calls and in pre-selecting participants. TACSO Croatia preselected a total of 44 CSO representatives out of 154 applications. By and large, the decisions made by the EU Delegation have been in line with the recommendations made by the TACSO office.

> *"Dear Sirs, A few days ago we managed to successfully complete our PADOR registration. In this way we would like to sincerely thank you for your help, because you have enabled me to correct the error I had made in the registration process which had nearly cost me the possibility of registering in PADOR, and thus the possibility of applying for the United Nations Children's Fund's (UNICEF's) latest call for proposals. I would also like to point out that you have been very kind, and that you have shown great dedication and perseverance in your efforts to help me."*
>
> Deputy Secretary of the Municipality of Batočina, Serbia

> *"I would like to thank you for giving us the opportunity through the P2P programme to participate in the study tour on the Role of Civil Society in the Development of Organic Agriculture. The four representatives from Serbia really worked as a team, and I believe we showed expertise and represented the Serbian civil society well. The journey has given us an opportunity to establish a strong network with people from the Balkans and also from Iceland. We have all agreed that this study tour will be the start of establishing an organic agriculture network in the Balkans."*
>
> *Olivera Radovanovic, Green Network of Vojvodina*

- TACSO Serbia managed the application process for six calls for P2P trainings. The TACSO office received 118 applications of which 24 were selected. On average, the programme had five times more applications than selected participants. P2P has raised high interest among Serbian CSOs, and selected participants were open to the idea of delivering follow-up activities. In addition, the TACSO Serbia office has provided follow-up to post study trip activities that involved the preparation of project ideas based on knowledge gained during P2P. In this stage several Serbian participants express their appreciation of P2P related assistance offered as well as their satisfaction with the study visit.

After spending time with a group of NGO representatives from the Western Balkans and Turkey, Aleksandra Selak Zivkovic from the Centre for Social Policy Initiatives, who attended the P2P study tour, European Solidarity against Poverty, stated that she brought back "a good feeling" resulting from interesting, well-balanced seminars with excellent lecturers, an interactive atmosphere and intensive networking.

Gorana Lipnjak from the Croatian Association for a Healthy Work Place and the Croatian Association for Occupational Health who participated in the P2P study tour, Advocating for a Better Policy of Waste Management, expressed that she plans to transfer the acquired knowledge to other members of her CSO and also to everyone interested in waste policy management by organising an event dedicated to this theme. A special event was organised for this information sharing at the end of March 2011.

1.5. TACSO is an additional instrument that contributes to the quality of implementation of EU funded projects by providing project guidance and monitoring.

Project monitoring and guidance is one of the major specific issues in the TACSO ToR. Discussions with the EUDs after the commencement of project activities in August 2010 have made it clear that the needs and requests differ greatly between the countries/territories in this respect. With the exception of Serbia, the emphasis was on guidance and project management support not traditional project monitoring. Although project monitoring and guidance is part of overall help desk services, in order to highlight the contributions of TACSO, the table below depicts the exact TACSO interventions in this segment.

TA desk	Services agreed on and action taken
Albania	Monitoring and coaching of: • Ten Community Assistance for Reconstruction, Development and Stabilisation (CARDS) 2007 and EIDHR projects • IPA 2009 Civil Society Facility - Civic Initiatives and Capacity Building Guidance and TA for grant recipients for: • IPA 2009 • CSF regional EU grants on Socio-Economic Partnerships and a cultural call on procurement issues, contractual obligations, eligibility of expenditures, budget amendments, finance issues, visibility issues and the organisation of the kick-off meeting Organised training course on: • Application procedures for IPA national grants for ten administrative regions of Albania • Successfully managing EU projects- the PRAG Regulations

TA desk	Services agreed on and action taken
	Organisation of the two partnership events in the framework of the IPA Cross Border Cooperation Programme, Albania and Macedonia; Albania and Montenegro with NGOs from both sides of the border
Bosnia & Herzegovina	Monitoring/guidance of projects under: • IPA 2007/IPA 2008- ten projects under Environment and Natural Resources and one project under the Roma Action Plan • Nineteen small-scale projects implemented by United Nations Development Programme (UNDP) under the Reinforcement of Local Democracy (LOD) project
Croatia	Informative workshops on IPA 2009 grant schemes for civil society: • Monitoring and advocacy in the fields of democratisation, human rights, minority integration and sustainable refugee return in the areas of special state concern • Implementation of innovative social service delivery programmes in the areas of special state concern Organised a consultative meeting with beneficiaries of the re¬gional programme, Environment, Energy Efficiency, Health and Safety at Work, to promote the networking of present projects and to provide an opportunity for mutual support and learning Following the IPA 2009 Info Days, five CSOs submitted logical frameworks for review by TACSO for prospective projects Discussed the challenges of partnership in project implementation with EESHW grantees, GONG, Zelena akcija, Croatian Employers Association (HUP) and Association for Biological Research (BIOM) Specific TA needs defined and VAT exemption instructions distributed to ten CSO recipients of grants under CSF Framework Partnership Agreement (FPA) IPA calls on culture, minorities, vulnerable groups and socio-economic partnerships
Kosovo	Six IPA 2008 projects in guidance and capacity building Capacity assessment and two day capacity building training with follow-up visits An individual meeting with the IPA funded project, Association of Paraplegics and Paralysed Children of Kosovo (HandiKOS) Workshops/ information meetings: • A meeting with Kosovar CSOs implementing IPA regional projects, 26 June 2010 • A workshop with CSOs and partners implementing IPA national projects, 26 July 2010 Direct capacity building and guidance for a HandiKOS project funded by IPA on project implementation and organisation of international events Direct capacity building and guidance for other IPA funded projects when implementing activities.

TA desk	Services agreed on and action taken
	As agreed with ECLO, the following trainings were delivered: • Financial management training • CSO management training
Macedonia	Monitoring and guidance to: • Ten regional IPA 2008 projects • Fifteen national IPA 2008 guidance projects Meeting with four representatives of CSOs implementing projects as lead partners under the regional IPA 2008 programme to identify needs for guidance and to clarify expectations on TACSO Meeting with the EU Delegation regarding the need for guidance and to clarify expectations of TACSO Follow-up support to Metamorphosis and Citizens of Macedonia (CISS) IPA regional projects, through meetings related to the preparation of the interim report and an external evaluation A guidance workshop for regional IPA projects providing advice on how to carry out more effective project management. Support to youth entrepreneurship creating a culture of anti-corruption in the private sector [4]
Montenegro	Monitoring and guidance to: • Eight national IPA 2007 projects • Nine regional IPA projects where organisations participated as partners in regional projects • Five EIDHR projects In total, there were 44 visits for all mentioned projects with guidance in internal monitoring including, if necessary, improvement of the LF matrix and development of internal monitoring plans as well as support in problem solving Mediation assistance among partners in one of the EU funded projects which solved a problem and led to the signing of a cooperation contract between the parties concerned Sixteen sessions with CSOs to improve the process of internal monitoring and/or the establishment of an internal monitoring plan and the Logical Framework Approach (LFA) matrix improvements (indicators and source of verification) resulted in the introduction of internal monitoring plans in the project's implementation.

---

[4] Youth Entrepreneurial Service Foundation/Support to Partnership Actions Fight against Corruption, Organised Crime and Trafficking.

TA desk	Services agreed on and action taken
Serbia	Monitored (approx. 40) projects funded by CSF

Based on a request from TACSO Macedonia, TACSO Serbia met with Igor Kostic, a representative from the Initiatives from Prokuplje, to sort out delays in the implementation of the MB project.

In cooperation with the EU Delegation and GOPA, TACSO Serbia has developed procedures for monitoring 27 projects from the call, Civil Society Dialogue

Provided assistance to ten CSOs who were lead applicants under the CSFs, Partnership Action between Cultural Organisations |
| **Turkey** | Guidance and technical assistance provided to regional IPA programmes with Turkish partners:

- Heinrich Böll Stiftung Derneği Turkey Representation
- MOBDER-Turkey
- Association of Public Health Research of Turkey
- Transparency Association

In conjunction with an official visit by a DG ELARG official, visited the following organisations:

- Heinrich Boll Stiftung
- MOBDER
- TUBIDER
- Seffaflik Dernegi

TACSO Turkey assisted these organisations in mediation with a partner organisation:

- Turkey Enterprise and Business Confederation (TURKONFED) on EU external aid procedures including budgeting issues
- Transparency International Association in Turkey on their public relations and communications activities

Continued its assistance in writing a project fiche on Strengthening Civil Society Development and Civil Society-Public Sector Cooperation in Turkey for the next programming stage. The office played a key role in facilitating communications between the five CSOs involved in writing the fiche as well as in streamlining the final document together with the applicant CSOs led by the Civil Society Development Centre (CSDC). |

Table 5: Types of guidelines and monitoring for the EU funded projects covered by the Help desk services during TACSO Phase One

Research, Help Desk and Guidance – Phase two of TACSO

During the second phase of TACSO, the objective of Component 2 changed from improved service delivery of CSOs to improved service delivery of CSOs in relation to democratic processes at the regional, national and local levels. The following was achieved:

2.4.   Updated the needs of CSOs with due diligence throughout the WBT.

Two years after the initial needs assessment was made, the same assessment was repeated at the beginning of phase two of TACSO. It again included 450 stakeholders and looked into CSOs' enabling environments and CSOs' capacities.

2.5.   The TASCO Web site has continued the solidification of its position as a powerful instrument for dissemination of information relevant to civil society organisations in the region.

The regional TACSO Web page together with eight country/territory specific pages has been updated on a daily basis. It features the newest information relevant to CSOs in the region.

Relevant data was added during TACSO Phase Two. For example, the CSO database, which currently has 514 registered CSOs, or the TACSO roster where, after introducing a new policy to allow experts without any specific TACSO experience to register, the number of registered experts has grown to 53 at the time of developing the achievement report.

The TACSO Web page enables an overview of EU awarded projects under different EU grants. The contract number, name and a short synopsis are present for each EU awarded project. Although the partnership forum was established in order to correspond with the needs of CSOs and to provide an on-going dialogue with each other, it is only modestly used by CSOs.

The TACSO Toolkit, an online source of information, has been constantly enriched by new documents during TACSO Phase Two.

Apart from making TACSO available on Facebook (1990 likes), LinkedIn (247 followers) and YouTube, TACSO became available on Twitter in February 2012 (309 followers, and 1529 tweets). The TACSO Twitter feed is particularly active during TACSO conferences, so that those who were unable to participate at the conferences but had an interest in the subjects could follow developments at the conferences.

As a sample of the maximum utilisation of the TACSO Web site, during TACSO Phase Two, a live CSF information session for partnership action call was broadcast by the TACSO Web page.

Overview of topics covered with help desk support in phase two of TACSO:

Help desk support

EU/IPA

Increasing quality of project proposals submitted

- Application procedures for EU funding ANA LINDH Network
- Project cycle management (PCM) using the LFA
- Project cycle management/EU funds/EU applications
- Project proposal writing
- Project proposal writing for a Roma CSO
- Preparation of a call for proposals under IPA 2011 civil society programme
- Empowerment of small and rural based CSOs through nine education cycles on project proposal writing

Support in project implementation

- Implementation of EU funded projects and multi-beneficiary projects
- Successfully managing EU funded projects for EU grant beneficiaries
- Financial aspects of three EU funded projects' implementation
- Financial aspects of multi-beneficiary IPA projects
- Five PADOR workshops
- MB IPA grantees
- EU project implementation
- Development and management of the second module of EU funded projects

Programming

- Three pilot sector consultative mechanisms (SEKO) CSOs
- SEKO training

Policies

- Making PRAG more CSO friendly

Capacity building support

General

- Refreshment training for quality assurance system for non-profit organisations (SOKNO) mentors
- Good governance and organisational structure
- Democracy and gender equality
- Training of Trainers (ToT) on new training and facilitation methodology
- TA workshop
- Monitoring and evaluation
- Four workshops for CSOs, second group, self-assessment methodology
- Project planning
- Developing a volunteer programme
- Volunteer management
- Three future search workshops
- Two project developments
- Roma: Rights Forum; Youth Advocacy; Forum Workshop; Campaigning and Advocacy
- Teambuilding/change management

Partnership and networking

- TA to Legal Anti-Corruption Network
- Capacity building TA to issue based networks
- CSO networks training

Operational

- Two administrative and financial workshops
- Two mobilisation of local resources events

Strategic

- CSO Sustainability- Challenges and Opportunities
- Bringing Civil Society In
- Application of New Models of Support to Persons with Disabilities, Contribution to Reform Processes
- Strategic Positioning/Planning; Network for Building Peace; OLDER BROTHER, OLDER SISTER Network; NGO Council
- Bosna River Basin Investment Fair
- Six organisational management and strategic planning events
- Advocacy and strategic planning
- Seven advocacy, lobbying and campaign events
- Three watchdog trainings with situational testing
- Six young leaders' trainings
- Advocacy and "No Child Brides"
- Two strategic planning events
- Leadership training
- Four events on participation in local decision-making

Processes

- Process of strategic dialogue "Together we are stronger"

Media

- Six partnership and cooperation public relations and communication events, part 1, 2, cooperation with the media
- Two media communication workshops
- Communication and public relations
- Social media for CSOs

Regulatory and Policy related

- Eight legal and fiscal framework events for CSOs- Promoting an Enabling Environment for CSOs
- Three social entrepreneurship events
- Two events for CSO contribution to constitutional change
- Violence law and women's shelters by-law

Government and CSOs cooperation

- CSO/government cooperation mechanisms
- Two ToT for the Theatre of the Oppressed and EU Ministry Officials

Fundraising

- Fundraising
- Identifying potential donors
- Fundraising, donor relations, project writing

Cooperation with businesses
• CSO/business cooperation

Table 6: Types of topics and areas covered by the Help desk services during TACSO Phase Two

The following are some of the direct benefits for CSOs deriving from help desk support during the second phase of TACSO:

- A VAT reimbursement mechanism for CSOs in Albania for IPA funded projects is in place due to the combined efforts of the TACSO Albania Office and the EUD in Tirana.
- Projects were prepared and submitted for the Partnership Programme for CSOs. Following the training, six representatives of CSOs who took part in the training applied for the first time for the calls for proposals, IPA CBC Albania- Kosovo and IPA CSF 2012.
- Fifty members of the Women's Network of BiH are committed to actively exchanging experiences and to acting together more effectively with the public in accordance with the mission of the network, Together we are Stronger.
- Developed a concrete two-year action plan in the form of a logical framework with four six-month periods and seven progress measuring indicators from November 2011 to November 2013 for the OLDER BROTHER, OLDER SISTER Network in BiH.
- Strategic plan was upgraded for the NGO Council.
- The EUD received 72 applications for EIDHR 2011. All of the applicants received support from the TACSO Kosovo help desk in the preparation process for this CfP.
- The North Anatolian Development Agency (KUZKA) launched over ten grant programmes for local stakeholders on tourism.
- Association for Monitoring Gender Quality (CEID) established gender sensitive civil rights monitoring. In addition CEID submitted a project proposal to build the gender mainstreaming capacity of civil monitoring initiatives in Turkey to the EIDHR 2012 call.

2.6.   By providing project guidance and monitoring, TACSO is an additional instrument that contributes to the quality of implementation of EU funded projects.

TACSO received approximately 50 different requests from 80 CSOs in one six-month reporting period. This is helpful in understanding how often service is requested and how important the provision of project guidance and monitoring is to CSOs. Examples of some requests are as follow:

TA desk	Services agreed on and action taken
Albania	Organised two sessions on Successfully Managing EU Funded Projects
	Conducted a monitoring mission:
	• together with the European Commission (EC) and Regional Cooperation and Pro-grammes (D3) DG ELARG representatives to organisations that have benefitted from grants from regional calls for proposals- Partnership Actions for Women's Empowerment and Cultural, thus helping organisations to comply with all EC regulations while implementing their projects.
	• Transparency International

TA desk	Services agreed on and action taken
	Provided assistance to organisations implementing EU funded projects: IPA 2009 national calls for proposals, IPA CBC, IPA Regional Programmes, and EIDHR 2010/2011. Organised ten information sessions for 162 CSOs from ten administrative regions of Albania in the framework of the IPA CSF 2012 Civic Initiatives and Capacity Building call for proposals to explore ways to become partners or associates in projects including PADOR registration; application procedures to establish an organisation; successfully implementing EU funded projects; finding partners for projects at the regional and cross border level; regulations regarding reporting; eligible invoices; and tendering procedures. Organised a monitoring mission to CSOs that benefitted from grants in the framework of the Women's Empowerment and Cultural call for proposals.
Bosnia & Herzegovina	Planned monitoring with the head of the EUD's Section for Social Development, Civil Society and Cross Border Cooperation in BiH and Task Manager for Civil Society and Employment from the EU Delegation for awarded projects under the component, Project Guidance and Monitoring for IPA 2009. Offered TA to eight issue-based networks granted under the call, Support to Issue Based NGO Networks, from March 2012 to June 2013. The eight CSOs and their 45 partners have been completing two online comprehensive assessment questionnaires. Based on the findings, tailored made workshops were organised. The purpose of the TA was for the CSOs to have a greater impact together and to be able to reach a bigger community and greater public. Provided support to two CSOs implementing MB projects, World Vision BiH and South East Europe (SEE) Change Net Organised two guidance/monitoring workshops, World Vision BiH and Partnerstvo za javno zdravlje.
Croatia	Ten CSOs participated in the training on financial aspects of MB IPA projects Two requests for TA came from the implementers of IPA MB projects, one on the use of contingency reserves and the other on the auditing of companies in Croatia During the period September-December, ten projects received project guidance support
Kosovo	In coordination with the EUD, Kosovo has developed a capacity building plan for CSOs implementing EU funded projects. Training focused on financial management and the EU Organised mentoring and guidance visits to all Kosovo CSOs (Aureola, Center for the Protection of Victims and Prevention of Trafficking in Human Beings (PVPT), NGO Qeliza, Union of Independent Trade Unions of Kosova (BSPK), Partners Kosova) implementing projects from the IPA regional grant scheme, Women Empowerment. The visit focused on overall implementation, relationships with partners and financial management.

TA desk	Services agreed on and action taken
	Assistance was also provided to the Institute for Sustainability and Development of Youth (ISDY), which is a regional FPA for overall project management and relations with partners and Arbeiter-Samariter-Bund Deutschland eV (ASB).
Macedonia	Supported nine CSOs implementing regional projects on several issues which included registration of the project within the Public Revenue Office, the procedure for VAT exemption, filling in the A3-P form for the Ministry of Finance, mediating between the project implementer and the outsourcing agency for organising events in the country, and requirements for issuing auto insurance cards.
	Informed CSOs on the mailing list of the following call for proposals, National IPA 2009, Support to Enhancement, Sustainability and Development of an Active Civil Society and Competition for CSOs, announcing that info days about the calls were organised. Information was also distributed regarding the various EU programmes, such as Youth in Action, Europe for Citizens, PROGRESS, Culture, Lifelong Learning Programme, and National IPA 2009
	Organised promotional events for 16 national CSOs that are either leader or partner organisations in the implementation of the regional projects awarded within the CSF partnership programme
Montenegro	Provided support to CSOs focused on PADOR registration, CSO applications for EU funded projects, and financial reporting
	Organised a three-day training on the subject, EU Project Implementation, for 34 CSO representatives focusing on the successful implementation of EU funded projects in Montenegro including EIDHR and IPA
	Supported smaller, less developed CSOs to improve their capacity for the preparation of project proposals for EU funds. The specific objective was to enhance the knowledge and skills of selected CSO representatives from Montenegro in methods, techniques, tools and approaches, using real-case scenarios. This activity included CSOs, mainly from rural areas of Montenegro, with an annual budget in 2011 of up to 30,000 Euro. Support was targeted towards: • The most effective delivery methods and applicable instruments to achieve measurable outcomes • Development of an LF matrix, preparation of the application form, preparation of the project budget
Serbia	TACSO Serbia has completed the Review of Lessons Learned and Good Practices in EU Sponsored Project Implementation and distributed it to all the MB IPA grantees as guidance
	Supported CSO Terras in the implementation of a CBC project and the preparation of tender documentation
	Organised a workshop with 12 CSOs to discuss challenges in the implementation of EU projects according to the PRAG rules and procedures.

