EU TECHNICAL ASSISTANCE
TO CIVIL SOCIETY ORGANISATIONS
IN THE WESTERN BALKANS AND TURKEY

People to People (P2P)
Meeting for National Resource Centres (NRCs)
Centre Ville Hotel, Podgorica
5-6 November 2019
REPORT

Introduction

Based on the expression of needs by NRCs, EU TACSO 3 organized the meeting to facilitate exchange between NRCs on best practices as well as to initiate coordination between the work and roles of NRCs and EU TACSO 3 in the Western Balkans and Turkey. The EU Delegations (EUDs) in seven IPA Beneficiaries have also been invited to the meeting to support the discussion and contribute to coordination of EU TACSO 3, NRCs and other the EU interventions. Representatives of all seven NRCs (two per NRC), four EUDs Task Managers (Kosovo*, Montenegro, Serbia, Turkey), three representatives of EU TACSO 3 project, as well as the Head of Sector and Programme Manager with the DG NEAR's Regional Cooperation and Programmes attended the meeting. The full List of participants is available in Annex 2.

The main *objectives* of the meeting were:
- To present the work of NRCs, and conclude highlights and needs;
- To present the mandate of EU TACSO 3 and clarify its role;
- To coordinate, create synergies and gain recommendations on how EU TACSO 3 can bring an added value to the development of civil society in the region.

The *main topics* on the agenda included discussion on EU TACSO 3 and NRCs capacity building portfolio and needs, establishment and coordination of Civil Society Facility (CSF) database, helpdesk, on-line tools and communication. EU Civil Society Guidelines monitoring and review, People to People programme (P2P), introduction of EU TACSO 3 Country Coordinators (CC) and coordination and communication between EU TACSO 3 and NRCs (establishment of Regional Advisory Group (RAG) were also discussed. The detailed agenda of the meeting is available in Annex 1.

At the start of the meeting, participants shared their *expectations* through a short exercise in identfying what they bring and what the want to take from the meeting. Amogn the things they brought to the meeting are: experience, knowledge, positive energy, lessons learnt and share experience on: grassroots, TACSO, Guidelines, Database, background in monitoring the Guidelines, fresh look and mind, ideas on P2P, information on RCs.

Among the things they wanted to take from the meeting are: clarity on EU TACSO 3 added value, understanding on role of EU TACSO 3, how EU TACSO 3 can assist NRCs, new contacts and ideas, communication, coordination, regional experience sharing, information on EU TACSO 3 programme

and plans, Guidelines: new indicators and information, exchange and complementarity, practices, flexibility, networking, support to NRCs. The detailed listing of expectations is available in Annex 5.

Discussion

DAY 1, 5 November

Session I: Capacity-building portfolio of NRCs and EU TACSO 3

A brief presentation of EU TACSO 3 Capacity Development (CD) programme has been delivered and discussed. The key point of the EU TACSO 3 approaches to CD is that it is based on wider developmental principle going beyond the traditional focus on acquiring technical skills to knowledge, practice development. It has been also communicated that the core CD programme will be developed during December 2019 back-to-back with the People to People (P2P) core Programme. It will be based on the integrated comprehensive needs assessment that is ongoing – and expected to be finalized by November 2019-as well as based on the inputs received from the NRCs and EUDs in the country missions and at this meeting. Once developed, the final version of the CD Programme will be shared with the EUDs and NRCs. Full details of the EU TACSO 3 CD approach are available in Annex 3.