Table 7: Types of guidelines and monitoring for the EU funded projects covered by the Help desk services during TACSO Phase Two

Overview of the achievements under Component 3:
CAPACITY DEVELOPMENT

TACSO Technical Assistance for Civil Society Organisations

This project is funded by the European Union

SIPU INTERNATIONAL SWEDISH INSTITUTE FOR PUBLIC ADMINISTRATION

TACSO Phase One Objective: Enhanced competence of CSOs

TACSO Phase Two Objective: Competence of CSOs to accomplish their mission is enhanced at regional, national and local levels.

ACHIEVEMENT 1

Developed and delivered regional and national training programmes tailored to the needs of the CSOs, complemented by traditional and modern ICT delivery channels and increased competencies of CSO participants

Indicators

• Training topics selected on the basis of the 8 national needs assessment reports covering:

• EU fundraising • Developing and managing EU projects • CSO management • Civil participation in the decision-making process • Advocacy and lobbying

• Training enabled knowledge retention and the immediate application of the developed skills and knowledge via:

• Module 1: Regional face-to-face training • Module 2: e-learning coaching and mentoring • Module 3: Follow up face-to-face training

• **66.7%** of the trainees considered that training had served the needs, priorities and mission in enhancing capacities of the CSOs

• **52.8%** of the trainees, considered appropriateness and practicality of the application procedures, announcement, selection, etc.

• **60.6%** of the trainees, considered the training materials and methodology useful

• **50%** of the trainees reported that CSO members from other stakeholders have benefited from training programmes

ACHIEVEMENT 2

Built a network of individuals in the region as a future resource of persons/trainers

Indicators

• **69** participants of the RTP training programme who have completed "Training-of-Trainers"

ACHIEVEMENT 3

Became regional CSO capacity building resource point

Indicators

• **5** training manuals in English were translated in the **8** local languages for:

• EU fundraising • Developing and managing EU projects • CSO management • Civil participation in the decision-making process • Advocacy and lobbying

• **54.5%** of the participants responded that they expect to use TACSO facilities such as the Expert Roster, training materials, further national trainings or other activities

• **Over 10** guidance on various issues

ACHIEVEMENT 4

Organisations outside of the big cities in the region benefited from TACSO's services

Indicators

• Approximately 80% of participants in the TACSO national trainings following the RTP trainings were outside of the big cities in the region

ACHIEVEMENT 5

Enabled and facilitated qualitative and greater participation of CSOs in EU project cycle management matters

Indicators

• Participation of CSOs in:

• Programming IPA national CSF • Consultation meetings for European Instrument for Democracy and Human Rights (EIDHR) Country-Based Support Scheme (CBSS) • Consultation meetings for EU Progress Report

• **79%** of the respondents in Croatia considered that the training did help them in applying to EU funding

• In Albania **30%**, in Montenegro **81%** and in Kosovo* **90%** of the applicants for IPA and EU funds that have been supported by TACSO have been awarded grant contracts

ACHIEVEMENT 6

Have continuously responded to the needs and demands for the capacity building of the CSOs in the region, which further contributed to the improvement of their organisational, strategic and fundraising capacities

Indicators

• Participants in the TACSO trainings immediately applied knowledge gained by developing:

• Advocacy action plans & campaigns • Strategic plans • Sample applications for donors • Service providing plans • EU policy papers • Voluntary base development • Policies and procedures for internal organisation and management • PR strategy, PR messages & expended media outreach

ACHIEVEMENT 7

Facilitated the processes of linking individual interests of CSOs into the wider frameworks of their operations, such as national and regional networks, thus creating a stronger driving force for national and regional breakthroughs

Indicators

All TACSO events are opportunities for networking and partnering

TACSO acted as a broker, facilitator and supporter to CSOs networks and networking

ACHIEVEMENT 8

Motivated and encouraged CSOs to introduce Quality Assurance System (QAS) thereby improving prospects for their sustainability

Indicators

Upon completion of the Regional QAS conference, national conferences and workshops on QAS were organised, guidance and reports on QAS were developed in order to enhance good governance, transparency and accountability of the civil society sector

---

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

TACSO Achievement Report will be available in July 2013.

COMPONENT 3: CAPACITY DEVELOPMENT
Capacity Development – Phase one of TACSO

Under Component 3 of phase one of TACSO, the objective was that the project would enhance competencies of CSOs.

By the end of phase one, the following was achieved:

**1.6.	TACSO contributed to strengthening the capacities of CSOs by developing and delivering regional and national training programmes tailored to the needs of CSOs and complemented by traditional and modern Information and Communication Technology (ICT) delivery channels.**

As a result of the needs assessment process training programmes, including curricula, manuals and guidelines have been developed for five subjects of relevance to all beneficiaries:

- EU fundraising for pilot training.
- Developing and managing EU projects.
- CSO management.
- Civil participation in the decision-making process.
- Advocacy and lobbying.

Approximately 200 national courses were delivered during phase one of TACSO One.

In order to maximise the retention of knowledge gained during training, courses were comprised of face-to-face training and individual and practical work delivered in three modules:

Module 1: Two regional face-to-face three-day training sessions designed and conducted on the basis of a participative methodology, "learning by doing".

Module 2: Comprised of individual home-based practical assignments where trainers assisted participants in their work on individual assignments. Assignments were accessed through the Web page using TACSO e-learning tools. This enabled interaction among the trainers and other trainees including access to teachers' notes, guidelines and various other documents of relevance for the course subject.

Module 3: A National training session, approximately two months after Module 1 regional training, organised by national TACSO offices, which were requested to develop national training plans to incorporate the subjects covered by the regional training and adapted to local conditions. For the purpose of knowledge dissemination resident advisers planned these trainings together with the trainees from the regional trainings. The regional trainee groups became resource persons in the national programmes.

During Module 3, the participants presented their work, shared their experiences and underwent a training of trainers' component, which prepared the participants and ensured the sustainability of the dissemination of knowledge through subsequent national trainings. Upon completion of the training, participants were expected to make themselves available and conduct "repeater courses" in their own country/territory.

TACSO's Regional Training Programme (RTP) was evaluated in June 2011, by two external evaluators near the end of phase one. The following are the findings of the evaluation report[5] :

---

[5] Reports from the training programmes have been produced and published on TACSO's Web page here. The reports from the four regional trainings conducted during the period March-August are also available on TACSO's Web page.

Relevance:

The programme design addressed the needs of the CSOs in the targeted countries as identified through the needs assessments. A participatory approach has been adopted ensuring adequate stakeholder involvement. The three-module training design in two different countries is innovative for the region, which substantially contributed to the trainings' regional dimension. The main strengths of the training programme were related to having: a pilot training that has enabled modifications to the training methodology; a ToT element to support national trainings; a balanced participation from rural and urban CSOs and gender balance of the participants. The design of the regional and national trainings was well balanced to ensure the participation of rural and urban CSOs and gender balance (50 percent) of participants. At least one third of the selected CSOs were from rural areas, which adds significant value to rural societies.

Relevance	Strongly agree	Agree	Somewhat agree	Disagree	Strongly disagree
As indicated in the training needs assessment of CSOs, the TACSO Regional Training Programme has served the needs, priorities and mission in enhancing capacity to develop and deliver national training activities	22.2%	66.7%	11.1%	0	0
The structure of your participant group was balanced in terms of competences, networking and cooperation	27.8%	41.7%	27.8%	2.8%	0
The three-module design of the RTP was an appropriate design for your purpose	19.4	61.1	19.4%	0	0

Table 8. : Overview of the evaluation of the RTP regarding its relevance

Efficiency:

The evaluation findings for the implementation during the four months between February and May 2010 reveal that the five training programmes took place in a smooth, timely fashion in six locations with 86 participants from the Western Balkans and Turkey.

Overall, the five programmes were efficiently implemented with appropriate input and delivered the planned outputs with satisfactory quality.

All activities were implemented as scheduled, particularly, selections of topics, trainers and participants, announcements and delivery of the training programmes, logistics, training reporting and evaluation. Sufficient numbers of qualified staff were allocated at all of the TACSO regional and national offices with a balanced task distribution ensuring the quality and quantity of all the training programmes above the targeted indicators. Another timely and appropriate input was provided by the project Webmaster and the Communication Officer at the TACSO Regional Office in order to (i) design the Web page, e-learning and e-coaching, (ii) upload the necessary inputs such as descriptions, announcements, open calls, training materials, training curriculum, training expert roster and relevant reports, and (iii) update the necessary information within the Web page and its links.

Visibility was satisfactorily achieved. Other inputs, such as trainers, training materials and on-line facilities were of high quality and provided on time. Interviews demonstrated adequate, efficient use of budgets.

Efficiency:	Very high/ Strongly agree	High/ Agree	Sufficient/ Somewhat agree	Low/ Disagree	Very low/ Strongly disagree
The extent of timelines for the delivery of the training sessions and training modules	22.9%	34.3%	40%	2.9%	0
The content and usefulness of the training modules for the purpose of ToT	15.6%	28.1%	43.8%	12.5%	0
The quality of the follow-up training course and its coaching in terms of usefulness for your national training activities	8.6%	31.4%	40%	20%	0
The extent of e-learning tools as a timely, useful and updated source of information with sufficient content and format	8.6%	28.6%	40%	20%	2.8%
The appropriateness and practicality of the application procedures, including announcements, selection, etc.	33.3 %	52.8 %	8.3 %	2.8	2.8

Table 9. : Overview of the evaluation of the RTP regarding its efficiency

Effectiveness:

The regional training programmes have been highly effective. They have achieved the generally expected results. They served to develop capacity for almost all the participants. They created a regional platform for cooperation, even resulting in development and implementation of joint projects.

All of the main training outputs have proven to be beneficial and very widely and effectively used by the participants.

The design supported the effectiveness of the three-module approach, including a pilot training on EU fundraising, by identifying the level of training (basic/advanced) as well as by adapting the content and training facilities accordingly. The selection of different locations for each training programme supported the effectiveness of exposing the participants to different CSO cultures in different countries.

The third module for follow-up presentation of home-based assignments is reported to have been very effective. Learning by doing and sharing of experiences while developing presentation skills through openly criticised performances helped many participants. However, the limited time for ToT in each of the training programmes proved to be less effective for those with a limited training background. Adequate monitoring has contributed substantially to the effectiveness.

Most of the trainers were assessed by the participants as very strong with a high level of knowledge and experience. The diversity of the trainers as international and local experts offered different aspects of the topics for the region. The evaluation interviewees confirmed that trainers of the three courses were particularly effective in motivating the participants, transferring information, coaching and following up on their assignments.

The national offices effectively supported the realisation of the national training course commitments of the participants. Participants' high satisfaction with their communication with national office staff, particularly for

national trainings, reflects their contribution to effectiveness.

It was stated during the interviews that increased skills and knowledge of advocacy have encouraged CSOs to cooperate with the media. Similarly, those interviewed confirm that the Regional Training Programme enhanced their knowledge via networking and sharing of experiences with other CSOs.

The training materials and their translated versions ensure the quality of the replicated national training programmes in enhancing their roles. Videotapes recorded during the regional training programmes supported effectiveness and sustainability by contributing to the quality of the national training programmes.

The main outputs delivered for the achievement of results covered a wide range of training tools, such as the training materials, e-learning platforms, Web page with well-developed documentation including video clips, e-coaching, the TACSO Course Catalogue 2010-2011, and an expert roster almost all of which proved to be beneficial and very widely and effectively used by the participants both for the regional and national training programmes.

Efficiency:	Very high	High	Sufficient	Low	Very low
The extent that the TACSO RTP has increased the institutional capacities of CSOs	3%	48.5%	42.4%	6.1%	0
The extent to which the TACSO RTP has served as a suitable tool for developing your training capacities for conducting national training activities	9.1%	57.6%	24.2%	6.1%	3%
The usefulness of the training materials and methodologies introduced during the training sessions in the development and implementation of your practical assignment and national training programme	9.1%	60.6%	21.2%	9.1%	0
The usefulness of the training curriculum and TACSO Course Catalogue 2010/2011 for developing the national training programmes	3.4%	51.7%	37.9%	6.9%	0
The usefulness of TACSO expert roster on-line for the national training programmes	6.9%	51.7%	31%	6.9%	3.4%
The benefits you would expect from translating the training materials into your local language	25.8%	38.7%	29%	3.2%	3.2%
The extent that the TACSO RTP has served to enhance knowledge via networking and sharing of experiences with other CSOs	18.2%	33.3%	36.4%	9.1%	3

Efficiency:	Very high	High	Sufficient	Low	Very low
The level of benefit of the on-line support and/or coaching received from the trainers and/or help desk for your national training activities	9.1%	36.4%	30.3%	24.2%	0
The level that your CSO members or other stakeholders have benefited from your national training programmes	18.8%	50%	29.1%	3.1%	3

Table 10. : Overview of the evaluation of the RTP regarding its effectiveness

Degree of Change/Impact:

The regional training programme created a significant impact on the participants and on the CSOs themselves in several aspects such as capacity building for developing projects, actions, etc. The programmes developed cooperation and partnerships while contributing to the overall objective of the TACSO project, "to increase and improve the capacity and actions of CSOs as well as to improve the democratic role of CSOs".

Participants already equipped with a good level of training skills could enhance their capacity through the ToT element of the regional trainings and deliver national training courses. On the other hand, those with very limited training skills could only enhance their competence to serve as co-trainers for the national training programmes as well as for delivering in-house trainings. The interviews with the participants also confirmed that the impact is significant since the training course topics directly addressed the issues that they are active in and on which they need capacity development given the political and social developments in the region. Another strong prospect for impact has been the creation of a communication platform for the participants, likely to lead to further positive changes in their democratic roles within the region. Networking among the participants' CSOs has already been built informally and almost all the participants have been sufficiently sharing information and experiences to create cooperation in the future to prepare IPA funded projects.

Turkey
- *Twenty-six participants in the Advocacy and Lobbying training practiced developing advocacy plans for their own projects.*
- *Sixteen participants in the Strategic Planning and Fundraising training developed a fundraising strategy for their association.*
- *Twenty-six participants in the CSO Leadership Communication and Fundraising course prepared sample applications for donor funding.*

Kosovo
- *One hundred and eighty grassroots organisations attended consultative workshops in five regions of Kosovo discussing their capacities and how TACSO could meet their needs in the near future.*
- *Sixteen Serbian and Bosnian minority NGOs benefited from the training course on Preparation and Management of the EU Funded Projects organised in Mitrovica.*
- *Twenty-three grassroots organisations benefited from CSO management training.*

Macedonia
- *Six CSOs prepared advocacy action plans.*
- *Seven organisations developed new strategic plans.*
- *Twenty CSOs from across the country engaged in new partnership action projects.*

Complementing the above developments, immediate changes in some of the participants' experiences in their CSOs have already been observed during the training programmes. The development of new strategies or enhancing their present strategies during their home–based assignments and at the follow-up sessions has strengthened their CSOs' democratic roles.

Some of the participants have prepared real case studies such as advocacy and lobbying strategies, real project proposals for obtaining EU funds, strategies for CSO management or civil participation in decision-making in their own local areas.

Furthermore, the questionnaire also confirms that the training programmes have had a significant impact at the local level. From the questionnaire, 84.4 percent of the participants have advised other CSOs to benefit from the TACSO regional training materials available on the Web page as well as from the TACSO help desks, thus enabling a multiplier effect in their societies.

The responses to the questionnaire also reveal that 71 percent of the participants have developed projects, activities, movements, etc. in their CSOs to bring positive changes in their societies, which are attributed to the impact of the regional training courses.

Serbia
- *Between 70 to 80 percent of all training participants reported to have completed follow-up assignments, i.e. deliverables the participants needed to produce in the weeks after the training period to ensure full transfer of knowledge and practice of gained skills.*
- *Seventy-three percent of all participants of the CSOs as Social Service Providers training produced an advocacy and service providing plan for their organisations.*
- *Eleven LFA matrix final drafts were produced after the Project Proposal Writing and Implementation for EU Funds training.*
- *Eighty percent of all the participating CSO representatives did the assignments they had taken on.*
- *Five advocacy campaigns were created by the participants after the national training on Advocacy and Lobbying.*
- *An EU policy paper was developed for each of the four CSOs as Service Providers trainings in the area of Rural Development, Local Development and Ecology. Seventy representatives from 70 organisations participated in these training*

Impact	Very high	High	Sufficient	Low	Very low
The extent to which the TACSO RTP has contributed to the empowerment of your CSO in terms of its democratic role to make some difference in your society?	12.9%	35.5%	32.3%	12.9%	6.5%

Table11.: Overview of the evaluation of the RTP regarding its impact

Sustainability:

Sustainability was estimated as somewhat vague due to the limited financial and institutional capacity of the CSOs in almost all of the eight, targeted countries.

Most of the participants were willing to deliver training to other CSOs on the topic they were trained as trainers on. At least ten percent of the participants are willing to utilise their developed capacity in the further practices of their CSOs and to deliver in-house training. They have a great need for regional networking, cooperation and partnership to enhance their democratic roles in their societies and among the societies within the region.

The TACSO Regional Office provided several training conditions to ensure sustainability of the national trainings. TACSO made several training components available for the participants and the CSOs, such as, a trainer roster, Course Catalogue and training curriculum, training materials and training manuals. These are all uploaded to the Web site and are easily accessible by the CSOs at any time. The questionnaire results confirm that 83.9 percent of the participants expect that their CSOs will be making use of these TACSO facilities for their future national training programmes or for other similar activities. The interviews show that the CSOs are willing to establish

cooperation and partnership with other CSOs at the regional level, which is likely to contribute to sustainability.

The local advisory groups in all of the eight countries have been strongly in favour of the regional training programmes. However, this depends on the availability of human and financial capacities of the LAGs. Furthermore, in each of the targeted countries, there is a need for support from the governments or higher decision-makers at the policy level to enable sustainability of the regional training programmes.

Sustainability	Very high	High	Sufficient	Low	Very low
The extent that you expect your CSO will be making use of the TACSO help desk support for your future national training activities	12.5%	43.8%	37.5%	3.1%	3.1%
The extent that you expect your CSO will be making use of TACSO facilities such as Expert Roster, Course Catalogue, e-learning for your future national training programme or other activities	12.1%	54.5%	27.3%	6.1%	0
Your level of expectation to access and receive EU financing or other resources in order to further develop the democratic role of your CSO	31.3%	40.6%	28.1%	0	0
Your level of expectation to build new or continue existing partnerships and cooperation with other local and/or foreign CSOs in order to further develop the democratic role of your CSO	33.3%	39.4%	24.2%	3.0%	0

Table12.: Overview of the evaluation of the RTP regarding its sustainability

1.7. TACSO built a network of individuals in the region as a future resource of persons/trainers.

TACSO used a transparent, participatory, inclusive and quality driven approach when selecting participants for the trainings.

CSOs from all beneficiary countries/territories were invited to nominate participants through an open call procedure published on the Web page. This approach ensured quality driven selection as well as the building of a network of individuals in the region that could later serve as resource persons/trainers.

Two hundred and seventy-nine applications were received for the pilot training that started in early February 2010.

For the remaining training programmes participants were selected based on a set of defined criteria. A total of 69 participants were selected to participate with two CSO representatives per country and four from Turkey. In total, the project received 641 applications, with 24 percent from rural areas.

In some cases where a training programme is delivered for a specific target group, for example members of a certain organisation, the task of nominating trainees is given to that organisation. To simplify the process of identifying suitable trainers some of the TACSO teams have established pools of experts that are available for short-term assignments. In these cases, the members of the pools have also responded to open calls. Similarly, the Web page includes a feature whereby experts can request to be included in a TACSO Expert Roster online.