A mapping exercise of the activities of NRCs has been conducted in a way that every NRC presented its work in a structured way based on the types of interventions that have been classified by the EU TACSO 3 prior to the meeting , including information, online/offline trainings, publications, small grants, helpdesk etc. based on the shared in the NRCs Work Programmes and adding most recent activities. The map has provided an overview of activities that the NRCs are implementing, and pictured a variety of approaches and tools that are being applied, such as:

- The predominant type of intervention is capacity building in the form of helpdesks, trainings, mentoring, webinars etc.;
- Some of the NRCs are also organizing networking events, manage database of EU-funded projects, monitoring enabling environment for civil society etc.;
- The role of NRCs as independent institutions or NRC function as integral part of the organization/consortium managing the NRC has been discussed. It has been pointed out that the more NRC function is integrated into the strategy of organizations, the more chance for sustainability of the NRC function there is;
- Finally, the issue of the balance between standardized approach for all countries and targeted approach for individual needs has be pointed out.

The detailed map of NRCs' and proposed EU TACSO's 3 interventions by types of instruments is available in Annex 4.

Session II: Gaps and synergies between NRCs and EU TACSO 3 Capacity-building portfolio and Session III: Specific tools and issues – Lessons learned and needs

The two sessions were merged for the sake of time-efficiency. Based on their interest, participants were split into three groups to discuss three specific issues: CSF Database, helpdesk, on-line tools and communications. The topics were discussed by answering to two main questions:

1) How can the EU TACSO 3 build on what NRCs are doing and add value to that?;
2) What are the gaps in CB interventions in the region and how EU TACSO 3 could fill them?

Groups work was presented and discussed in the panel:

On *CSF database*, it has been suggested that the initiative should start from available data by exploring and compiling them. It was emphasized that it is of crucial importance to include sub-grants and regional projects in the database - the data that are currently missing in the EU MIS and country-level grant databases (many of which are managed by NRCs). The challenge of access to data and data protection (in case of individual activists) have been noted. The database would need to fulfil different needs: while NRCs wish to have a tool providing information on potential partners, EU calls etc., the EUDs/DG NEAR rather need a devise/tool supporting them avoiding double financing and getting an overview on sub-grants.

Another challenge is the harmonization between the CS database and OPSYS that will be released in the following months. Participants discussed the idea of setting up a wiki-like tool within the CS database. This leads to further reflection on avoiding putting in place similar tools; risks of the control of the accuracy of data-entry; need for trainings and the issue of sustainability of the regional database of grants after the EU TACSO 3 mandate is finished.

On *helpdesk and on-line tools,* it has been suggested that the role of EU TACSO 3 is not needed for helpdesk, except if there is a special requirement by regional beneficiaries. Several ideas have been proposed by the group in terms of the EU TACSO 3 role: refreshing TACSO web site with materials from previous phases of the project and linking it to NRCs web sites; providing support to CSOs and NRCs in data management by introducing tools like Customer relationship management (CRM) through expertise and training; promoting the value of the EU and the possibility of citizens to influence the EU accession process among civil society; creating a simple comparative map of gaps in legislation relevant for civil society against the EU standards as a bases for civil society advocacy efforts; etc.

On *communications*, three aspects were taken into consideration. One of them was the need to improve the use of communication tools by NRCs, such as communication strategy, better use of available resources, and promotion of NRCs highlights. The second one was visibility of civil society, including visibility of NRCs at the EU level, raising important issues, strengthening the use of digital tools, capacity building for CSOs in PR. The third aspect considered communication between the NRCs and EU TACSO 3, including: Country Coordinators, standardized mechanisms of communication, promotion of NRCs highlights on EU TACSO 3 website. The opportunities for promotion at the EU level were noted by the DG NEAR representatives, such as the European Week of Regions and Cities (each October), Civil Society Forum (February, 2020), Europe Day (May) etc.. The details of working groups are available Annex 5.

Session III: Discussion on the EU Civil Society Guidelines monitoring
A brief introduction on the mandate EU TACSO 3 has under the *EU CS Guidelines* followed. It is in the mandate of EU TACSO 3 to perform regular monitoring as well as organize the process of the review of the Guidelines. The process of the review will include both working groups that will prepare a proposal based on the recommendations of the Need assessment currently in progress. The proposal

for the improvement of the Guidelines would then undergo a consultation process similar when the EU CS Guidelines were developed in 2013.