1.8.   TACSO is positioned as a regional CSO capacity building resource point.

During TACSO Phase One a wide range of training tools were developed, such as:
- Six training manuals six;
- Ten guidance manuals;
- E-learning platform;
- Expert rosters

almost all of which proved to be beneficial and very widely and effectively used by the participants both for the regional and national training programmes.

1.9.   Organisations outside of the big cities in the region benefited from TACSO's services.

TACSO reached out to organisations beyond the borders of the big cities when delivering regional and national trainings.

For example:
In Bosnia and Herzegovina, approximately 260 people have benefitted from 14 different courses conducted during one six-month reporting period. Subjects covered by the interventions include Developing and Managing EU Projects, CSO Management, Citizen's Participation in Decision-Making Processes, Advocacy and Lobbying, and Fundraising. With a few exceptions the training has targeted CSO representatives. The intention has been to deliver training to smaller, rural based organisations. Courses have been conducted in Banja Luka, Zenica, Livno, Bijeljina, Goražde, Doboj, Srebrenica, Sarajevo and Trebinje. Three examples of courses conducted illustrate the level of interest and the approach applied in terms of attempting to reach out:

- A one-day training on Developing and Managing EU Projects – Introduction to IPA and LFA delivered in six towns. The total number of applications for this course from CSOs was 132 of which 98 CSOs actually participated. The target group was CSOs from the areas near the targeted cities and organisations without prior experience in applying for EU funds.
- one-day basic training on CSO Management in Doboj – There were 23 applicants and 19 CSOs participated. The target group was insufficiently developed CSOs and newly established organisations, which did not have experience in management and strategic planning.
- A two-and-a-half-day training on Developing and Managing EU Projects in Sarajevo – There were 64 applicants of which 20 CSOs participated. Target groups were mid-developed CSOs from different parts of Bosnia and Herzegovina with some practical experience in applying for EU funds, for example, organisations that applied but did not receive financial support for their projects. A further requirement was that they had participated in one of the TACSO trainings on PADOR and LFA registration.

In Turkey, the national training programme was adapted to address local needs by providing a multiple module training that covered many of the components of CSO needs. Under this tailor-made CSO leadership programme, participants attended three modules where they covered strategic planning, project development and management, fundraising and communication. Also, in the reporting period TACSO Turkey provided seven trainings in Canakkale, Balikesir, Ankara and Istanbul reaching 153 participants. In all of these trainings, the target group was local CSOs functioning mainly outside of large cities. Covering 24 out of 81 cities, 126 out of 153 participants were from the cities other than Ankara and Istanbul. An average of 80 people applied to each training, which also increased TACSO visibility. TACSO Turkey also provided capacity building assistance to platforms such as the Platform against Hate Crimes for campaigning and the Platform for the Creation of a World Handicapped Union for internal functioning and preparation of an international conference.

> *Testimonials by participants:*
>
> *"I have gained serious experience and knowledge and now I have an idea of how to transfer them to my working area."*
>
> *"I now feel ready to do many things. I raised my awareness even when we were eating or dancing with new people, sharing in joint happiness and the power of women. I am much more confident now."*
>
> *"It is very important to gather women from different areas, ideas and locations. Being together is a chance to open communication channels. We are, in a way, establishing a new communication network."*

Capacity Development – Phase two of TACSO

During the second phase of TACSO, the overall objective of Component 3 remained similar to the first phase. The only difference was that the CSO competences to accomplish their missions were enhanced not only on the national level but at the regional level as well. The following was achieved:

2.7.   TACSO enabled and facilitated qualitative and quantitative participation of CSOs in EU project cycle management matters.

As a continuation of the TACSO capacity building programme from phase one, TACSO enabled qualitative and quantitative participation of CSOs in EU project cycle management matters throughout the second phase.

- TACSO **Albania** provided:

  - Assistance to the EUD in the programming of IPA CSF 2012/2013 Project Fiche for Albania distributing project fiche from its database to 850 CSOs and consolidated input from CSOs for the delegation to follow up.
  - Support to the EUD in Tirana for the EIDHR Country-Based Support Schemes (CBSS) 2010/2011 including consultation meetings with CSOs, training sessions for applicants while the call for proposals was open during January-March 2011 and support through the help desk and capacity building for the ten successful grantees of this call on How to Manage EU Funded Projects.
  - Assistance to CSOs benefitting from EU grants including IPA Partnership Actions' calls for proposals.

> - *At least 30 percent of applicants applying for IPA and other EU funded instruments who are trained by TACSO Albania have been awarded grant contracts.*
> - *At least five CSOs assisted by TACSO Albania entered in partnerships for EU Regional Calls for Proposals – CSF Partnership Programme for Civil Society Organisations.*
> - *More than ten CSOs in Albania benefited from TACSO support on concrete development of EU funded projects.*
> - *The number of small and rural CSOs in the TACSO Albania database increased by ten percent from March to May as comparison to TACSO One.*
> - *Albanian CSOs received EU funding for the first time as a result of TACSO support: Help the Life Association and Academy of Political Studies.*

- Continued assistance to previous trainees of the Managing EU Funded Projects training to successfully manage implementation of projects, as well as on how to improve their partner search capacity to develop project proposals for EU funding.
- Support in strengthening the dialogue between the EU and CSOs, in particular small, rural and grassroots CSOs. In September 2012, a meeting was organised with the representatives of the European Commission, D3/DG ELARG, Mr Robert Nelson and the Programme Manager from the Delegation of the European Union to Albania, Mr Stefano Calabretta. The meeting aimed to increasing information for CSOs on the EU Support Mechanisms that are offered to CSOs both on the regional and national levels. More than 36 organisations working in the field of education, vulnerable groups, minorities, women, youth, children and the environment attended the event. The meeting represented a unique opportunity for Albanian CSOs to get a clearer view of EU policies in Brussels and Tirana regarding civil society. It also served as a means for them to transmit the challenges they encountered in their everyday work with EU projects. Participants highlighted their appreciation for the dynamic dialogue established between the EU and themselves and expressed their concerns regarding the practical problems and challenges they are facing in the course of managing EU grant contracts.
- Modules for two, three-day training sessions for successful contractors of EU funded projects that have been awarded EU grants under various CfP (IPA CBC, IPA Regional CfP, EIDHR CBSS) based on high demand from CSOs.
- Three-day training programmes in Albania for 14 network members from the Ana Lindh Foundation on How to Successfully Apply for EU Funding – Application Procedures. The overall aim of the training was to increase the capacities of the network members on how to prepare successful project proposals in the framework of IPA funding. Participants expressed that the training helped to create an overview of the steps to undertake, the issues of concern, and suggestions to overcome difficulties. Almost all participants evaluated the information sessions and the approach used by the trainers as very useful. In particular, they highlighted their communication style and the clarification of many details of application procedures.

- According to a survey on quality of services conducted by TACSO Croatia in September 2012, of 157 who participated in training during the first phase on proposal writing and management of funded projects, 93 (60 percent) responded to the survey. Among the respondents 79 percent considered that the training did help them in applying for funding. In the period of a year or more beneficiaries have applied on average for between one to three calls. Almost half of the respondents (47 percent) succeeded in obtaining funds for their organisation, most of them in the amount of 10,001-50,000 EUR (15 percent), and quite a few above 100,000 EUR (15 percent).

Participants in one of the trainings on financial aspects of MB IPA projects organised by TACSO Croatia responded to the question: What did you learn that you will use most in the future? They answered:

'Useful tools – cash flow, detailed cost recording and project inter-financing.'
'I will use all in order to improve project and organisational finances.'
'Specific tips for successful implementation of project and for successfully overcoming project implementation obstacles.'
'Useful tools.'
'Newly acquired knowledge of Croatian accounting procedures and rules.'
'Instruction for co-financing.'

Furthermore, in the evaluations participants suggested the following:

- *Continue with advanced trainings, with same trainers as in this workshop, who have excellent cooperation, successfully transfer knowledge and build good group cohesion;*
- *Send updates to participants on the changes in project and Croatian law financial procedures;*
- *Organise a project proposal writing training;*
- *Organise project implementation training at the beginning of project implementation;*
- *Organise financial aspects workshop about the impact of Croatian laws and procedures on EU project implementation.*

- TACSO Kosovo organised:

  - A consultative meeting with CSOs for IPA programming in 2013 with the Ministry of European Integration.
  - Three trainings on the topic "How to get funds from the EU- Preparation of the Concept Note" in Istog/Peje, Prishtine, Shterpce in May-June 2012 with a total of 56 participants of whom 55 percent were from rural areas. Participants were selected from applicants to the call for proposals 'Civil Society Facility for Kosovo". The objective of the training was to address weaknesses in the application process. Training curricula were designed in close collaboration with EC task managers. Training sessions featured practical examples and simulation of an evaluation process. A separate training session, Do's and Don'ts, was directly delivered by EC evaluators with concrete examples to practically explain and teach the application process.

  > *The number of received applications under the EIDHR 2011 in Kosovo call was 71. Based on the feedback from the EUD in Kosovo, the number of quality proposals has increased in comparison to previous CfPs. A good number of applications lack focus and innovative approach. This weakness was directly addressed in trainings delivered after receiving this information from EUD.*
  >
  > *As a result of the trainings and TACSO information and training assistance to CSOs in Kosovo the number of applications for EIDHR 2009-2010 has increased to approximately 80, while in the EIDHR calls of 2007 the corresponding number was 31 and in 2008 it was 32.*

  - October 2012, two trainings were held on Financial Management of EU Funded Projects and EU Visibility Rules. Project managers and financial managers of the projects funded under the national EIDHR grant scheme and the regional CSF grant scheme, Empowerment of Women, attended this training. Twenty-eight participants from 16 CSOs and 13 enterprises were present. Partner organisations also benefited from this training. TACSO organised additional training to assist new entrepreneurs in managing their projects granted under the rural grants scheme. Training curriculum was focused on principles of overall management and specifically financial management and visibility rules of EU funded projects. The participants jointly studied the general conditions of the grant contact, PRAG rules and compliance with applicable Kosovo legislation. The EU communication and visibility manual, communication strategy, visibility plan, public relations strategy and promotional materials were part of the training programme.
  - Launched five wining projects of the CSF Kosovo national grant scheme. Ninety percent of the grant beneficiaries attended the TACSO training, How to prepare an EU funded project, organised at the time when the call was launched to help CSOs in their application process. TACSO engagement with LAG and civil society in introducing partnership as a MUST in the eligibility criteria enabled six grassroots partner organisations to win grants for the first time and implement their projects in partnership with their applicants/partners under this call.

- From March to August 2012 the EU Delegation organised two consultative meetings with CSOs regarding EIDHR priorities and EU country progress reports. Participation of CSOs at these meetings was mobilised through the TACSO Macedonia Web page and invitations were sent through the TACSO mailing list. The majority of participants at these events were CSOs that participated in TACSO Macedonia events and trainings.

- TACSO Montenegro organised two trainings:

  - Development and Management of EU funded projects (two modules) for small and rural with a total of 25 participants;
  - Two sessions with a total of 46 participants on Democracy and Gender Equality for CSOs that does not focus on gender equality issues.

> *EUD in Montenegro was awarded a re-granting project for less developed CSOs. Among 51 CSOs that applied, 11 projects were awarded and nine of them were organisations that had participated in trainings organised by TACSO Montenegro.*
>
> *! A good example of TACSO achievements and cooperation with EUD that adjusted financing schemes for less developed CSOs.*

2.8.   TACSO continuously has responded to the needs and demands for capacity building of CSOs in the region, which further contributed to the improvement of the organisational and fundraising capacities of CSOs.

TACSO Albania organised a three-day national workshop in November 2012 on Civil Society Organisations' Sustainability- Challenges and Opportunities. The Workshop gathered over 30 CSO representatives from the regions of Tirana, Durrës, Elbasan, Fier, Vlora and Gjirokastra working in the fields of education, support to vulnerable groups, environment, media and human rights protection. The aim was to strengthen the overall capacities of civil society by providing insights into different aspects of sustainability, to share positive experiences and best practices that exist in this field in Albania and in the region. Participants were introduced to various aspects of CSO sustainability, going beyond financial sustainability, highlighting and analysing examples of best practices. In addition, the participants had the opportunity to increase knowledge and assess the added value of working in partnership with local and public sector institutions and the private sector. Following this national event, the Manual on CSO Sustainability was prepared to explore and present various aspects of CSO sustainability that go beyond financial sustainability. It also analysed possible ways to establish and develop partnerships between civil society organisations and public/local institutions, including business organisations.

TACSO BiH organised the first educational cycle for approximately 150 participant representing 77 CSOs with two participants per organisation from rural areas whose project proposals had been rejected by the EU. Participants were selected through an open call. The education programme was tailored to the needs of the participants based on the findings of the TACSO Needs Assessment and the findings of the LOD project. It consisted of three parts: 1) mentorship, 2) a two-day workshop for two representatives per organisation, 3) a final joint workshop with all CSOs. Upon completion of the education cycle participants were able to:

- Diagnose problems with their proposals.
- Redesign project proposals for 77 CSOs by re-examining accompanying problem statements and log frames.
- Develop an internal monitoring system for redesigned project proposals.
- This training cycle was followed by a second education cycle focusing on project cycle management/project proposal writing and towards domestic sources of funding involving CSOs from the first educational cycle.

TACSO **BiH** has supported capacity development through innovative collaboration arrangements. In February 2013, the project provided support to six networks supported under the IPA 2009 call, Support to Issue-based NGO Networks. Prior to the training, participants completed an online, comprehensive assessment questionnaire, one designed for applicant organisations and another designed for partner organisations. Based on the findings,

tailored-made workshops were designed and organised for 25 participants. The workshop enabled participants to explore the differences in perceptions about managerial practices, structures and policies aimed to enhance the efficiency of networks and advocacy projects. The workshops started with an introduction followed by a self-evaluative section. Participants were guided to further explore internal practices and policies within their networks. The workshops were interactive and enabled the networks' members to present their key conclusions and concerns to the consultant. Participants were introduced by the consultant to numerous concepts and notions relevant to the advocacy concept and/or networking capabilities and features.

The TACSO **Kosovo** team has offered capacity building support to the CiviKos Platform in enhancing CiviKos' internal capacities and strengthening the organisation's position in the sector, i.e. their communication with stakeholders, and development of efficient services for their members. The efforts include the preparation of the internal Rules of Procedure, the establishment of the mechanism for position building, the preparation of the mechanisms for representation and information sharing, and the review of the statute of the CiviKos Platform to ensure consistency with other rules and procedures. The assistance has also included interventions aimed at developing CiviKos' financial management capacity.

- *The tested model of having two participants per CSO at the training proved to be successful because:*
  a) Project proposals were improved at the workshop through a dialogue of the participants.
  b) Capacity of the human resource nucleus of CSOs' staff was improved.
- *All participants stated that they will apply either for domestic or EU CfP with redesigned project proposals.*
- *One rural based CSO reported that their revised project proposal was accepted to be financed by a local foundation and the World Bank.*

STE observations and recommendations:
- *The group dynamic was good. Most participants had a similar level of prior experience.*
- *Participants could easily follow the training agenda and felt free to ask questions.*
- *The only topics that were referred more often than planned were financial aspects of project partner agreements and relations and communication between project partners.*
- *Financial training for multi-beneficiary funds was not as complex as financial training for decentralised funds.*

TACSO **Macedonia** has developed the Methodology for Capacity Building Programme through a participatory process with the LAG group and based on the lessons learned during the first phase of TACSO summarised in the Evaluation of the Training Programme. The methodology focused on strengthening the capacities of whole organisations. The programme was tailored for individual organisations based on their needs and represents long-term, continuous and combined support. The programme covered more segments of the work of organisations and organisational development and was realised by mentorship, coaching, consultative support, workshops and trainings. In addition, the programme provided for networking and partnership building by engagement of mentors from CSOs.

In total, 84 CSOs participated in the programme. CSOs were selected on open call and were grouped according to their profile in three groups: 1) grassroots organisations, 2) organisations acting on a national or local level but able to influence communities, and 3) young, newly established organisations.

Twenty-two local and grassroots organisations, 21 well-developed CSOs, 27 new and young CSOs conducted the self-assessment process and prepared capacity building plans in accordance with the guidelines for self-assessment developed by TACSO Macedonia, of which:

- Six local and grassroots CSOs improved organisational management and strategic planning.
- Eight local and grassroots CSOs improved project cycle management.
- Nine local and grassroots CSOs improved advocacy and lobbying.

- Three local and grassroots CSOs improved public relations.
- Eight local and grassroots CSOs improved mobilisation of resources and fundraising.
- Two local and grassroots CSOs developed their volunteer base.
- Seven well-developed CSOs started a process of developing new or revising existing organisational strategies.
- Ten well-developed CSOs started the process of restructuring and developing policies and procedures for internal organisation and management.
- Seven new and young CSOs drafted and/or finalised their strategic plans.
- Ten new and young CSOs developed project proposals or project ideas.
- Four new and young CSOs developed public relations strategies and public relations messages for their organisations.

> *Testimonials from the participants:*
> - *I think that this technical assistance came at the right time because we jointly recognise the importance of teamwork. Identifying our weaknesses in planning and managing an advocacy campaign, we have defined several steps that are significant and where we need assistance.*
> - *This TA is excellent and assisted us in the reflection of what we have done and what our next steps are. It should be organised at the beginning of the project and in the middle of the implementation course.*
> - *I received a useful tool/guide for self-evaluation of networks and campaigns. This is a good basis for conducting a dialogue with the partners about the activities, further planning and necessary changes, which can be utilised in all phases.*

- Eleven new and young CSOs improved their knowledge of advocacy and lobbying.
- Eleven new and young CSOs raised their awareness and understanding about the administrative and financial obligations of their organisations.
- Thirteen new and young CSOs improved their knowledge and skills in organisational management.
- Twelve new and young CSOs improved their knowledge and skills in project management.
- Thirteen new and young CSOs gained knowledge and skills in the mobilisation of resources for their CSOs.

A total of 40 CSO leaders have attended specially designed two-module training programmes presented by TACSO **Serbia** covering strategic planning, organisational developmental, CSO management, fundraising and project development. Evaluations showed that the average score given by participants was 4.54 out of five. One hundred and twenty-seven participants from 32 towns in Cacak and Bor attended training on Capacity Building for Leaders in Newly Established CSOs.

TACSO **Turkey** organised:

- A training/workshop in campaign design and advocacy carried out by the Youth Network against Commercial Sexual Exploitation of Children (CTCS) platform for 24 youth members of the CTCS network who have subsequently carried out a campaign against child brides. The action plan for the advocacy campaign was created during the training.
- Budget planning and activity and agenda planning for the Soldiers' Rights Platform, as well as support for producing advocacy documents which helped them streamline their work.
- A social media workshop for one-on-one assistance to over 20 CSOs. All CSOs assisted have either concretely expanded their media outreach or consider that their capacity has indeed increased in this regard.

- Volunteer Management Training for the Bursa Women CSOs with 20 participants from different Women CSOs in Bursa. Participating CSOs represented different working methodologies and backgrounds such as women's shelters, women's councils of municipalities, women labour in the working market, women and children's organisations, international women's organisations and charity organisations. The specific objective of the training was to enhance the understanding and knowledge of selected CSO representatives about volunteering, volunteer management and human resources, and to equip them with the methods, techniques and tools for recruitment, training and management of volunteers. The training team used non-formal training methods such as games and group work. According to the evaluation forms, the average score given was 8.95 out of ten, which indicates that the training was perceived as highly successful.

Recipients of TACSO Turkey services testified that, due to support, they were able to:

- *Reach constituencies in cities that they otherwise would not have been able to reach*
- *Carry out an emergency campaign.*
- *Get together face-to-face members of a platform who then became more effective in planning.*
- *Organise a planning meeting.*
- *Include youth and expand their network.*
- *Develop content and design campaign materials.*
- *Communicate with constituencies at the local level and strengthen advocacy campaigns.*
- *Increase media outreach and contacts with well-known journalists.*
- *Enhance actions on promoting the initiative by developing a strategic approach and deploying new means of communicating with a wider audience through a monthly newsletter.*
- *Increase communication capacity and start to develop a network.*

2.9.   TACSO facilitated the processes of linking individual interests of CSOs into the wider frameworks of their operations, such as national and regional networks, thus creating a stronger driving force for national and regional breakthrough.

TACSO **BiH** supported:

- The Women's Network in BiH to organise and implement a conference on the process of strategic dialogue, Together we are Stronger, in June 2012 in Sarajevo. This partnership event/conference was attended by 56 participants from 43 women's organisations coming from 20 different municipalities in Bosnia and Herzegovina. The Women's Network is an informal network of 112 CSOs, women's groups and individuals who declare themselves as part of civil society organisations in the field of promoting and protecting women's human rights. The Women's Network supports and assists all women regardless of their political affiliation, religion, age, education level, sexual orientation or abilities and, through partnership action, dialogue and cooperation, informs, educates and represents all citizens of BiH. The conference served as an opportunity to find ways to improve the process of exchanging experiences and responsibilities among all members of the BiH Women's Network. Additionally, the objective was to enhance the motivation of membership organisations in active participation in the work of the network. Participants at the conference discussed: anti-nationalism and confrontation with the past; homophobia; violence against women and girls and non-gender-based violence; secularism in education in public schools; the right to choose: abortion, adoption, artificial insemination; a consensus about constitutional change; talking about violence against women and non-gender-based violence.
- The Network for Peace Building facilitated a three-day strategic plan where approximately 40 participants representing different CSOs developed an operational plan serving as both a communication and positioning paper for the network.

- The design of the Civil Society Manifesto-Platform for future action during the partnership event, Bringing Civil Society to the Western Balkan Civil Society, which represented a first step in the long-term exchange of important civil society related topics in the region. The whole process was conceptualised as a living debate and platform for continuous exchange among civil society organisations and representatives in the region. The manifesto addressed:

  - The need for a sectoral approach in order to provide quality, efficient and effective contributions to EU integration.

  Creation of a regional network around this Manifesto gives momentum for further inclusion of other organisations, initiatives and groups. The partnership event gathered a strong critical mass of leaders to advocate for and bring about necessary social changes. It is necessary to further extend this network and include other groups and leaders that promote and work towards the values of inclusive and environmentally aware development and full EU integration of the region.

  - The need for opening a direct dialogue with authorities to identify priorities for work and to support the process of EU reforms in specific fields like agriculture, rural development, energy and environmental issues.
  - The role of civil society in the EU integration process in working towards better and more efficient strategies for informing the public and citizens about the EU and educating youth about the EU in the formal and informal education sector.
  - The need for applying the best possible monitoring and evaluation criteria in order to increase the transparency and efficiency of CSOs. Financial transparency of CSOs should be developed according to best practices modes within the EU.

- Five local CSOs gathered in a coalition of CSOs with persons with disabilities to a) initiate advocacy activities within their mission, b) improve their communication and c) develop policy papers at the local level, such as local coalitions of CSOs with persons with disabilities from Sarajevo, Tuzla, Doboj, Mostar and Bijeljina.

TACSO **Serbia** provided:

- Training for a total of seven CSOs/networks on strategic planning, after which five of them initiated a strategic planning process with TACSO Serbia's assistance.
- Support to the national the network, Sector Civil Society Organisations (SEKO), for rule of law. The network had previously finished its activities on strategic planning.
- Two two-day trainings in cooperation with the Office of the Commissioner for Equality Protection on situational testing for 34 participants. This group of organisations, from Kragujevac and Nis are well connected with each other and close to establishing a network of organisations that will be more focused on equality protection.

TACSO **Turkey**:

- Supported Edirne Roma Association (EDROM)- A Roma organisation to participate at a meeting in Belgrade where, together with other counterparts from Hungary, Turkey, Macedonia and Serbia, they created a network to represent the rights of Roma in their respective countries. A number of the participants had already established the Turkey Roma Youth Network (TRY). They did not establish a joint network as a result of attending the event but agreed to communicate/collaborate where necessary even if working separately.

- Provided TA to the Turkish KAOS GL member of the Regional Network Against Homophobia for the LGBT at the KAOS GL Zagreb meeting.

  TACSO Turkey supported the establishment, and the first two meetings of, the Regional Network against Homophobia in 2011.

- Assisted in the establishment of a partnership/network by Youth for Positive Change, the Edirne Roma Association, and The European Roma Rights Centre (EDROM-ERRC), which applied for the regional partnership call issued by the EC in the scope of CSF. It supported the networking event, Roma Youth Strategy Network, with 45 participants, organised by the Roman Ankara Association and Roma Youth Programme (FYRP) who developed the agenda of the event and supported the participation of key Roma youth organisations such as Dom Association from Hatay and TRY Roma Youth Network from Edirne.

2.10. TACSO contributed to the sustainability of CSOs by motivating and encouraging them to introduce quality assurance standards.

TACSO **Albania** supported preparation of the platform for targeting quality assurance issues together with the CSOs that participated in the quality assurance regional conference during the first phase of TACSO. The TACSO Albania Office organised a three-day national workshop on Civil Society Organisations Sustainability - Challenges and Opportunities from 30 October-1 November 2012. This activity was held as a follow-up to a regional conference during the first phase of TACSO. The workshop gathered over 30 CSO representatives from the regions of Tirana, Durrës, Elbasan, Fier, Vlora and Gjirokastra working in the fields of education, support to vulnerable groups, environment, media and human rights protection. Its aim was to strengthen the overall capacities of sustainability of CSOs for the future, provide insight into different aspects of sustainability, and share positive experiences and best practices that exist in this field in Albania and in the region. In addition, the participants had the opportunity to increase knowledge and assess the added value of working in partnership with local and public sector institutions and the private sector.

The TACSO **Kosovo** office organised the national conference, Quality Assurance Standards- What are they? and Why do we need them? In May 2012 in Pristina. The objective of this conference was to discuss different models of quality assurance standards (QAS) for civil society organisations and the impact on their sustainability. The conference brought together 33 representatives of Kosovo civil society organisations, regional and national experts. It served as a discussion platform to learn about contemporary trends for quality assurance standards of CSOs in the Western Balkan region, their impact on sustainability and possible application in Kosovo civil society. Advantages and challenges of different QAS models for CSOs and QASs from Kosovo's perspective were presented. In addition, TACSO Kosovo prepared a guide that will support Kosovo CSOs to start the process of adopting specific QAS standards.

As a follow up to the regional conference held in the first phase of TACSO, TACSO **Montenegro** organised the conference, CSO Results and Quality Assurance Systems for CSOs, in October 2011. The objective was to introduce CSOs and public authorities to useful tools and mechanisms for further development of CSOs in the region. As an outcome of the conference, 45 CSOs asked TACSO to continue with research on quality assurance systems in Montenegro. They expressed their willingness to introduce such systems in their own organisations.

TACSO **Turkey** commenced the development of a report that introduced quality assurance systems to civil society in Turkey to enhance good governance, transparency and accountability of the civil society sector. This was a follow up of a QAS regional conference organised in 2011. The report recommended the development and adoption of such systems to promote civil society and state funding to CSOs in the Balkans and EU member countries. In addition, the report presented various systems adopted by groups within different regions as well as detailed information about SOKNO, Practical Quality Assurance System for Small Organisations (PQASSO) and International Organisation for Standardization (ISO) 9000 (Slovenia) in detail as annexes. The report also suggests examples from U.S. and Canada, EU countries, the Western Balkans and some significant examples from other regions of world. A survey that revealed the awareness level among CSOs of quality assurance issues was an additional value added to the report. The survey was disseminated via e-letter to a network of 5,000 CSOs at the local and national levels.

TACSO TRANSFORMATION IN ENHANCING COMPETENCIES OF THE CSOs

TACSO Phase One		TACSO Phase Two
Trained providers and positioned itself as a CSO capacity building resource centre	To	Continued with the provision of training for CSO capacity building Facilitated EU project management cycle matters Brokered, facilitated and supported CSO networking Leader and supporter of QAS

ADDITIONAL OBSERAVTIONS

During this reporting period, it was possible to observe the growing path of those CSOs that have benefited from TACSO's support on a continuous basis.

The Gjirokastra Conservation and Development Organisation (GCDO), established in 2001, managed with the support of TACSO, to determine the Gjirokastra region, south of Albania, as an important destination of EU funding through EC funded projects. Its representatives participated in the first regional training organised by the TACSO project on EU fundraising in Istanbul with a follow-up in Belgrade on 2-3 February 2010. The GCDO was assisted by TACSO Albania to enter into partnership agreements and apply for IPA 2009 under, Support to Partnership Actions between Cultural Organisations. The GCDO participated in trainings on how to apply for IPA funding, managing EU funded projects and various regional events, such as P2P organised by TACSO. TACSO Albania assisted it in finding partners for different EU CfP. GCDO strengthened so much that it goes as a lead partner when applying for regional funds including the Partnership Framework Agreements.

> *A small Albanian association, First Step, working with vulnerable groups of society in rural and remote areas of Albania stated:*
> *"Even if we shall not be successful in this application, we are profoundly grateful to TACSO for support that has granted the opportunity to open the horizon towards EU funding."*

The Albanian Blind Association (ABA) was one of the first organisations in Albania, founded in 1991. Since its foundation, its focus has been on the inclusion of blind persons in all spheres of life. ABA stands among the first beneficiaries of TACSO Albania and one of the prime contact and reference points regarding EU funding opportunities. Quality of life and the inclusion of blind people in Albania has been elevated at the level of EU standards. ABA has obtained direct support since the beginning of the TACSO project with capacity building actions. It has participated in national trainings on how to prepare successful project proposals in the framework of IPA funding and in national and regional conferences and exchange events. It has assisted in partner searches and successful the management of EU funded projects. ABA managed to utilise its networks and partnerships through TACSO support for EU funding and to strengthen and institutionalise its links at the European level. Cooperation between TACSO Albania and ABA ended with an EU grant awarded to the ABA for the regional project, Blind People Network for Representation in the Western Balkans 2010-2012, financed within the framework of IPA/CSF partnership actions.

Overview of the achievements under Component 4:
RELATIONSHIP BETWEEN CSOS AND EXTERNAL STAKEHOLDERS

TACSO Technical Assistance for Civil Society Organisations

This project is funded by the European Union

SIPU INTERNATIONAL SWEDISH INSTITUTE FOR PUBLIC ADMINISTRATION

TACSO Phase One Objective: Strengthened cooperation between CSOs and the government, the private sector and the public

TACSO Phase Two Objective: Cooperation and dialogue between CSOs, government and the private sector are strengthened at regional, national and local levels
Achievements under this component, with few exceptions, are not quantifiable, but they are rather quality and process based

ACHIEVEMENT 1

TACSO entry into the sector of civil society was positioned on participatory and demand-motivated grounds

Indicator

- 8 national, and 1 regional needs assessment report conducted (and updated) that served as a basis for the project design
- **26** kick-off events used for the promotion of the TACSO project and to collect information on needs for supported policies development processes of relevance to CSOs encompassing 1,800 participants from the region

ACHIEVEMENT 2

Strengthened the role of CSOs in democratisation process in WBT

Indicator

- CSOs representation stronger, due to the TACSO support for 20 of national CSOs networks working in the area of:
  - Local development • Juvenile delinquency and victims of violence • Women's issues • Disabled people • Reconciliation • Environment • Civic participation • Human rights • Rule of Law • Mediation • Child protection • Etc.
- CSOs contributed during the process related to:
  - development of a new constitution • examination of the broad trends necessary for a participatory democracy and a sustainable civil society • transitional justice • impact of the politics on youth and in divided communities
- CSOs contributed to the **dialogues** between: CSOs and the **media**, CSOs and **trade unions**

ACHIEVEMENT 3

Improved structures for dialogue in EU Integration, IPA programming and consultation related matters

Indicator

- Assumed the donor coordination role

- Established consultative mechanisms for SAP civil society dialogue, IPA programming, preparation of the EU Progress Report
- Enabled CSOs contribution to changes in Financial Regulations and PRAG

ACHIEVEMENT 4

Became an integral part of the CSF

Indicator

- Supported 25 CSF kick-offs (including opening conferences and events for national partners)
- Act as the extension service for P2P

- Took over 13 follow up actions based on the findings and learning from the P2P
- Create opportunities for partnership matchmaking in the context of Cross-Border Cooperation (CBC) IPA projects
- Assist in promotion of the CfPs

ACHIEVEMENT 5

Promoted change and improvement of legal framework for CSOs

Indicator

- CSO platforms utilised in legislation and decision making processes
- Adopted legal solutions for value-added tax (VAT) reimbursement for EU grant (Albania)
- Turkish government representatives adapted Turkish model for creation of enabling environment for civil society development in accordance to the Croatian model
- CSOs participated in an on-line public consultation concerning legal and the taxation frames in Macedonia
- Council for Cooperation between the Government of Montenegro and CSOs adopted the draft agreement for cooperation between the TACSO countries, which represents the starting point in the process of further harmonization in the region

ACHIEVEMENT 6

Initiated policy-oriented change processes

Indicator

- CSO Networks/Platforms organised advocacy activities and defined policy documents legislative proposals for migration and asylum, citizens' forced replacement, and introduction of mediation in the legal system
- Offered evidence based resources on Corporate Social Responsibility to the CSO and business sector
- Contributions to guiding and monitoring of local good governance in the region in the areas related to: transparency and accountability, participation in the decision-making process, financing of the CSOs action at the local level

ACHIEVEMENT 7

Contributed to strengthening the capacity of governments to cooperate with CSOs

Indicator

- 64% are aware that TACSO is strengthening the cooperation between the government and the CSOs
- 70% of CSO representatives said YES, and 86% of surveyed state organisations knew that TACSO's support strengthens collaboration between CSOs and government institutions
- Government departments and CSOs from BiH and Montenegro shared experiences related to the different and innovative approaches to dialogue between government and CSOs
- Improved communication between Department of Associations provincial directors and Civil Society representatives (Turkey)

- Helped in preparation of an annual plan of activities for the Governmental Office for Cooperation with NGOs – Croatia
- Experienced sharing learning
- Government Unit for Cooperation with NGOs from Macedonia examined the options of roles and responsibilities of different institutions in this context of DIS with their Croatian counterparts • Incorporating Croatian experiences into the Strategy for the Development of the Enabling Environment for Civil Society in BiH
- Enhanced collaboration between the central administration and local governments as well as mutual contribution regarding EU related operations and interventions between them
- CSOs in Montenegro commended achievements, obstacles and lessons learned from the implemented Strategy for Cooperation of the Government and NGOs (2009-2011), and provided input for future strategy and the accompanying Action Plan
- Provided a regional platform for cooperation improvement and created a forum for the presentation of the current regional initiatives between the civil society and public institutions

ACHIEVEMENT 8

TACSO ensured its adaptability to the needs of the CSOs, EU, and governments through a participative approach

Indicator

- Establish LAG instrument that ensure natural links between different stakeholders and acts as an advisory body to the project concerning:
  - project approach and operations • cooperation with government • EU/CSF related matters • capacity building
- LAG meetings on average every 6 weeks in each TACSO country
- 100 members of LAGs (57% CSOs, 1% government, 15% EU/international organisation, 7% media, 3% business, 2% other)

TACSO Achievement Report will be available in July 2013.

COMPONENT 4: RELATIONSHIP BETWEEN CSOS AND EXTERNAL STAKEHOLDERS
CSOs and External Stakeholders – Phase one of TACSO

Under Component 4 of phase one of TACSO, the objective was to strengthen cooperation among CSOs, the government, the private sector and the public.

Activities under this component included project launchings/kick-off events, information and partnership events strengthening the dialogue between different stakeholders, as well as interventions aimed at strengthening the capacity of governments and government offices to cooperate with NGOs. The following was achieved:

1.10.   TACSO entered into the civil society sector on participatory and demand-motivated grounds.

Kick-off events generated a vast amount of information regarding the functioning of civil society as well as the expectations of TACSO.

In total, 26 kick-off events with approximately 1,800 participating CSO representatives were organised and implemented.

The aim of the kick-off events was to launch the project as well as to disseminate information about planned activities. Organisation of the kick-off events varied from one major event with nation-wide coverage to a series of activities organised in order to reach urban as well as rural based organisations. During the events efforts were made to collect information and generate feedback from the organisations concerning their need for further policy reform at the sector level as well as their perceived challenges and the short-comings they experienced at the organisational level. Thematic focuses have been used as a measure to get additional attention and underline the project's ambition to engage in and support policy development processes of relevance for CSOs.

In general, the kick-offs have been highly appreciated by the participants. In cases where formal event evaluations have been conducted the scores given have been high. For example, in Serbia 190 participants, 60 percent of those attending, returned evaluation sheets, and 85 percent stated that the information received was very useful for them and the remaining 15 percent said that the information was useful. In some cases, the evaluations were also used as a tool to obtain information about perceived needs, such as the prioritisation of training subjects.

In line with the approach applied and the needs and expectations from the CSOs, a range of activities including information and partnership events followed the kick-offs. TACSO organised over 100 information events with approximately 4,500 participants during TACSO One, Phase One.

The interventions have, in many cases, been planned in consultations with the EU delegations and LAGs and with other development partners. In general, the aim was to disseminate information, exchange experiences and promote collaboration between institutions and organisations.

The following are examples of the range of information events organised by TACSO during the first phase:

Information events

EU/IPA
- Information session on IA 2008 call, Support to Participation of the CS in Decision-making and Provision of Social Services.
- Information days for IPA 2009.
- EU-NGO dialogue meeting with the EU Joint Parliament Committee where European acquise was discussed.
- Elements of the EU PCM.
- Consultations with CSOs to discuss the EIDHR Country-Based Support Scheme.
- IPA Information days for IPA 2008 CfP, Support to Participation of Civil Society in Decision-Making and Provision of Social Services, rules and procedures for applying.
- Consultations for IPA multi-beneficiary programme 2011.
- IPA2IPA CSO study visits call.
- Announcement of P2Ps and pre-selection of participants[6].
- Workshop on How to Access EU Funds.

Capacity building support
- Partnership event for sustainable CSOs.
- Explanation of the implementation of the new law for association.
- Monitoring of the implementation of strategic plans in local communities.
- Istra CSO open days in Pula 2010.
- Strong partnership for sustainable CSOs.
- Organised regional conference, Quality Assurance System, as a follow up on national QAS.
- Croatia towards 2011- European Year of Volunteering: the Role and Importance of Volunteer Coordinators.

Funding
- Information seminar on the possibility for financing and support for CSOs.
- Possibilities for project submission.
- Workshop for the local self-government committee for financing of NGO projects.
- Presentation of the publication, Public funding for CSOs- good practice in the EU and the Western Balkans.

Cooperation with government
- Regional conference on cooperation between CSOs and local self-governance.
- Workshop with the Sector for CS on the consultation process regarding the MB.
- Supported analysis and participated in government working group for the new law on NGOs.
- Conference related to creation of the Government Council for Cooperation with NGOs.
- Valuation of volunteer work in the higher education system in Croatia.
- Consultative meeting on the transparent allocation of public budget funds to CSOs in order to gather suggestions and opinions related to the development of the regulation for transparent funding to be adopted by the Ministry of Public Administration and Local Self-Government.
- Organised the first workshop bringing together the Department of Associations Provincial Directors and CS representatives who jointly recommended mechanisms for improving communication.
- Organised a conference related to the creation of the Government Council for Cooperation with NGOs.

Promotion of TACSO
TACSO information sharing.

CSOs and the business sector
Facilitated development of models and principles for CSO/private sector collaboration.

Table13.: Range of information events organised by TACSO during the first phase

---

[6] Topic areas covered by P2P were: Respect of human rights, health and dignity in prison. How can the CS contribute?, Building Natura 2000 in WB and Turkey: the role of CS.