The discussion unfolded on the utilization of the EU CS Guidelines as a policy (direction and monitoring tool) vs. the EU management and programming tool and its ownership was also addressed through discussion. It was expressed that it is a very sophisticated tool and the process of monitoring became a very sophisticated and challenging task. Specific challenges regarding the EU CS Guidelines have been shared such as:

- the failure of IPSOS methodology in Turkey (as it did not include NRCs and national organisations to create an appropriate methodology);
- the lack of CSO-government collaboration (e.g. in Kosovo in spite of the good Strategy in place);
- civic engagement (i.e. grassroots and activists) is not mentioned in the Guidelines;
- the Guidelines have been used more for programmatic purpose for the EU than as a tool to keep the institutions accountable and the lack of ownership of the Guidelines by the governments; the lack of reliable data which affects the monitoring;
- the vocabulary is not aligned and standardized in some areas in accordance with the local context (e.g. community-based organizations);
- the drastic change of the situation in some IPA Beneficiaries (e.g. in Serbia the government institutions supporting civil society are not effective and do not have decision-making power such as before) is not taken into account nor monitored;
- the issue of addressing GONGOs is not envisaged in the Guidelines.

Consequently, information on the current Needs assessment exercise were shared to inform about the ongoing field research focused primarily on the capacities of civil society. The field work is focused on interviews and focus group data-gathering as surveys have in many cases been conducted by NRCs and other organizations and BCSDN, who is conducting the work on EU TACSO 3 behalf was instructed to relay on this. EUDs and NRCs are to be interviewed during the data-gathering process. After the draft Assessment report is prepared (including a country and a regional part) this would be presented and validated through a meeting in each of the beneficiary countries.

Many lessons on the EU CS Guidelines have been learnt in the past that could be applied in future. It was concluded that having the EU CS Guidelines was a useful tool, but the instruments for its monitoring should be changed. It was suggested by participants that the DG NEAR should facilitate the coordination and harmonization of different processes relevant for civil society and the EU accession process, like Berlin process, public administration reform process etc. Also, there are single-beneficiary TA projects in some countries to support the development of institutional framework. It was suggested that these need to be taken into consideration in order to avoid overlap and duplication. Moreover, it was suggested that single-beneficiary TA projects devoted to civil society development could be in the future transformed and addressed from a regional perspective including possibility to link this to EU TACSO 3 project (and indeed this has been already partially addressed by DG NEAR after a request from the EO to Kosovo and the EUD to Serbia).

Several suggestions regarding the content of the EU CS Guidelines revision have been shared. It has been proposed to develop indicators or mechanisms in such a way that governments fulfill their obligations- especially in terms of conducive environment. (e.g. Somebody recalled that during TACSO II there was the initiative to make the governments sign a memorandum of understanding that eventually has never materialized; or to push for the operational alignment of the national strategies

with the EU CS Guidelines). Government mechanisms for cooperation used to be active at the regional level through their peer-to-peer exchange and which can be reenergized again with the support of EU TACSO 3. The capacities of CSOs should be more in the focus in the next round of the EU CS Guidelines, as well as the gender aspect. The approach in communicating the EU CS Guidelines should be simplified to avoid technocratic language and make it understandable to CSOs (e.g. the Monitoring Matrix and the Roadmap used in Albania have proved digestible).

When it comes to the review process, it has been planned to start the revision of the EU CS Guidelines in January 2020. An expert working group is envisaged by TACSO 3, but there will also be consultations with civil society. Participants have emphasized that the transparency of the process will be very important.

It was concluded that the EU TACSO 3 intervention logic as well as that of the EU assistance to civil society in IPA Beneficiaries should follow the intervention logic of the Guidelines. However, the EU CS Guidelines should primarily serve as a monitoring tool, but not as CSF programming tool. With that respect, the timeframe of the development of the new Guidelines should not affect the programming of the IPA CSF. The PPP of the EU CS Guidelines presentation is available in Annex 3.