During the listed events, TACSO:

1.11.   Strengthened the role of CSOs in the democratisation process in the WBT.

TACSO steered the involvement of CSOs and their role in democratisation processes in the WBT by creating opportunities for CSOs to:

- Participate in a debate among CSOs, donor and other possible interested actors thus empowering the knowledge and strengthening the voice of CSOs.
- Participate in round tables on the subject, Media and CSOs- Challenges and Opportunities, with high-level representatives from strong, relevant local and national media. CSOs participating developed a compilation of concrete proposals and recommendations from participants.
- Form the network of local NGOs working in the area of local community development, which started with preparation of joint projects.
- Participate in a conference on International Women's Day, the seminar presentation of projects funded within the Phare 2006 Scheme for Youth, and NGO Days 2010.
- Contribute to the development of the Almanac of CSO Achievement titled, CSOs- The Power of BiH Citizens in the EU Integration Process, by participating in an information event of CSO achievements as well as an information event based on the recommendations from the kick-off events.
- Create the Platform on Partnership Action which consisted of 26 CSOs and 16 governmental institutions including state and entity level gender agencies thus strengthening the CSO voice and representation in the dialogue on juvenile delinquency and more efficient assistance to victims of violence.
- Serbian urban and grassroots civil society organisations active in Northern Kosovo were included in the process of capacity building in application processes.
- Learn more and exchange experiences on voluntary programme implementation in public institutions and CSOs through the work of volunteer coordinators by participating in the conference, Croatia Towards 2011- European Year of Volunteering: The Role and Importance of Volunteer Coordinators, and in the roundtable, Evaluation of Volunteer Work in the Higher Education System in Croatia.
- Learn about the philanthropic history of Istria by participating in, Istria CSO Open Days: Pula 2010.
- Participate in the information and partnership events planned by the CSOs working on women, people with disabilities, children, marginalised and disadvantaged groups, such as, Pink Life, in their organisation of a week-long event against hate crimes against LGBT individuals and the European Movement International (EMI) conference.
- Participated in the Places in the Heart awards where high-profile companies supporting corporate philanthropy in Serbia awarded cash prizes totalling 11,500 Euro as well as a number of commodity awards for Best Local Initiative and Best Local Partnership.
- Comment on a study on the availability of technical assistance.

1.12.   Facilitated donor coordination/better donor coordination.

There has been considerable demand in Albania for TACSO to contribute to the creation of synergies, avoiding overlapping and making the process as transparent and open as possible for all stakeholders and donors. The EU Delegation to Albania considered the possibility that TACSO Albania act as the Secretariat of Donor Working Groups managing a database of the activities funded by various donors supporting the CSOs.

1.13. Improved structures for dialogue in EU Integration, IPA programming and consultation matters.

TACSO facilitated the process of EU integration, IPA programming and consultations by providing:

- Support to the European Commission organising the first Stabilisation and Association Process (SAP) Civil Society Dialogue in Pristina. The consultations were chaired by Pierre Mirel, Director for the Western Balkans in the DG Enlargement of the European Commission and Metka Roksandic, Head of the European Economic and Social Committee's (ECOSOC) Working Group on the Western Balkans. TACSO provided support in developing the agenda and identifying best representatives and presentations coming from the civil society of Kosovo. The meeting was composed of seven sessions discussing thematic issues such as: the review of the law on Freedom of Association of NGOs, freedom of speech, women's empowerment and protection, centralised and decentralised institutions managing weak resources, the fight against corruption, challenges for the private sector and environmental challenges.
- Fourteen Kosovo NGOs operating in northern Mitrovica participated in a study tour, NGOs in European Political Arena, held in Brussels and Strasbourg. They and met with EU MPs Doris Pack, Jelko Kacin and Commissioner Fule who highlighted the importance of civil society dialogue and the role of civil society in the re-integration process. Meetings with the Kosovo desk during this visit enabled direct communication about contributions of civil society in the preparation of the Kosovo progress report. This activity was followed by another meeting held in Mitrovica in February 2011 with the EU Kosovo desk and 15 NGOs.
- Facilitation for thematic consultations between civil society and the European Commission Liaison Office concerning the stabilisation and association process in areas such as: Stabilisation Association Process Dialogue (SAPD) Infrastructure – Transport, Environment, Energy and Regional Development; and SAPD Internal Market – Free Movement of Goods, Property Rights, Movement of Capital and Company Law.
- Support, together with the Serbian Office for EU Integrations (SEIO), for the establishment of a consultative mechanism for involving CSOs in the process of programming IPA funds.
- Promotion and information dissemination about P2P, as well as support in the selection of participants for P2P events and follow-up activities.
- Opportunity for CSOs to reflect on EU Financial Regulations.
- Support for partner matching in cross-border cooperation between CSOs and an increase the capacities needed to apply for these funds.
- Development of the Guide to EU CSO Networks.

1.14. Promoted change and improvement of the legal framework for CSOs.

TACSO promoted the change and improvement of the institutional framework by supporting organisations and/or enabling CSOs to participate in events that:

- Contributed to making public financing of CSOs more effective and efficient taking into consideration: planning, institutions responsible for financing, transparency of the process, scope of beneficiaries, decision-making criteria, decision-making process, reporting, monitoring and evaluation.
- Influenced the creation of concrete government bodies such as, for example, the Agency for Support of Civil Society in Albania, the National Office for Cooperation with CSOs in Serbia and an increase in the liaison role of the Office for Cooperation with NGOs in Kosovo.
- Facilitated the process resulting in amendments of the legal framework and taxation legislation for CSOs.
- Promoted the publication, Public Funding for Civil Society Organisations- Good Practices in the European Union and Western Balkans, thus increasing awareness and knowledge about CSO funding opportunities including developing capacities of the local self-government committees for financing NGO projects.
- Steered discussion on the utilisation of the Civikos Platform. The strategy was drafted in coordination with the LAG and other donors. TACSO focused on provision of support to civil participation in legislation and the decision-making process.
- Gathered CSO opinions and suggestions in relation to the development of the Regulations for Transparent funding to be adopted by the Ministry of Public Administration and Local Self-Government. TACSO Serbia's meeting on Transparent Allocation of Public Budget Funds to Civil Society Organisations resulted in proposals for unique mechanisms and clear criteria and procedures for allocating state subsidies to non-governmental organisations within the draft regulation.

1.15. Initiated policy-oriented change processes.

TACSO provided opportunities for an exchange of lessons learnt and kick-started change processes by bringing key stakeholders together for a few days of discussion and reflection at regional conferences. Subsequently, the stakeholders should continue to develop action plans and implement them at the national level with support from TACSO. During the first phase of TACSO One, three major policy-oriented processes were initiated by the regional office in collaboration with the TACSO national teams:

- CSO Quality Assurance Systems.
- CSO-Local Government Cooperation.support to networking, platforms, initiatives
- CSO Sustainability.

A good example of follow-up on the national level is an action taken in Bosnia and Herzegovina. After the regional conference, a national conference on QAS was organised in cooperation with the Ministry of Justice Sector for Civil Society and with three Bosnian CSOs participating in the regional event. In addition to the quality assurance systems reviewed at the regional conference (PQASSO, SOKNO, and ISO), a fourth quality tool, Quality Assurance of Youth Work in the Community (OKORUZ), a self-assessment tool for CSO youth workers, was introduced at the national conference. As an example of the practical applications that are expected to come out of the initiative, TACSO Bosnia and Herzegovina was approached by a youth organisation requesting assistance to introduce the OKORUZ self-assessment tool for community youth workers. Apart from BiH, QAS national events were organised in other TACSO countries as well during TACSO Phase Two.

1.16.   Contributed to strengthening the capacity of governments to cooperate with CSOs.

1.16.1.   Supported establishment and capacity building for the Government Agency for Supporting Civil Society.

TACSO Albania collaborated with a German Agency for Technical Cooperation (GTZ) funded project that supported the establishment of the Government Agency for Supporting Civil Society (CSSA) in Albania and with the Department for Donor Coordination at the Council of Ministers to establish a dialogue and mechanisms of cooperation between the government and civil society in Albania. In collaboration with the EU Delegation and the Organization for Security and Co-operation in Europe (OSCE) Presence in Albania, TACSO Albania organised a national conference, Quo Vadis Civil Society. Part of this conference agenda was the introduction of the roles and responsibilities of the agency. On this occasion, TACSO also provided comments and suggestions regarding the efficient disbursement of the government grant scheme to Albanian CSOs. Two consultative meetings were also held between TACSO and the agency on the necessity of undertaking open forums with NGOs to discuss the VAT exemption and issues of concern regarding the law on NGOs. In order to strengthen the administrative capacities of the government to cooperate with civil society, in October 2010 TACSO Albania organised a study tour to Romania for the executive staff of CSSA. Fruitful meetings were organised with representatives of the Romanian government and civil society benefiting from the best practices of third sector developments in that country. The sharing of experiences included meetings with representatives of the Romanian Government Office for Cooperation Policies with the Associative Structures, for Public Communication and for Institutional Transparency. In general representatives of the agency are regularly invited to TACSO regional and national events.

1.16.2.   Helped in preparation of an annual plan of activities for the Governmental Office for Cooperation with NGOs.

In Croatia, the TACSO team provided assistance to the Governmental Office for Cooperation with NGOs (GOfCNGOs) through facilitation of an annual operational planning event/process. The main purpose of the one-day event was to prepare a plan of activities for the GOfCNGOs in 2010 and harmonise it with TACSO national and regional work plans. As a result of this initiative: GOfCNGOs Operative Plan for 2010, GOfCNGOs Calendar of Activities for 2010 and a brief overview of cooperation between the GOfCNGOs and TACSO were developed. TACSO Croatia supported a strategic planning process conducted by the Council for Civil Society Development (CCSD) that is acknowledged by CSOs as the legitimate forum for CSOs and government cooperation since it is involved in making all decisions relevant for civil society development. Several members of CCSD participated in the TACSO Croatia LAG planning workshop held in October 2010 and the president of the CCSD participated on behalf of TACSO Croatia LAG in the Donor Coordination meeting in Brussels during the second half of October 2010.

1.16.3.   Ensured greater civic participation in the review of the Law on Freedom of Association of NGOs and increased the liaison role of the Cooperation with NGOs.

The TACSO Kosovo resident advisor participated in the working group for Law on Freedom of Association of NGOs as an observer. The intentions were to assist in the process of reviewing the law, to ensure civil participation and an increase in the liaison role of the Office for Cooperation with NGOs. In this context TACSO organised and sponsored a study visit to Croatia for a group of five participants, three government representatives and two civil society representatives, and supported the consultation process with civil society to ensure greater civic participation in the process. Also, TACSO has provided its resources to strengthen the process by supporting the development of: 1) Study on the Civil Society Involvement in the Legislation Drafting Process, which explored the legislative cycle in Kosovo and civil society involvement in it; and 2) Study on Institutional Arrangements for Cooperation with Civil Society which identified the units responsible for civil dialogue within Kosovo institutions with a particular emphasis on the Kosovo government.

The mandate and functionality of the Office for Good Governance within the Office of the Prime Minister was the focal point of the study but other offices will be included as well.

1.16.4. Shared experiences between the Government Unit for Cooperation with NGOs from Macedonia and its Croatian counterpart about Decentralised System of Implementation (DIS) and the roles and responsibilities of different institutions in this context.

The TACSO Macedonia team organised a study visit for the Government Unit for Cooperation with NGOs of the Republic of Macedonia with its counterpart in Croatia, the Office for Cooperation with NGOs of the Government of Republic of Croatia. The purpose of the visit was to study civil society grant schemes management. The study visit helped the participants to understand the decentralised system of implementation of EU funded projects for CSOs, and contributed to closer acquaintance with the activities and role of the institutions involved in the process of the implementation of these projects. The participants prepared reports based on the visit that were circulated within the government and they presented their findings to the members of the LAG.

1.16.5. Supported the review of the legal framework for CSOs.

In Montenegro, a TACSO representative participated in a government working group set up to review the legal framework for CSOs.

1.16.6. Supported National Office for Cooperation with CSOs

TACSO Serbia developed plans to support the functioning of the National Office for Cooperation with CSOs as soon as it started its operations.

1.16.7. Improved communication between the Department of Associations Provincial Directors and Civil Society Representatives.

In Turkey, at the end of November 2010 TACSO, in collaboration with the CSDC and the DoA, held the first workshop bringing together the Department of Associations Provincial Directors and civil society representatives. Participants worked together to recommend mechanisms for improving communications. A follow-up seminar with 81 provincial directors to share the output of the workshop followed as well as similar workshops on the local level.

1.16.8. Enhanced collaboration between the central administration and local governments as well as mutual contributions regarding EU related operations and interventions.

TACSO Turkey provided technical assistance to the Secretariat General for EU Affairs (EUSG) for the implementation of a provincial communication strategy. The provincial communication strategy set up a three-pillar structure at the provincial level covering EU Permanent Contact Points. The EU anticipated results that ensure a solid collaboration between central administration and local governments as well as mutual contribution regarding EU related operations and interventions between them. Technical analysis from TACSO Turkey focused on the improvement of the skills of newly recruited experts in EUSG through a training of trainers thus enabling them to deliver trainings to the CSOs on project development and management.

At the **regional level**, opportunities to exchange experiences between countries on the methods and approaches for cooperation between governments and civil society was provided at the **Conference on Cooperation between CSOs and Local Self-government** which was held in Montenegro in February 2011. Best practice examples from the participating countries were reviewed and discussed during two days. These have

also been documented as part of the proceedings from the event. As part of the conference programme all country delegations were requested to prepare national actions plans for intensified cooperation. These are supposed to be followed up on at the national level in order to promote action and to discuss national issues such as the refinement of the public benefit status of CSOs, financial reporting from these organisations and related questions.

The results of the interactive evaluation from the first workshop brought the government and CSO representatives in Turkey together:

- Many prejudices and stereotypes towards each other were broken down.
- Many participants stressed that they did not have much hope that there would be dialogue between CSOs and the government. However, they felt hopeful at the end of the workshop and they believed that dialogue could be established.

- Government representatives mentioned that they had seen the government make decisions in the name of CSOs without consulting them. They have become aware of it now and they will work to involve CSOs in the decision-making process.

- They all had the feeling that they were not "others"; they were actually all working for the same goal: a better society.
- Many government representatives also mentioned that they will organise similar workshops in their cities and that they are always open to receive the proposals and ideas of CSOs.
Some comments of the participants of the workshop:

"I realised the possibility of getting direct information from CSO representatives about their needs and expectations, and I understood their expectations from the government."
"I understood that CSOs have positively developed further in the last five years."
"I understood that the government should also renew itself."
"My belief about realising common projects with CSOs has been strengthened."
"I am leaving with two projects in mind: 1) to reshape the service policies of the Department of Associations (DoA) together with CSOs; 2) various projects to shape a common future together with CSOs."
"I have seen the capacity of CSOs and that they should internalise the rights-based approach."
"I have had the chance to compare the civil society structure in Turkey and Germany."

1.17.   TACSO ensured its adaptability to the needs of the CSOs and to a participative approach.

The establishment of LAGs was an important instrument to ensure neutral links between government institutions/units in charge of cooperation with CSOs and governments. LAGs have provided advisory input to projects concerning the design of events and activities of target groups, methodologies and materials, monitoring of performance and ensuring that project services are in line with the needs of the beneficiary CSOs. LAGs have also tailored capacity building services since each LAG member is an experienced trainer/facilitator of relevant processes (policy-making, strategic planning, advocacy and needs assessment) who establishes two-way communication channel between projects and CSOs.

The LAGs consist of representatives of the CSO community, governments, donors and other key stakeholders. In total, approximately 100 stakeholder representatives are engaged in the work of LAGs. LAG meetings are organised on a regular basis, on average once in every six weeks.

Range of discussions during the LAG meetings are as follows:

TACSO approach and operations:

- TACSO reporting on progress.
- Specification of TACSO priorities for the period 2011-2013.
- Approval of the Annual Work Plan.
- Approval of the National Training Plan.
- Approval of TACSO support to the EIDHR call.
- Approval of donor coordination between the U.S. Agency for International Development (USAID), the Institute for Sustainable Communities (ISC) and TACSO.
- Project plans and TACSO Phase Two, which took into consideration the needs of grassroots organisations, reviewed lessons learnt and discussed recommendations for improvements in priority fields of TACSO operations.
- Specification of the role of the Advisory Group and next steps.

Cooperation with government

- Recommendations regarding the strategic framework for establishment of relations between the Government and CSOs in Bosnia and Herzegovina.
- Conference and TACSO related questions on the role of LAG in the process of establishing a government office for cooperation with the civil sector.
- Discussions about and preparation for the Civil Society- Government Dialogue Workshop and creating awareness of the Civil Constitution.
- Planning support to the Government Office for Cooperation with Civil Society.

EU/CSF related matters

- Recommendations for the EU Civil Facility Programme with special focus on the needs of small organisations from rural commu nities to strengthen the use of EU funds.
- Preparation of LAG representatives for participation at the conference, Next Steps of TACSO and the Civil Society Facility.

Capacity building

- Establishment of the LAG training committee.
- Discussions about the National Training Programme and capacity building for CSOs proposed by TACSO.
- Possibilities for public and private partnership.
- Media, civil society and regional conference workshop topics.

Table14.: Range of topics of by TACSO during LAG meetings during the first phase

CSOs and External Stakeholders – Phase two of TACSO

During the second phase of TACSO, the overall objective of Component 4 remained similar to the first phase. The only differences were that *cooperation and dialogue between CSOs, government and the private sector was strengthened not only on the national and local levels but also at the regional level.*

During the second phase, TACSO continued contributing to the improved quality of dialogue and cooperation among different stakeholders relevant to the sector of civil society, and following has been achieved:

2.11.   TACSO continued assisting in strengthening the democratic role of civil society.

This was achieved through a combination of measures and initiatives at different levels to raise awareness and facilitate development processes that resulted in new formal and informal patterns of communication and decision-making. Many TACSO interventions are implemented as contributions towards the deepening of relationships and strengthening of ties between members of civil society. This applies both to sectors and national context cooperation as well as facilitation of cross-border cooperation.

> *2.11.1. CSOs, active in area of gender equality and human rights protection, visited Croatian CSOs to learn about Croatia's experiences concerning CSO participation in the process of the preparation and adoption of legal regulations and in the creation of public policies.*

TACSO Croatia organised a study visit to Croatia by Turkish CSOs active in the area of gender equality and human rights protection, especially the rights of children and disabled persons. They visited Zagreb in April 2011. One of the objectives of their visit was to learn about Croatian experiences concerning CSO participation in processes of the preparation and adoption of legal regulations and the creation of public policies. Another objective was to assess to what extent Croatian practices may be applicable to participation of CSOs in the processes of adoption of the new Turkish constitution. Furthermore, TACSO Croatia co-organised the NGO Days 2012 in June in partnership with the Government Office for Cooperation with NGOs and the National Foundation for Civil Society Development. During the NGO Days, discussion was structured around: strategic priorities for civil society development support in the Republic of Croatia in the context of adopting the new National Strategy for Creating an Enabling Environment for Civil Society Development; youth participation in shaping public policy on the local level, models of effectively advocating positive social change; new financial opportunities for CSOs in the Republic of Croatia; networking for changes; social cohesion of citizens and youth in the area of poverty and youth delinquency suppression; the role of CSOs in social entrepreneurship development in Croatia; and the criteria for providing NGOs with the right of use of state and city owned property. The final day of the conference was dedicated to an NGO Open Door Day in which NGOs from all over Croatia took part. The aim of this event was to give more information to citizens and the wider public about the programmes and projects, which are for the common good and are implemented by NGOs in Croatia. More than 120 NGOs participated in the Open Door Day from all over Croatia. Reports from NGO Days are available in English on the TACSO Web site and here.

> *2.11.2. Organisations from Albania, Croatia, Bulgaria, Kosovo, Serbia and Slovenia established the Balkan Regional Early Support Network (BRESN).*

TACSO Kosovo implemented an event in collaboration with Down Syndrome Kosova aimed at consolidating the BRESN regional network, which was established in October 2010 in Pristine. BRESN is a network of 11 active organisations from Albania, Croatia, Bulgaria, Kosovo, Serbia and Slovenia. TACSO supported the consolidation of the BRESN network through a workshop that took place in Pristine in November 2011. Activities included: definition of the mission and goals of the BRESN network, coordination, mandate, decision-making system of the network, as well as the preparation of the BRESN network action plan.

2.11.3. Capacity building measures for the Civikos Platform were developed.

During the reporting period TACSO Kosovo, in close cooperation with EUD Kosovo and the Civikos Platform, developed capacity building measures to strengthen Civikos capacities with its internal decision-making mechanism, the Code of Conduct for Civikos members and selection mechanisms for CSOs to participate in different decision-making processes. These measures have been finalised and start being implemented in January-March 2013.

2.11.4. CSOs participated in a workshop discussing issues related to transitional justice and the impact of the politics on youth and divided communities.

TACSO Kosovo hosted and organised a partnership event with NGO Community Building Mitrovica (CBM) for 40 students of the Regional Human Rights School coming from the Western Balkan countries. The workshop was focused on transitional justice, the impact of politics on youth and divided communities. TACSO Resident Advisors gave a presentation on the role of civil society in transitional justice. CSOs from Kosovo also gave presentations during this workshop for these students.

2.11.5. Cooperation between trade unions and CSOs became a new theme on the agenda of TACSO.

TACSO Montenegro organised a round table on cooperation between trade unions and CSOs thereby bringing a new theme to the agenda for TACSO. The event, Cooperation between trade unions and CSOs in Montenegro, aimed to support cooperation between civil society organisations and trade unions and to define areas and models of cooperation between trade unions and civil society. Based on the conclusions of the conference, the establishment of a coordinating body, Working Group for Coordination between Trade Unions and NGOs was proposed. The working group will be responsible for improving coordination between unions and CSOs as well as for monitoring progress in this respect. The TACSO team will provide logistic support to the working group.

2.11.6. Regional Initiative for Independent Living of Persons with Disabilities was established.

TACSO Serbia facilitated the process of establishing a regional dialogue between organisations in Macedonia, Bosnia and Herzegovina, Serbia and Bulgaria within the framework of the Regional Initiative for Independent Living of Persons with Disabilities.

2.11.7. Turkish CSOs contributed to the process of developing a new constitution.

TACSO Turkey facilitated civil society contributions to the process of developing a new constitution. The New Constitutional Platform was invited to a hearing with the Parliamentary Compromise Commission on the Constitution. They were invited to share their findings from meetings with citizens, a number of which have been supported by TACSO in phase one and two. They presented their report and their views on the process of constitution making. Similarly, the Community Volunteers Foundation met with the commission to present their paper on youth issues with regard to the constitution, which was partially formulated based on the findings of the Regional Youth Volunteering Conference supported by TACSO. Many other TACSO partners in Turkey have also made their contributions, for example, the Pink Life Association which met with MPs on several occasions to communicate the needs of transgender individuals with regard to the constitution. They have submitted policy papers to the commission to include transgender rights in the new constitution and they have submitted four policy papers on transgender rights to relevant ministries. Kaos GL has also taken similar actions.

2.11.8. Supported examination of broad trends in the reform process, which are necessary for a participatory democracy and a sustainable civil society.

TACSO was a partner with European Citizen Action Service (ECAS) and other key partners to organise a Regional Civil Society Conference held in Zadar in September 2012. The conference gathered approximately 120 participants from the Western Balkans and Turkey, representatives from the civil society, government and EU, to examine broad trends in the reform process. These trends are necessary for a participatory democracy and a sustainable civil society. The background to this event was the ten-point Ljubljana declaration. The objectives of the conference stemmed from a process, launched by ECAS and other organisations in the region in 2008, which created sustainable partnership relations between civil society actors, the EU and national authorities. The report from the conference, the draft of the new declaration and the evaluation results can be found on the ECAS Web site.

2.12. TACSO became an integral part of the CSF.

TACSO continued improving structures for dialogue in EU Integration, IPA programming and consultation related matters and became and an integral part of the CSF.

Cooperation with the EUDs has gradually increased. TACSO facilitated the dialogue between the EU and civil society, for example, in conjunction with the donor coordination meeting in December in Brussels where LAG members participated. Many information and training events are undertaken in support of calls launched by DG Enlargement and the delegations. The examples below illustrate the wide range of services provided by TACSO to the CFS:

2.12.1. CSOs from Albania and Kosovo were in position to look for possibilities for mutual partnering and networking and became familiar with EU financial instruments supporting the civil society in IPA countries and territories.

Based on the growing demand by CSOs to have the opportunity to enter into partnerships and networks with counterparts from Kosovo CSOs, the TACSO Albania Office, in coordination with the TACSO Kosovo Office, organised a Partnership Day on Increasing Participation in Planning and Implementation of IPA funded Projects in August 2012 in the Kukes region. The purpose of this activity was to facilitate partnership and networking between CSOs of both countries as a mean for building potential coalitions for applying for IPA regional and cross border cooperation programmes. Participants got acquainted with EU financial instruments supporting civil society in IPA countries and territories and the benefits for entering into and operating partnership agreements with other organisations. One hundred and three participants in this event were active in the fields of economic development, environment protection, gender equality, culture, support to vulnerable groups, etc.

2.12.2. Support in preparation of the CSF partnership actions opening conferences.

TACSO Croatia provided logistics and visibility support in the preparation of the CSF Partnership Actions-Women Empowerment- Opening Conference in February 2012 in Zagreb.

2.12.3. Provided assistance in CfP promotion.

The TACSO RO assisted in promoting the online streaming of the information session regarding the Call for Proposals EuropeAid/132438/C/ACT/Multi held in February 2012. More than 50 percent of the online participants originated from the TACSO Web site. Six hundred and twelve participants viewed via the EC's Directorate General for Interpretation (SCIC) streaming, 654 via TACSO and 60 were in the room.

2.12.4. Organised partnership-matching events for CBC programmes.

A partnership day was jointly organised by the Albanian and the Macedonian TACSO offices in February 2012 to promote EU funding opportunities in particular the call for cross-border cooperation between Macedonia and Albania.

2.12.5. Act as the extension service for P2P.

TACSO supported the P2P programme through dissemination of information, selection and briefing of participants and through various follow-up activities once delegations returned to their home countries. TACSO Macedonia was chosen as an example of the services offered in relation to follow-up activities. The information event, Sharing Experience from the People to People programme, was organised in Skopje in November 2011 by TACSO and the EUD. Participants in previous programmes had the opportunity to share their experiences with representatives of civil society. Participants discussed good practices and came up with recommendations for the programme. TACSO Macedonia also offered support for the organisation of a single beneficiary P2P event on the topic, Functional System(s) for Involving Civil Society in the Policy Development and Decision-making Process, where participants had the opportunity to talk about the potential contribution of civil society during the decision-making process. Experiences from Slovenia and the Slovak Republic were presented at the event. TACSO support consisted of a pre-selection of participants for the event, the issuing of invitations to participants and local speakers and facilitators of the conference, registration of applications, and moderation of the panel debate on How to Target Successfully the Issue of Civic Participation. Subsequently, in the framework of the P2P programme, TACSO Albania and the EUD conducted a conclusive seminar on Ensuring an Enabling Environment for Civil Society Organisations. The purpose was to give participants the opportunity to review the situation in Albania and to look at experiences from other countries. High-ranking representatives of Albanian public administration, local authorities and international organisations have attended this event.

2.12.6. Take follow up actions based on the findings from the P2P events.

TACSO Albania, following the P2P single beneficiary event, Ensuring an Enabling Environment for CSOs, has continued to lobby at the central level with the representatives of the Ministry of Finance of Albania to provide information regarding the fiscal and legal framework for CSOs and potential solutions based on success stories of other countries in the region. TACSO Albania's Resident Advisor met three times with Mrs Arjana Dyrmishi, the Fiscal and Macroeconomic Director of the Ministry of Finance. They discussed finding a solution for VAT reimbursement of EU grants. The representative from the Ministry of Finance prepared a memorandum to be approved by the Minister of Finance of Albania for further negotiations with the Albanian Government. The solution proposed is based on Croatian experiences. This process has been coordinated with the EUD in Tirana. TACSO Albania provided assistance to the EU Delegation and CSOs for the programming of IPA CSF 2012/2013 Project Fiche for Albania. The TACSO team enabled the delegation to distribute the project fiche to 850 CSOs and get consolidated inputs from the CSOs for the delegation to follow up on. TACSO Albania provided support to the delegation for the EIDHR CBSS 2010/2011 including consultation meetings with CSOs and training sessions for applicants while the call for proposals was open. Finally, the team provided help desk and capacity building support to successful grantees of this call on How to Manage EU Funded Projects.

2.12.7. Looking for solutions for more systematic involvement of CSOs in the programming process

TACSO BiH continued to facilitate the process of involvement of CSOs in IPA programming. The TACSO BiH/ LAG organised a two-day workshop as a forum for representatives of the six biggest networks, Justice Network, Network Agreement Plus, I am volunteering, Peace Building Network, BiH NGO Council and Women's Network BiH, to meet and discuss options for CSO involvement in IPA programming with both TACSO LAG members and representatives of the Directorate for EU Integration (DEI).

Prior to this meeting the LAG members were familiarised with the Department for planning, programming, monitoring and reporting on EU funds and development assistance of the Office for the EU integration of Serbia (DACU) and SEKO mechanisms for programming consultations that were established in Serbia through a study visit organised by TACSO. Based on the observations made during the study trip, the TACSO team developed a road map for IPA programming where the starting point was the LAG meeting/workshop with members and responsible Senior Project Officers (SPO) to build common ground for a permanent and functional consultation process based on the proposal of CSOs, CSO networks and the Department for European Integration. In addition, the LAG members gave clear recommendations concerning the further development of mechanisms for more efficient involvement of CSOs in the IPA programming process.

TACSO Kosovo's organisation of information sessions in support of CSOs applying for the EIDHR 2011 call for proposals was used to demonstrate how substantial resources are allocated for this task. Activities took place during the period October-November 2011. The TACSO Kosovo office supported the Ministry of European Integration when holding its first consultative meeting with civil society organisations on the annual programme for IPA 2013. The purpose of this meeting was to get the input and expertise from CSOs on different project ideas and project fiches before they were submitted to the European Commission. The packages of project fiches were based on the priorities of the Kosovo institutions and those identified in the Multi-Annual Indicative Planning Document. This initiative was welcomed by civil society. It was concluded that sectorial-based meetings should be organised in the future to ensure more focused discussions. During this meeting, officials from the concerned ministries and agencies presented 27 project ideas with a total amount of 92.68 million Euros. Furthermore, TACSO, in cooperation with EUD Kosovo, involved LAGs and CSOs in the programming process of the EIDHR 2012 and Kosovo CSF 2012 and 2013.

TACSO Macedonia organised two consultative meetings with CSOs regarding EIDHR priorities and the EU country progress report. Participation of CSOs at these meetings was mobilised through the TACSO Macedonia Web page and invitations sent through the TACSO mailing list. The majority of participants at these events are CSOs that participated in TACSO Macedonia events and trainings.

2.13. TACSO assisted in improving the legal framework for civil society.

Numerous activities were undertaken by TACSO in an effort to improve conditions for civil society activities in the region.

In addition to the study tour, previously mentioned for the Macedonian delegation in December 2011, TACSO **Croatia also** hosted study tours from Bosnia and Herzegovina in February 2012 and in Turkey in May 2012.

> ### 2.13.1. *Turkish government representatives learnt about the Croatian model of methods for the promotion of civil society development that could possibly be applied in the Turkish model for the creation of an enabling environment for civil society development.*

The delegation of the Turkish Department of Associations of the Ministry of Interior and representatives of the Centre for Civil Society Development (STGM) and the Third Sector Foundation (TÜSEV) of Turkey visited Zagreb in May 2012. Their visit was organised within the context of collecting information on methods for the promotion of civil society development in seven European countries to be used by the Turkish administration in developing their own model for the creation of an enabling environment for civil society development. The Croatian model was recognised as particularly interesting for Turkey. The delegation was also received by the Turkish Ambassador to Croatia, Mr Burak Özügergin, who iterated the Turkish Embassy's readiness to support future exchanges of experiences concerning civil society organised by TACSO. Upon return from the study visit TACSO Turkey prepared a report that was presented to the DoA as well as to representatives from the Ministry of EU Affairs. The DoA is currently working on a new legislation for CSOs and has incorporated positive aspects of their observations from Croatia in the legislation draft such as, the ability to form an association with three people.

The DoA has also presented the results of the study visit to the Minister of Interior with a plan to create a structure similar to the Cooperation Office.

In July 2012, the Government adopted the National Strategy for Creating an Enabling Environment for Civil Society Development 2012-2016. TACSO assisted the Government Office for Cooperation with NGOs in conducting the consultative process that was crucial for drafting the strategy.

2.13.2. *CSOs participated in an online public consultation concerning the legal and taxation framework in Macedonia.*

Updating legislation required information dissemination as the basis for discussions and consultations. For example, TACSO Macedonia made five announcements concerning the legal and taxation framework for CSOs, which were sent to the organisations on the mailing list.

The announcements, and consequent collection of comments and questions, were related to the following topics: call for expressing interest in participating with the Committee for Organisations with Status of Public Interest (PBO); invitations for the Sectorial Forum for Law on Donations and Sponsorship organised by Konekt; draft Strategy for Cooperation of the Government with CSOs; information about consultative meetings for the Strategy for Cooperation between CSOs and the Government; and clarification from the Data Verification Commission regarding the CSOs' obligations to submit a notarised, signed statement.

2.13.3. *The Council for Cooperation between the Government and Civil Society Organisations together with relevant stakeholders discussed the improvement of regulations related to financing of CSOs and setting priorities for funding CSOs.*

TACSO Montenegro organised the conference, Public Financing of Civil Society Organisations, in Montenegro in cooperation with the Council for Cooperation between the Government and Civil Society Organisations in Montenegro, in Bečići (Budva) in May 2012. The aim of the conference was to support the process of improvement and implementation of regulations concerning the financing of civil society organisations from public funds. The conference presented current legislation that provided funding of CSO projects and useful recommendations for the development of new regulations in the area of financing CSOs. The conference aimed to provide assistance to the Council for Cooperation between the Government and civil society organisations in Montenegro in setting priorities for funding in 2012. Participants expressed their positions, ideas and concerns around three main topics: priorities in financing projects of NGOs, the process of allocating funds for NGO projects, and the Commission for the Allocation of Funds to NGOs".

2.13.4. *Council for Cooperation between the Government of Montenegro and CSOs adopted the draft agreement for cooperation between the TACSO countries, which represented the starting point in the process of further harmonisation in the region.*

The Council for Cooperation between the Government of Montenegro and CSOs accepted the initiative of the TACSO office sent in June 2012 suggesting that the council address the Government of Montenegro with the recommendation to launch regional initiatives related to signing the agreement of cooperation between the governments of Montenegro, Serbia, Bosnia and Herzegovina, Macedonia, Albania, Croatia, Kosovo and Turkey in the field of promotion of cooperation with civil society. This initiative aims to establish direct communication among governments of the region in order to exchange best practices in a quality manner. Signing the agreement would demonstrate the willingness of governments in the region to be held responsible for quality management. The agreement would promote cooperation between government and civil society organisations, which would be treated in a systematic and sustainable manner.

The need for closer cooperation in the field of government cooperation with NGOs has been recognised in the conclusions of the regional conference on Local Government and Civil Society organised by TACSO in Budva in 2011. A draft agreement prepared by the TACSO office was adopted by the Council for Cooperation and it represents the starting point in the process of further harmonisation in the region.

2.13.5. Enhanced transparencies in distribution of public funds.

In order to enhance transparency in the distribution of public funds, TACSO Serbia supported the Office for Cooperation with Civil Society of the Government of the Republic of Serbia. They developed an online questionnaire for the creation of the Annual Summary Report on budgetary expenditures. The report was provided to associations and other civil society organisations to support programme activities. Upon completion of the summary report local actions were initiated by TACSO where the following were presented: 1) existing models for financing CSOs from local budgets, 2) TACSO research on spending on CSOs from local budget and 3) a national report on spending for CSOs from national institutions and ministries.

2.14. Initiated policy-oriented change processes.

2.14.1. CSOs advocated and developed a policy document.

TACSO Serbia selected three CSO networks/platforms from Serbia that will be assisted by TACSO to go forward with advocacy activities and to define policy documents and new legislation proposals in the fields of migrations and asylum; citizens' forced replacement and introducing mediation in the legal system.

The SEKO consultative mechanism has continued to be operational covering seven areas and including 318 CSOs. The Serbia European Integration office and the Governmental Office for Cooperation with Civil Society, supported by TACSO and the domestic foundation Balkan Community Initiatives Fund (BCIF), held several consultative meetings during the spring 2012 to define further development of SEKO mechanisms. SEKO could go beyond its basic function, which is consultation on IPA assistance and other development aid, and become an actor in the field of CSOs influencing national policies. This approach is being undertaken by SEKO for rule of law. TACSO has been providing TA for the strategic plan so SEKO can become more efficient in influencing policy.
TACSO Serbia partnered with the Commissioner for Protection of Equality (CPE) of the Republic of Serbia to strengthen the capacities of CSOs and to discover and prove discrimination thus becoming a more important factor in fighting discrimination.

2.14.2. Quality Assurance Standards further promoted at the national level.

As a follow up to the regional conference held in the first phase of TACSO, TACSO Albania, Kosovo, Montenegro and Turkey have organised national events related to the QAS as described previously in paragraph 2.10 of Component 3.

2.14.3. National Youth Strategy and National Youth Law on the agenda of the Albanian Government.

The TACSO Albania Office conducted regular meetings with the newly established Forum of Social Enterprise and the Albanian Youth Network. The meetings were held to increase the capacities of the network and put forward efforts to adopt a law on social enterprises and to adopt the new Youth National Strategy 2013-2020 and to start the preparation of the Albanian Youth Law. In line with this TACSO Albania, in collaboration with Ministry of Tourism, Culture Youth and Sports (MTCYS); Ministry of Education and Science and the Ministry of Labour, Social Affairs and Equal Rights, supported the initiative of the Albanian Youth Council and the National Student Council. They organised the National Conference, Evaluation of the Needs and the Role of Youth Organisations in Local Youth Policy- Mapping Local Youth Actors. This conference was organised to support the

drafting process of the National Youth Action Plan 2013-2020 with insights from youth CSOs and to endorse the outputs to public institutions.

The purpose of the action plan was to create new bridges for joint initiatives and collaboration between civil society actors, to finalise local strategies and to create a national strategy as a response to the needs for developing youth policies in Albania. The conference proceedings, together with its findings, will be further reflected in the revised Youth Strategy for 2013-2020 and will be incorporated in the policies of the Ministry of Tourism, Culture Youth and Sports as well as in cross-sector initiatives and strategies of the Ministry of Education and Science and the Ministry of Labour, Social Affairs and Equal Opportunities.

The results of the youth conference are already incorporated as the action plan resulting from the regional conference in Skopje, Keeping up the Momentum. They were provided to the Regional Conference in Skopje and to TACSO Albania as among the four commitments regarding youth policies. There is already support for one strategy, enabling the dialogue between youth CSOs and the MTCYS to review the actual National Youth Strategy and draft the new one for the years 2013-2020 and preparing the grounds for the preparation of the National Youth Law.

2.14.4. Follow-up on Social Entrepreneurship.

The Social Entrepreneurship Forum in Albania supported the Assessment Report of Social Entrepreneurship in BiH and a conference in Montenegro that included Albania, BiH and Montenegro was organised to discuss and raise awareness of the need for social entrepreneurship.