DAY II
Session IV: Creating Synergies - next steps
The TACSO team has outlined the *People to People programme (P2P)* by giving emphasis to initial procedure, principles, key criteria for on-demand requests for P2P support and as separate procedure for selection of participants to P2P event. The programme is being built on the good practices of the previous TACSO phases. There will be a guideline to make it clear what P2P programme is about and for whom it is intended. The system to apply for on-demand support as well as to for participants to apply for open P2P events will be through on-line "Ask for support" feature on EU TACSO 3 website. A positive feedback from participants has been received on the proposal to have a core programme and an on-demand support. It is expected that 70 days would be the timeframe between approving the application and its implementation under the P2P programme. The core programme will be developed on the Needs assessment currently in progress and back-to-back with the Capacity Development programme, to make sure that the offered topics are relevant for the needs of civil society. It has been shared that civil society is the primary targeted audience of the P2P, including the NRCs (e.g. job shadowing, with no need to apply), but EUDs are also welcome to apply. It is planned to have 42 regional and 28 national events within EU TACSO 3 portfolio. Final design of the programme will be shared with the NRCs and EUDs.

NRCs have shared that some of them have experience and include within their national mandate also P2P activities, such as Turkey. Participants have suggested that the P2P programme should be strongly disseminated to ensure outreach and encourage wide participation, with the help of NRCs, EU Info Centers etc. The topics offered by EU TACSO 3 should be made public continuously to avoid overlapping with what is being demanded ad-hoc. The importance of follow-up has been emphasized, and it has been shared that follow-up presentations during previous TACSO phase did not prove most effective so there should be another method to ensure the long-term impact (e.g. ex post evaluation on the utilization of know-how through interviews with participants).

When it comes to geographic coverage, it has been shared and supported that the P2P includes single-beneficiary activities as well as multi-country involving two and more IPA beneficiaries as well as EU member states (e.g. study visits). The balance of geographic coverage in terms of events and location of events should be maintained. When selecting participants, special attention will be given to: remote areas; geographic balance; new comers; grassroots, youth, women, PWD. However, the primary criteria to approve participation will be the relevance of a person for the topic and his/her ability to multiply the effects of his/her participation. Selection will be consulted with the EUDs, NRCs and DG NEAR. The PPP of the P2P Programme procedure for on-demand and selection of participants is available in Annex 3.

Next topic discussed in this session was the role of *Country Coordinators (CCs).* Since the detailed ToR were shared and consulted with EUDs and NRCs in the course of September and October, the presentation feature focus on key elements of their mandates. CC will not be the new Resident Advisors but will function as core team of EU TACSO 3 regional office with supporting its activities at

country level and insuring there is no overlap and gaps between CSF (incl. NRCs) and EU TACSO 3 activities. Representatives of NRCs have several concerns about the CCs: short time for the announcements of ToRs; the risk of overlapping the mandates of the NRCs and that of the CCs, particularly in monitoring the state of civil society; the risk of creating confusion on the roles of the NRCs and the CCs with other stakeholders; the discrepancy of the timeframe of EU TACSO 3 mandate and that of the NRCs that will host the CCs (e.g. Turkey).

It was clarified by the DG NEAR and the EU TACSO 3 team that the CCs are envisaged as the EU TACSO 3 staff to help in the operational implementation of the project. It was jointly concluded that extra efforts should be invested to ensure coordination and synergy. With this in mind, the induction meetings are proposed to be held in all IPA Beneficiaries once the CCs are recruited.

Practical issues such as location and costs of the CCs job post have been discussed. Majority of NRCs are willing and are able to host CCs, while some are not able to offer this due to the lack of physical conditions (e.g. Serbia, North Macedonia) or to avoid confusion of roles (e.g. Albania). In case NRCs are hosting CCs, the share of costs for space has to be clearly agreed, since this is not envisaged in the original mandate. The deadline for applications for CC candidates is 8 November. The selection process will be conducted in a transparent manner, whereby the DG NEAR and EUDs will be involved in final approval of selected candidates.