TACSO **Albania** provided policy support through a combination of measures including the organisation of regional conferences, the commissioning of case studies and reports, and the organisation of study tours. One action was to support the development of social enterprises (SE) in Albania as an alternative and independent instrument to boost the financial autonomy of CSOs. Since 2000, in an attempt to strengthen their financial situations, efforts to operate social enterprises have been made by various Albanian CSOs. During 2012 more than 100 CSOs met and laid the foundations for the Albanian Social Enterprises (ASE) Forum to enforce the underlying participation and the democratisation processes. The ASE Forum is aimed at developing social services and welfare by promoting the activities of operating social enterprises and giving birth to new ones. In late 2012, more than 140 different civil and institutional actors had formally joined the forum.

In order to follow up with the process of institutionalisation of the SE Forum as a mechanism for information, counselling on the establishment of social enterprises and service delivery in Albania, TACSO Albania organised a follow-up meeting of the ASE Forum to elect the steering structures and discuss further steps to be undertaken in the next few months. During the meeting the participating 86 civil society organisations committed to continued social entrepreneurship development in Albania. Issues discussed included the modalities of the committee, suggestions for further institutionalising the forum committee, and the work of the forum on a daily basis. A report on the Albanian social economy has been commissioned by TACSO.

The Assessment Report on Social Entrepreneurship was completed by the Centre for Civil Society Promotion. TACSO **Bosnia and Herzegovina** organised three workshops/round tables in Banja Luka, Sarajevo and Tuzla with participants from all three sectors (CSO, government and business) to present the Assessment Report on SE to interested CSOs, government bodies and private business representatives. The purpose of the assessment report is to serve as a baseline document for discussion. TACSO BiH's intention was to create an enabling and creative environment for all interested CSOs to share their opinions and experiences on social entrepreneurship in Bosnia and Herzegovina. The results of the workshops were systematised in accordance to the legislative framework, institutional framework, education and promotion.

TACSO Montenegro and the British Council in cooperation with the Centre for Development of Non-Governmental Organisations and the Network of Knowledge organised a conference for Social Entrepreneurship- Business with Social Responsibility, in Podgorica in March 2012 with the objectives to:

- Improve the understanding of participating CSOs and public sector organisations for social entrepreneurship as a mechanism of sustainable community development.
- Create basic pre-conditions for further systemic development of social enterprises in Montenegro.
- Encourage development of partnerships in the area of social entrepreneurship.

> *Conference conclusions:*
>
> - *It is necessary to examine whether the Law on Social Cooperatives or the Law on Social Enterprises is the best solution - Government.*
> - *It is necessary to initiate the establishment of social enterprises - NGOs and social partners*
> - *It is necessary to initiate the establishment of a fund to finance social enterprises.*

Participants were introduced to the models and ways of functioning of social enterprises in the region and Europe. Examples of legal frameworks in European countries and the region and examples of market competitiveness were presented at the conference.

2.14.5. *CSOs and Kosovo institutions developed mechanisms for cooperation and dialogue between the two sectors.*

With the earlier support of TACSO, the Kosovo Parliament approved the amendments to the Law on Freedom of Association in NGOs and the Kosovo government amended internal rules of procedure regulating civil society involvement in decision-making and the drafting process. Later, TACSO supported both the government and the CiviKos Platform in the implementation of this provision by providing information about CSOs involved in these processes. The Kosovo government had listed as one of its priorities for 2012 the strategy for cooperation with civil society. TACSO has prepared a comprehensive plan and provided direct support to the Civikos Platform and Government Institutions (Office of the Prime Minister (OPM)/ Office of Good Governance (OGG)) in drafting this strategy and ensuring implementing mechanisms. The support included organising and facilitating multi-stakeholders' workshops, consultations with civil society and the organisation of a three-days study visit to Poland . The Civikos Platform is mandated to have a leading role in the drafting of this strategy and ensures substantial participation of civil society. The TACSO Kosovo office has focused its deliverables on supporting the Civikos Platform and Kosovo institutions in order to develop necessary mechanisms for cooperation and dialogue between both sectors and to prepare this strategy and to strengthen their capacities.

2.14.6. *Government departments and CSOs from BiH and Montenegro shared experiences related to their different and innovative approaches to dialogue between the government and CSOs.*

TACSO BiH organised a meeting to support experience and best practice sharing to promote innovative approaches to dialogue between the government and civil society. At the meeting were representatives from the Government of Montenegro; TACSO Montenegro LAG Representative, Ms Danka Latkovic, the Head of the Office for Cooperation with NGOs; and TACSO Montenegro team member, Mr Stavo Muk. They shared Montenegrin experience and lessons learnt on the process of establishing a Council for Civil Society to BiH. The idea was originated by TACSO BiH LAG members who participated at the Belgrade Conference, Partnership for Change, held in March this year. The meeting was extremely useful and timely since the Sector for Civil Society at the Ministry of Justice BiH has been in the process of preparing the Strategy for CSOs. Montenegro's experience and lessons learnt were found to be relevant since Montenegro is a step ahead of BiH in the CSO environment.

During the aforementioned partnership event, Bringing Civil Society to the Western Balkans, held in Sarajevo and supported by TACSO BiH, some central elements were the inclusion of civil society and citizens of the

Western Balkan countries in decision-making processes and the promotion of progressive social forces in comparison to ideas and approaches in the US and the EU. Conference participants discussed the pos¬sibility of starting a series of civil society activism projects. The partnership event produced the Civil Society Manifesto. The aims of the manifesto was to increase knowledge and awareness of democracy and political and economic problems in the region, increase the capacities of civil society organisations to become active agents for change, and to promote the region in Washington DC, Brussels, New York, Berlin, and Vienna.

2.14.7. Offered evidence based resources on corporate social responsibility (CSR) to the CSO and business sectors.

TACSO Montenegro conducted research on corporate social responsibility in Montenegro in October 2012. The specific objectives of the assignment were to enhance the knowledge of CSOs and the profit sector regarding the CSR concept and to contribute to the development of a favourable environment for CSR improvement. The research offered different perspectives about the CSR business sector, the obstacles for development of the CSR, and the potential roles of government, media and CSOs in promotion and development of the CSR, available here.

2.14.8. Followed-up on the impact and results of the national activity plans agreed upon during the conference, Cooperation between Local Self-Government and CSOs in the Western Balkans and Turkey.

As a follow-up to the regional conference about cooperation between the CSOs and local self-governments, the TACSO Regional Office coordinated development of the Bečići Progress Report. The Bečići Progress Report evaluated the impact and results of national activity plans agreed upon during the Bečići Conference on Cooperation between Local Self-Government and CSOs in the Western Balkans and Turkey in 2011. The report provided an update on the progress since the initial conference and discusses the main constraints and opportunities to promote good practices. It provided recommendations for all stakeholders in relation to further institutional development, communication in rural and remote areas, available here.

2.15.   Enhanced capacities of government to cooperate with CSOs.

Macedonia and Bosnia and Herzegovina showed that:

- Most of the organisations believe that TACSO is helpful in improving cooperation with government institutions.
- More than 64 percent are aware that TACSO is acting to strengthen cooperation between the government and CSOs.
- When asked if they know that TACSO's support strengthens collaboration between civil society organisations and government institutions, 70 percent of CSO representatives said, "yes", as did 86 percent of surveyed state organisations.

---

[7] The study visit to Poland was for a mixed delegation comprised of representatives of the Kosovo Parliament, Government and civil society and it provided an exchange of experiences and lessons learnt on cooperation between government and civil society organisations. The overall objective of the study tour was to contribute to the strategy of cooperation between the government and CSOs currently being developed and planned to be approved by the government of Kosovo in June 2012.

2.15.1. TACSO LAG members were introduced to Croatian experiences in incorporating CSO/ government dialogue into the Strategy for the Development of the Enabling Environment for Civil Society.

TACSO Bosnia and Herzegovina LAG members visited Croatia. TACSO Croatia offered logistical support, organised a meeting with the Governmental Office for Cooperation with NGOs and a presentation on the Council for Civil Society Development. This study visit took place as part of the process for drafting the Strategy for the Development of an Enabling Environment for Civil Society lead by the Ministry of Justice in Bosnia and Herzegovina. This process will further strengthen the role of civil society in the European integration process. The working group for drafting the strategy commenced preparations that include an analysis of the existing legal framework influencing the work of CSOs in the country and the region. TACSO supported the group by providing consultancy services aimed at producing a framework document for the strategy. As the next step in the process, the study visit to Croatia was carried out. Subjects covered were the concept of NGO days with active involvement of the Office for Cooperation with NGOs, and cooperation between CSOs and the government through the Council for Civil Society Development.

2.15.2. CSOs in Montenegro commended achievements, obstacles and lessons learnt from the Strategy for Cooperation of the Government and NGOs 2009-2011, and provided inputs for a future strategy and an accompanying action plan.

The TACSO Montenegro Office, in cooperation with the Ministry of the Interior and Office for Cooperation with NGOs, organised a meeting with non-governmental organisations. The subject of the meeting was the structure and content of the future Strategy of Cooperation of the Government of Montenegro and Non-governmental Organisations for the period of 2013-2015. The meeting was held in Podgorica in November 2012. The aim of the meeting was to enable non-governmental organisations from all parts of Montenegro to comment about the achievements, obstacles and lessons learnt in the implementation of the Strategy for Cooperation of the Government and NGOs 2009-2011. Another aim of the meeting was to identify elements of the proposed structure for the future strategy of cooperation and action plan. A third aim was to identify key problems in the functioning of NGOs and suggest measures to address them.

2.15.3. Provided a regional platform for the improvement of cooperation and created a forum for the presentation of the current regional initiatives between civil society and public institutions.

The TACSO Regional Office organised the **regional conference**, Keeping up the Momentum: Improving Cooperation between Public Institutions and Civil Society in the Western Balkans and Turkey, in November in Skopje. With over 100 representatives of public institutions, civil society, the media and the donor community, this conference was the first of its kind to provide a platform for the improvement of cooperation and to create a forum for the presentation of the current regional initiatives between civil society and public institutions.

The draft report, Keeping up the Momentum: Improving Cooperation between Public Institutions and Civil Society in the Western Balkan and Turkey, was presented during the conference in order to summarise where we stand today and to stimulate all conference participants to give more input, comments and suggestions in order to improve the quality of the final report.

The conference also gave the participants the opportunity to identify the Specific, Measurable, Achievable, Realistic, Time framed (SMART) commitments and action plans. It also gave participants the opportunity to recognise and commit to the next steps they will take to improve cooperation between public institutions during the next year on the national and regional levels and to improve and commit to future, good cross-border cooperation. Those commitments and the annexes from the conference report are presented as a part of the report. Participants were pleased to have an opportunity for exchanging and networking.

TACSO's Keeping up the Momentum regional conference motivated the Department of Associations in Turkey to host a meeting bringing together representatives of various government bodies to discuss funding for CSOs, to dialogue with civil society and to contribute to the conference report. As a follow up to the conference, Turkish participants drew up an action plan that included holding public consultations with civil society on the following topics: the creation of a CSO office in the Parliament, the new legislation concerning CSOs- including the issue of a civil society council and civil society board, and civil society/government cooperation mechanisms in general.

2.16. LAG proved to be a useful and powerful tool in ensuring that TACSO responded to the needs of the CSOs.

Some of the examples of LAGs influence on the course of the operation of TACSO are:

- TACSO Turkey LAG meeting organised in March with the participation of nine LAG members in İstanbul, which brought together CSOs and government representatives. The strategy and concept of civil society and government cooperation for Turkey was discussed in depth.
- The final part of the TACSO BiH LAG workshop was held on May 31-June 1 and focused on models for efficient participation of CSOs in EU funded programming (IPA programming) and on recommendations for TACSO BiH's role in facilitating such processes.
- LAG members were consulted by TACSO and the EU office in Kosovo during the process of the preparation of guidelines for the national IPA call, Civil Society Facility for Kosovo, which was launched in April 2012. LAG members agreed that objectives of a national CSF call should include: support to dialogue between government and civil society, incentives for cooperation between urban and grassroots organisations and support to youth organisations. Most of the LAG recommendations were included in the objectives of this call. It took almost two years to acknowledge the contributions of LAG, and specifically CSO members, in this process that marks a huge step forward. Currently, the call is open.
- TACSO Kosovo established a mini LAG working group that was engaged in preparing the national report, Cooperation between Civil Society and Local Governance in Kosovo. The mini working group involved the Director of the Legal Office, the LAG member Ministry of the Local Governance, the Director of the Civikos Platform and the Director and LAG members of the NGO, Syri I Visionit. The report will serve as a tool to impact advancing/changing policies and to strengthen the cooperation between both sectors.

TACSO transformation:

TACSO's position has changed from one where it facilitated the processes related to EU integration and IPA programming to one where it is an integral part of the CSF. TACSO is now a partner to the government institutions working with CSOs rather than an agency developing relationship with government representatives.

Component 5:
TACSO REGIONAL DIMENSION

TACS — Technical Assistance for Civil Society Organisations

This project is funded by the European Union

SIPU INTERNATIONAL — SWEDISH INSTITUTE FOR PUBLIC ADMINISTRATION

The TACSO Regional Dimension is a binding/anchoring component

ACHIEVEMENT 1

Strengthened regional cooperation among CSOs, Government units responsible for cooperating with CSOs and among other stakeholders relevant to the civil society sector

Indicators

- 17 regional events with a total of 500 TACSO supported participants (TACSO Phase 2):
- 16.2% local advisory groups (LAG) representatives • 4.6% government representatives • 3.2% media representatives • 33.2% CSOs representatives from the WBT* • 3% CSO representatives from the EU • 1.4% EU representatives • 3% donor representatives

- **74.4 %** polled stated that TACSO regional initiatives contributed to strengthening the cooperation with organisations from other countries (Croatia)
- **100 %** of members recognised the role TACSO plays in communicating, coordinating, promoting and advising the networks assembled around the Civil Society Manifesto-Platform for Future Actions

ACHIEVEMENT 2

Promoted and contributed to the establishment of partnerships and networks at the regional level enabling CSOs to become a stronger driving force in policy-making, democratisation processes and development to governments in the WBT.

Indicators

- Mapped regional networks in the WBT for the first time
- Brought regional CSO networks from the WBT together to examine prospects for their support and to discuss their needs in a wider forum
- Supported regional CSOs networks (approx. 12) active in:
- Disabled and marginalised groups • Policy research and policy development • Environment, energy efficiency and waste management • Rural development/biological agriculture • General CSO's capacity building

- Assistance to the regional CSO networks included:
- Establishment • Turning informal networks into formal • Assessment of their strategic possibilities and reasons to form the network • Development and/or updates of their strategic and action plans
- 2 study trips organised taking 31 representatives from the WBT (15 WBT CSOs to meet 16 Polish CSOs, 16 WBT CSOs to meet 11 Romanian CSOs) for capacity development in addressing various policy issues and for networking of CSOs in the WBT.

ACHIEVEMENT 3

Enabled benchmarking in the region due to the regional dimension of the project

Indicators

Regional dimension of TACSO led to:

- BiH explored opportunities to establish mechanism similar to SEKO in Serbia for IPA programming
- BiH LAG representatives looked into the Croatian concept of NGO days and of the Council for Civil Society Development in the context of drafting the framework for Strategy for Development of the Enabling Environment for the Civil Society in BiH

- Exchanged experiences related to the innovative approaches to dialogue between government and CSOs (BiH/Montenegro)
- Turkish model for the creation of an enabling environment for civil society development encompassed the lessons learned from Croatian model
- The Government of Montenegro initiated the Agreement of Cooperation among Governments in the TACSO Countries in the field of promotion of cooperation with governments with the aim to exchange best practices in a qualitative manner

ACHIEVEMENT 4

Standardised its approaches related to operations and to capacity development of CSOs and to enabling the CSO environment

Indicators

- Standardised and reviewed TACSO **operational issues** related to administrative and financial procedures, communication strategy and visibility
- On-going review and reflection on the strategic approach by:
- TACSO service delivery • Planning and designing regional events • Deciding on the involvement of decision-makers in TACSO events and processes • Exploring the best options to:
- Introduce different policy issues • Enhance dialogue between government and CSOs • Support capacity development of CSOs
- Developing internal guidance for provision of services related to:

- Guidance and monitoring of EU funded projects • Partnership and networking • Cooperation between developed and less developed CSOs • Potential Applicant Data Online Registration (PADOR) registration • Media Manual

ACHIEVEMENT 5

Introduced policy changes at regional events to foster the adoption of the same changes at national events

Indicators

- With the organisation of TACSO regional events, TACSO introduced following policies:
- CSO Quality Assurance System • CSO — Local Government Cooperation • CSO Sustainability • Social Entrepreneurship • CSOs — Public Institutions Cooperation

- Followed by national conferences and/or workshops and/or action plans and/or research, etc. thus fostering their adoption in national contexts

* Western Balkans and Turkey

TACSO Achievement Report will be available in July 2013.

COMPONENT 5: REGIONAL DIMENSION

Unlike the other project components described in this report, where information was presented separately for phase one and phase two of TACSO, this component will offer summative information on the regional achievements of TACSO. Reasons for this are that activities at the regional level are planned not only to support the CSOs and enabling environment for the CSOs, but also to manage and standardise services of TACSO across the region. The TACSO Regional Office planned regional events for all countries of the region. There were also several additional CSOs events that occurred. There were bilateral and trilateral events, which have been made possible because of the regional dimension of TACSO but they were not planned by the regional office.

The Western Balkans and Turkey have a complex regional history so the guiding principles of TACSO's projects in the regional were to encourage social and economic development and to initiate the democratisation process. This could only be done if CS was developing in a fluid environment that enabled it to flow beyond national borders. In order to respond to this guiding principle, TACSO managed to maintain a flexible regional perspective taking into account the national contexts, and to support and match the needs of regional civil society.

The following was achieved under this component:

5.1 Strengthened regional cooperation among CSOs, government representatives of units responsible for cooperating with CSOs and other stakeholders relevant to the civil society sector.

Out of a total of 61 events organised by the regional office in phase two of TACSO, 17 of them offered both information and training to CSOs and relevant stakeholders with a total of 500 TACSO supported participants. Composition of participants was as follows:

- A total of 16.2 percent were local LAG representatives.
- A total of 4.6 percent were government representatives.
- A total of 3.2 percent were media representatives.
- A total of 33.2 percent were CSO representatives from the WBT.
- A total of three percent were CSO representatives from the EU.
- A total of 1.4 percent were EU representatives.
- A total of three percent were donor representatives.

In addition during the second phase, TACSO also participated in eight regional CSO events organised by other organisations and five regional events organised by the EU or in cooperation with the EU.

With these events TACSO contributed to the introduction of new policies and best practices. The events supported experience sharing, partnerships, networking, the planning of CSF support, the transfer of new trends in the region, etc.

For example, 74.4 percent of those polled in the Survey on Quality of Services Assessment conducted in Croatia in October 2012 stated that participation in regional initiatives organised by TACSO did contribute to strengthening the cooperation of their organisation with organisations from other countries.

One hundred percent of the members of the Civil Society Manifesto- Platform for Future Actions, which encompasses 45 leaders/representatives of CSOs from the Western Balkans, have recognised the crucial role TACSO played in communicating, coordinating, promoting and advising the networks assembled around the CS Manifesto.

5.2 Specifically promoted and contributed to the establishment of partnerships and networks at the regional level, enabling CSOs to become a stronger driving force for societies in policy-making, democratisation processes and development of governments in the WBT.

In all events organised by TACSO an important aspect was creating opportunities for partnership and networking. Some events at the regional level were specifically designed to support partnerships and networking of CSOs active in the region or among IPA and EU CSOs.

The TACSO Regional Office developed the Report on Regional CSO Networks (RCSONs) in the IPA Region, where regional networks and their capacities were mapped for the first time in the WBT. The report offered recommendations on how further regional networking could be supported and strengthened.

Following the RCSONs, the TACSO RO organised the conference for identified regional CSO networks from the Western Balkans and Turkey to examine possibilities for their support, mainly from the EU, and discuss their needs in a wider, face-to-face forum[8].