Following the DG NEAR invitation, Ms Dzenana Scekic, a representative of ReLOaD presented the project, which is dealing with transparency of public funding of CSOs at municipal level. It includes 33 municipalities and over 100 CSOs in the region, and it is closing next year. There is a good practice of collaboration with NRC and the EUD in Montenegro, which could be transferred regionally. A concern has been expressed by NRC Serbia about discrepancy between the legal framework and practice in funding CSOs from public funds, so it was proposed to revise methodology of selecting municipalities and process of public funding so that it reflects the practice realistically. It has been proposed by the group that public funding is included in the P2P programme, and to gather central and local governments regionally around this topic.

The mandate and proposal for the establishment of *Regional Advisory Group (RAG)* was presented. It has been envisaged that RAG should serve a similar purpose to former Local Advisory Groups (LAGs) at local level. Guiding principles, main tasks and the structure have been shared. It was thought that it should provide representativeness of national-level stakeholders relevant for civil society (like CSO Councils, LAGs where available, CSO networks). The feedback from the group referred to the several aspects: the purpose of the RAG should not focus on legitimacy (as it is already integrated in EU TACSO 3 through other mechanisms and processes), but on receiving regional-wide inputs; the size of the group should not be too big (max. 20); national perspectives are not necessary to get from LAG as they are gained in other ways (CCs, NRCs, EUDs) but the regional bird-view is rather needed.

Having integrated these comments, it has been concluded that RAG should rather gather regional networks and other regional stakeholders to provide a wide perspective. It should have smaller number of people (up to 20) that is workable for regular annual of semi-annual meetings. It has been proposed that special P2P events serve to meetings and exchange of national-level stakeholders,

including government representatives relevant for civil society development. Also, the advisory role of NRCs could be strengthened through regular coordination meetings among NRCs, CCs and TACSO. Except from the daily operational coordination between CCs and NRCs, regional coordination meetings are needed for reality check of TACSO's direction. It was agreed that the comments are addressed and the RAG concept is reworked. The PPP of the RAG is available in Annex 3.

The final part of this session was dedicated to the conclusions, mostly with respect of the EU *TACSO's 3 role* as seen by this group of stakeholders. The ideas that have been proposed by participants were integrated into the map with NRCs activities, by adding possible EU TACSO's 3 interventions. They are as follows: Links to NRCs on TACSO website; Promotion of NRCs Highlights; Promotion on EU level (CS Forum, "Region Days"); Coordination MTGs between NRCs & TACSO; *Understanding EU* Campaign; The Influence Map and Advocay path to EU; Map, bring expertise and train CSOs in online tools (CRM); Experts support for Communications Strategies; GDPR; OPSYS training to NRCs; CB of grassroots; Public Funding and Participation consultations; ToTs for specific topics and skills; Linkages between region and the EU; upgrading NRCs services or CB in specific topics; MoU between Governments on CS Development; Implementation of policies from National to Local Level; EU CS Guidelines; Comparative map of gaps in legal system against EU standards (chart); CSF Database (sub-grants); Promotion of Code of Conduct.

Finally, participants have filled in the evaluation questionnaires to express their feedback on the event.

Conclusions

General impression of EU TACSO 3 team is the meeting was successful and it has fulfilled the objectives and expectations of participants. This has also been proved by the evaluations by participants. In most of the cases, they expressed strong or very good satisfaction with the content, particularly as it referrers to information and exchange of practices. The logistics of the event was overall assessed as good to very good. Participants claim that the event provided more clarity on EU TACSO 3 mandate and enabled exchange of practices among NRCs and networking. They were happy about the

participatory approach and the only area of improvement suggested was time management. The *detailed evaluation summary* is available in Annex 6.