After summarising the issues, recommendations and open questions identified by the participants at the conference, TACSO concluded that there was an evident need for further support to the RCSONs. In order to further steer regional networks, TACSO published an open call for support of regional CSOs in undertaking specific actions targeted at regional CSO network development.

Expected results of such support were
- Increased capacities of the RCSONs.
- Increased number of quality regional CSO networks in the IPA region.
- Promotion of partnerships and networking among CSOs in the IPA region.

Support included provision of technical assistance to regional networks in:
- Organising meetings of network members to:
  - Develop concrete action plans, strategic plans.
  - Plan the Civil Society Facility's Call for Proposal- IPA/CSF Partnership Programmes for CSOs, available here.
- Facilitation of contact with EU organisations.
- Provision of training/coaching services in strategic planning, communication planning, and other topics of interest to CSOs.
- Meetings of CSOs planning to develop a network.

In order to create opportunity for as many regional networks as possible, support was planned for both informal and formally registered networks and bilateral organisations, which come from at least two countries in the WBT.

As a result of this initiative the TACSO RO has received a number of good quality proposals with a total amount of 550,800 Euros. Due to limited resources, TACSO was able to support only seven proposals, as follows:

1. Disabled and marginalised groups

   a. Network of Low HIV Prevalence Countries (NeLP).
   b. Regional LGBT Network.
   c. Balkan Dis/Ability Network.

2. Policy research and policy development

    a. Southeast European Policy Research Association (SEEPRA).
    b. Monitoring Chapter 23.

3. Environment, energy efficiency and waste management

    a. Balkan e-Waste Management Network (BeWMAN).

4. General CSO capacity building

    a. Balkan Civil Society Development Network (BCSDN).

> *It can be concluded that not only did the initial needs assessment, represented in the Report on Regional CSO Networks developed in August 2011, demonstrate the need to support regional CSO networks, but also more importantly, once TACSO commenced with its support to the regional network, the need and possibilities for supporting regional CSO networks only grows.*

Output of the support to the networks:

- Networks improved their long-term planning by developing strategic and action plans to ensure effective advocacy in the region (on-going human immunodeficiency virus (HIV)).
- Developed capacities and knowledge for monitoring negotiations and the EU accession process, particularly in the field of reform of judiciary, fundamental rights, social policies and media.
- Improved collaboration between Croatian and Montenegrin NGOs in monitoring negotiations and implementing EU standards.
- Developed the first shadow report on the state of reforms related to Chapters 23, 19 and 10 for Montenegro.
- LGBT activists from the WBT had an opportunity to meet with LGBT activists from the Mediterranean region. They had time for efficient and creative planning and project development and time to compare the achievements and differences in LGBT movements in the Balkans, the Arab world and the Caucasus.
- LGBT network members had an opportunity to see in depth how the Queer Zagreb Festival functioned and what the festival impact has been on the improvement of LGBT rights in Croatia and the Balkan region in the last 10 years.
- LGBT network members had an opportunity to define the scope of collaboration among themselves and focus their work to find similar LGBT organisations/initiatives in the Mediterranean region with a special focus on Egypt, Tunisia, Libya, Algeria and Syria.
- Strengthen the capacities of the BEWMAN network for efficient usage of new media in lobbying and advocacy efforts in the area of environmental protection by providing the network members with tools and skills for advocacy, an opportunity to share complementary competencies and to enable them to initiate changes and improvements of the existing legal and institutional framework related to environmental protection within their countries, particularly in the field of electronic and electric waste management.
- TACSO provided assistance to the BCSDN in putting its mid-term strategy into long-term perspective and to discuss, with its members and other external stakeholders and non-member CSOs, the state of civil society development (CSDev) beyond accession. The focus was on the development of an enabling environment for long-term sustainability and effectiveness of civil society in the Balkan countries in line with the BCSDN vision, mission and mid-term goals and the incorporation of these aspects into a sound, realistic and effective BCSDN mid-term strategy.
- Provided assistance to the Balkan Dis/Ability Network with the objective of influencing regional and national policies and legislation by working together and networking with the EU and regional counterparts towards advancing human rights of people with disabilities.
- Explored the option of introducing standards for research work in the region.

Through its national offices, TACSO also supported:

The Edirne Roma Association, including the European Roma Rights Centre Hungary, EDROM Turkey, Youth for Positive Change Kosovo, Regional Roma Association Macedonia and the Minority Rights Centre Serbia in Belgrade, and marginalised groups. The TACSO national office in Turkey provided support for project proposals for the CSF CfP to establish a regional network to focus on education for Roma in their respective countries.

The Balkan Organic Network (BON), with participation from the organic farmers' association from Albania, BiH, Kosovo, Montenegro, Macedonia, Serbia and Croatia. TACSO offices created opportunities for organisations that have initiated their P2P network events to follow up on initiatives and to further develop their cooperation. For example, IPA CBC Macedonia and Albania submitted an application in February 2012 to organise the International Agricultural Fair in Novi Sad, Serbia in May 2012 through the BON network and.

As a result, CSOs established contacts and cooperation agreements. The multi-dimensional International Fair hosted 270,000 people. Approximately 20,000 people came to the fair in organised groups. This support contributed to the increase of capacities and the strengthening of cooperation among CSOs who worked together and to absorb EU funding. The International Fair offered a unique opportunity for the Albanian CSOs to get to know how their counterparts worked, shared experiences and expertise.TACSO BiH contributed to the development of the Civil Society Manifesto- Platform for Future Action. Forty-five leaders/representatives of CSOs from the Western Balkans supported a partnership event.

> *The TACSO project, with its regional dimension, was perceived as an excellent opportunity for the manifesto to be communicated as a platform for future action with civil society in the region. Subsequent debates around the Civil Society Manifesto should be continued throughout the next year within the EU, in Brussels and major EU capitals as well as in the Western Balkans and should result in the further development of the manifesto's content and objectives as well as in extending the number of CSOs assembled around the manifesto.*

This event created the space for exchanges and joint work, for building stronger ties between organisations, for future joint initiatives and projects, and thus brought about regional cooperation and social cohesion.

TACSO organised two study trips to Poland and Romania to create opportunities for CSOs from IPA countries to connect and network with EU CSOs. The two study trips were organised with a total of 31 representatives from the WBT. Fifteen WBT participants on a study trip to Poland met with 16 Polish CSOs. Sixteen participants from the WBT went to Romania to meet 11 Romanian CSOs. The trips contributed to capacity development and networking of CSOs in the WBT and to an exchange of experiences and lessons learnt with Polish and Romanian CSOs. The policy issues addressed included:

- Developing a common understanding of the current role of CSOs in Poland and Romania by addressing policy and capacity development issues.
- Gaining an in-depth understanding of the main challenges faced by Polish/Romanian CSOs in the process of transition and of the existing mechanisms for engagement between civil society and the government.
- Identifying how the approaches and experiences of Polish/Romania CSOs in selected areas can be used in other countries.

5.3 The regional dimension of TACSO enabled benchmarking in the region because of the regional dimension of the project.

The regional dimension of TACSO is an invaluable asset that enables benchmarking in the region. For example:
- BiH is in the process of designing and establishing a mechanism similar to SEKO in Serbia for the engagement of CSOs in IPA programming.
- BiH LAG representatives explored the Croatian concept of NGO days with active involvement of the Office for Cooperation with CSOs and cooperation between CSOs and the Government through the Council for Civil Society Development in the context of drafting the framework for the Strategy for Development of the Enabling Environment for the Civil Society in BiH.
- Exchange of experiences related to the different and innovative approaches to dialogue between government and CSOs in BiH and Montenegro.
- Process of improvement using the Turkish model for the creation of an enabling environment for civil society development encompassing the lessons learnt from the Croatian model.
- Government Unit for Cooperation with NGOS of the Republic of Macedonia[9], based on Croatian experiences, explored the institutional involvement of the Civil Society Grant Scheme Management under the DIS of EU funds.
- Turkish CSOs in the field of gender equality, human rights protection and protection of the rights of children and disabled persons learnt about Croatian experiences concerning CSO participation in the process of the preparation and adoption of legal regulations and the creation of public policies. They assessed the extent to which Croatian practices might be applicable to participation of CSOs in the process of adoption of the new Turkish constitution.
- The Government of Montenegro initiated the Agreement of Cooperation among Governments in the TACSO Countries in the field of promotion of cooperation with governments to exchange best practices in a qualitative manner.
- Montenegrin CSOs broadened their capacities and knowledge for monitoring negotiations and the EU accession process, particularly in the field of the reform of the judiciary, fundamental rights, social policies and media, as a result of an exchange of experiences with a non-formal network of 15 Croatian CSOs-Monitoring Chapter 23.
- Members from the Regional LGBT Network had an opportunity to see how the Queer Zagreb festival functioned and the impact of the festival on the improvement of LGBT rights in Croatia and the Balkan region in the last ten years

5.4. When operating throughout the region, TACSO standardised its approach to operations, to capacity development of CSOs and to enabling the CSO environment.

Because of TACSO standardisation:
1. The Administration and Financial Assistants (AFA) and Communication Contact Points (COM) meetings have been standardised and reviewed for operational issues related to administrative and financial procedures, communication strategy and visibility. The AFA and COM meetings are often organised separately, once per year.
2. There is on-going review and reflection on the strategic approach to consultative meetings for all TACSO resident advisors and management staff and for planning meetings for specific TACSO regional events. During the fourteen consultative meetings, six meetings for TACSO Phase One and eight for TACSO Phase Two, strategies for service delivery were reviewed and planned. The best options for introducing new policies, enhancing dialogue between government and CSOs and supporting capacity building of CSOs were explored. A minimum of one planning meeting preceded each TACSO regional event. Meetings were carried out by the working group. This means that for each regional event a working group was

---

[9] Former Yugoslav Republic of Macedonia, hereinafter referred to as Macedonia.

established often composed of two to three resident advisors, additional experts and support staff provided by the TACSO RO. There were 18 planning meetings during the second phase of TACSO.

3. Standardisation of service delivery by developing internal guidance for provision of services related to:
   • Guidance and monitoring of EU funded projects.
   • Partnership and networking.
   • Cooperation between developed and less developed CSOs.
   • PADOR.

5.5. Introduced policy changes at regional events to foster the adoption of the same changes at national events.

With the organisation of TACSO regional events, TACSO introduced policies or raised awareness in the region over the following concepts:

• CSO Quality Assurance System- The Regional Conference on Quality Assurance Systems for CSOs was held Zagreb, Croatia in October 2010 and gathered 74 people from the Western Balkans and Turkey including speakers, presenters, organisers and guests. Participants represented leading national resource/capacity development CSOs. The conference on QAS was a result of locally formulated needs. During the regional conference action plans were developed that served as road maps for the implementation of similar events in each of the present CSO representatives' home countries. This ensured further dissemination of knowledge within each of the TACSO countries, available here.

• CSO- Local Government Cooperation in Bečići, Montenegro in February 2011- The purpose of this regional conference on cooperation between CSOs and local governmental institutions provided a forum to share topic related knowledge, information and experience among stakeholders from IPA countries. It was organised by the TACSO offices in Montenegro, Bosnia and Herzegovina and the TACSO Regional Office. The focus of the conference was on the transparency and accountability of local self-governments and the role that CSOs can play in this regard. The conference also covered participation mechanisms for decision-making processes at the local level, cooperation of local self-governments with CSOs and financing of CSO programmes/projects at the local level. During the conference participants were able to share experiences, challenges, good practices in the region and examples, experiences and good practices from the EU countries. The conference offered a comparative overview of mechanisms that exist within CSO/local self-government relations and experience in the region; exploration of how cooperation can be improved, or how good practices can be shared and developed; greater understanding of the nature of CSOs in different countries; networking and dialogue opportunities for CSO and government members through workshop sessions dedicated to specific capacity building topics; discussion of laws governing CSO/government relations and developing ideas on how these can be improved/transformed, available here.

• The conference was followed by an updated report, Cooperation between Local Self-Governments and CSOs in the Western Balkans and Turkey, available here and an international conference in Prishtina, Kosovo in May 2013 where the report was officially launched. The objective of this conference was to provide a forum to discuss the report's conclusions and recommendations. Each country was represented with participants coming from their respective government structures and civil society. This conference also gathered relevant key actors working in this area such as the Associations of Municipalities, EU representatives, the Council of Europe and other stakeholders. The conference was organised by the TACSO Kosovo office in cooperation with other TACSO offices. The strategic partners of the conference were the Kosovo Ministry of Local Government Administration and the Council of Europe office in Prishtina, available here.

• CSO Sustainability in Belgrade, Serbia in March 2011- The overall objective of this regional conference was to address relevant issues which impact and determine the sustainability of CSOs, and to share the experiences of CSO sustainability among the IPA countries. Working sessions of the conference were directed towards an exchange of perspectives and identifying recommendations for country specific

actions to be undertaken to support the sustainability of CSOs in the WBT.

- The purpose of this conference was to review the common issues and concerns affecting overall functioning and sustainability of the CSOs in IPA countries. Conclusions and recommendations drawn provided the basis for follow-up actions to be undertaken in the individual countries and, if applicable, regionally. The conference focused on:
  - Exploring and understanding different aspects other than financial sustainability of CSOs. It featured best practice examples to provide insight into the different aspects of sustainability.
  - Featuring the best practice examples to provide insight into the experiences of CSO sustainability in the IPA countries and in the new EU member states.
  - Developing national CSO Sustainability Action Points as a basis for a country specific follow-up, and activities to further discussions and contributions towards sustainability of CSOs.
  - Exploring different ways for CSOs to further partnerships with the government and create partnerships with the private sector, available here.
- Social Entrepreneurship in Istanbul, Turkey in March 2012 – This conference was promoted as a new long-term solution to help overcome the crisis and create better and fairer societies in which to live. In order to discuss this further, Istanbul hosted the International Social Entrepreneurship Conference. The conference, initiated by the British Council's global project on social entrepreneurship, was organised by the British Council, TACSO and TÜSEV at the Kadir Has University with the strategic partnership of the Vodafone Turkey Foundation. The conference was the first of its kind. It occurred because of its content and the strong partnerships that were in place. The conference was attended by experienced social entrepreneurs and supporters of its concept from the Western Balkans, Ukraine, Georgia, Germany, the United Kingdom, Turkey and East Asia. Approximately 150 people from 18 countries who were eager to learn from their collective experiences, start their own social enterprises, or pave the way for their introduction or development in their own countries populated the vivid corridors and rooms of the university for two days. The definition of social entrepreneurship was also the subject of much discussion during the conference. The creators of the conference described social entrepreneurs as women and men who possess the vision, creativity and extraordinary determination of the typical business entrepreneur, but who devote these qualities to finding innovative solutions to systemic social problems. They often work at the intersection between the public, private and social sectors using whatever organisational structures are most appropriate for solving the social problems they are focusing on. The main questions from many participants from countries where social entrepreneurship is in its infancy were: "How can it all get started?" "How can the government be persuaded to give support?" "How can they survive alongside big corporate businesses, which often create monopolies?" The general agreement was that change in this regard is not going to happen overnight, but will probably take generations. However, it will not happen unless people take the first step towards it, available here.
- CSOs – Public Institutions Cooperation in Skopje, Macedonia in November 2012- Over 100 representatives of public institutions, civil society, the media and the donor community from the Western Balkans and Turkey gathered in Skopje to participate in the two-day regional conference, Keeping up the Momentum: Improving Cooperation Between Public Institutions and Civil Society in the Western Balkans and Turkey, available here. The focus of the conference was on the current regional and European initiatives to improve civil society cooperation with public institutions in the context of European accession.
- The conference was organised as a platform for experience exchange and open discussion, to provide a forum for presenting current regional and European initiatives and to improve civil society cooperation with public institutions. At the same time, participants from each country were able to identify the next steps they will take to improve civil society cooperation with public institutions during the next year. The conference also provided an excellent opportunity for participants from different countries to exchange their knowledge and experiences, available here.
- Civil Society Transformations on the Way to the European Union in Zagreb, Croatia in April 2013- The purpose of the conference was to present the experiences and challenges which the CSOs face in the countries of the Western Balkans and Turkey during the EU accession process. The conference gathered interesting speakers with experience in the civil sector who guaranteed to broach discussions on topics that

had not been broached before. Some of the issues presented and discussed related to:

- The influence of donors on CSOs' development and the heritage that donors leave in the countries they operate.
- Insight into particular experiences of Croatian CSOs in the EU accession process, answering questions such as: "How did Croatian CSOs participate in the accession process?" "In what ways has their participation in the accession process influenced their capacities?" "How did they use the opportunities created by the accession process to influence public policies in Croatia?" "How did the accession process influence networking or partnership capacities?" and "How did the accession process influence the relationship between state and non-state actors?"
- The EU's role in the promotion of minority rights and culture in Turkey.
- Development of Croatian activism in the last 20 years.
- The role of CSOs in the EU pre-accession process, and the interaction of civil society and EU actors in Brussels.
- The roles of environmental non-governmental organisations (ENGOs) in governing Turkey's Europeanisation process.
- Expert experiences from Poland and Romania.
- Possibilities of international development cooperation in connecting the countries of the Western Balkans and Turkey with the EU countries.
- The role and capacities of CSOs in Croatia, with an emphasis on the opportunities created by the accession process to influence public policy in Croatia, and also on the challenges the CSOs faced and the changes expected in the roles of CSOs after accession, available here.

- CSOs and Media Cooperation- Regional Workshop: Connecting the Links- Capacities and Relations between CSOs and the Media in Prishtina, Kosovo in June 2013- Recent findings in the region show that relations between CSOs and the media are not very strong. The media does not see CSOs as aids in building democracy and reaching citizens, while CSOs do not see the media as independent actors towards civil society and its citizens. Neither have strategies to work together. This regional workshop was an attempt to make the first step to bring these two opposing poles closer together. The results of the workshop provided initial plans for short and long-term perspectives for developing the capacities of CSOs and the media in regard to procedures, standards and strategies in the local context with a specific focus on CSOs, available here.

All of these policies and concepts were initiated from a regional perspective and were followed by concrete national action plans allowing adaptation to the local context. In some cases, a specific policy or concept at the regional level was preceded by national research on the topic.

Contact

REGIONAL PROJECT OFFICE
Potoklinica 16
71 000 Sarajevo
Bosnia and Herzegovina
E-mail: info@tacso.org

T/A Help Desk for
ALBANIA
Rr "Donika Kastrioti»
"Kotoni" Business Centre
K-2, Tirana, Albania
E-mail: info.al@tacso.org

T/A Help Desk for
BOSNIA AND HERZEGOVINA
Kalesijska 14, 71 000 Sarajevo
Bosnia and Herzegovina
E-mail: info.ba@tacso.org

T/A Help Desk for
CROATIA
Amruševa 10/1, 10000 Zagreb
Croatia
E-mail: info.hr@tacso.org

T/A Help Desk for
KOSOVO*
Str. Fazli Grajqevci 4/a, 10000 Pristina
Kosovo
E-mail: info.ko@tacso.org

T/A Help Desk for
**FORMER YUGOSLAV REPUBLIC
OF MACEDONIA**
11 Oktomvri 6/1-3, 1000 Skopje
Former Yugoslav Republic of Macedonia
E-mail: info.mk@tacso.org

T/A Help Desk for
MONTENEGRO
Dalmatinska 78, 81000 Podgorica
Montenegro
E-mail: info.me@tacso.org

T/A Help Desk for
SERBIA
Španskih boraca 24, stan broj 3
11070 Novi Beograd, Serbia
E-mail: info.rs@tacso.org

T/A Help Desk for
TURKEY OFFICE ANKARA
Gulden Sk. 2/2 Kavaklidere – 06690
Ankara, Turska
E-mail: info.tr@tacso.org
T/A Help Desk for

TURKEY OFFICE ISTANBUL
Dumen sokak. Mutlu Apt. 7/14,
Gumussuyu Beyoglu, Istanbul, Turska
E-mail: info.tr@tacso.org

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.