All parties have expressed the interest to continue coordination and agreed to have regular meetings of this kind, including the CCs once they are appointed.

The following coordination and consultation action points have been agreed:
- The core programme of CD and P2P to be shared with the EUDs and NRCs once developed;
- EUDs and NRCs to be included in interviews during the Needs assessment data gathering and validation process to be organized at national level on the Needs assessment results (EU TACSO 3 with help of NRCs);
- Induction meetings to be organized with CCs, EU TACSO 3, EUDs and NRCs;
- EUDs to be involved in final approval of selected CC candidates;
- RAG structure to be updated to reflect region-wide synergy before its establishment.

ANNEXES

Annex 1: List of participants

No	Name/Surname	Organization	Position	Country /City	E-mail contact
1.	Ariola Agolli	Partners Albania for Change and Development	Director of Programs/ Project Manager of NRC	Albania Tirana	aagolli@partnersalbania.org
2.	Juliana Hoxha	Partners Albania for Change and Development	Director	Albania Tirana	director@partnersalbania.org
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4.	Dusko Vucic	Agency for Cooperation, Education and Development (ACED)	Director	Bosnia and Herzegovina Banja Luka	d.vucic@aced.ba
5.	Merisa Abdullahu	Forum for Civic Initiatives (FIQ)	Project Manager of NRC	Kosovo* Pristina	merisa.abdullahu@fiq-fci.org
6.	Fatbardha Restelica	Institute for Development Policy (INDEP)	Research Assistant / Project Officer	Kosovo* Pristina	fatbardha.restelica@indep.info
7.	Ana Novakovic	Centre for Development of NGOs (CRNVO)	Executive Director	Montenegro Podgorica	ana.novakovic@crnvo.me
8.	Ivana Smolovic	Centre for Development of NGOs (CRNVO)	Capacity Building and Communication Officer	Montenegro Podgorica	ivana.smolovic@crnvo.me
9.	Valentina Atanasovska	Macedonian Centre for International Cooperation (MCIC)	NRC Coordinator	North Macedonia Skopje	valentina@rcgo.mk
10.	Jasmina Chaushoska	Macedonian Center for International Coordination (MCIC)	Project Officer	North Macedonia Skopje	jch@mcms.mk

11.	Milica Antic	Civic Initiatives	Capacity Building Coordinator	Serbia Belgrade	milica@gradjanske.org
12.	Bojana Selaković	Civic Initiatives	Program Director	Serbia Belgrade	bojanas@gradjanske.org, bselakovic@gmail.com
13.	Tezcan Eralp Abay	Association of Civil Society Development Centre (STGM)	General Coordinator of NRC	Turkey Ankara	tezcan@stgm.org.tr
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15.	Dario di Benedetto	EU Office in Kosovo*	Programme Manager	Kosovo* Pristina	Dario.DI-BENEDETTO@eeas.europa.eu
16.	Ana Margarida Tome de Freitas Mariguesa Lorentzen	Delegation of the EU to Montenegro	Programme Manager	Montenegro Podgorica	Margarida.MARIGUESA@eeas.europa.eu
17.	Ekmel Cizmecioglu	Delegation of the EU to Serbia	Programme Manager	Serbia Belgrade	Ekmel.CIZMECIOGLU@eeas.europa.eu
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19.	Jlenia Destito	DG NEAR	Programme Manager, Regional Cooperation and Programmes	Belgium Brussels	Jlenia.DESTITO@ec.europa.eu
20.	Liselotte Isaksson	DG NEAR	Head of Sector, Regional Cooperation and Programmes	Belgium Brussels	Liselotte.Isaksson@ec.europa.eu
21.	Tanja Hafner Ademi	EU TACSO 3	Team Leader	North Macedonia Skopje	TeamLeader@tacso.eu
22.	Tanja Bjelanovic	EU TACSO 3	Capacity Building Expert	North Macedonia Skopje	CapacityBuilding@tacso.eu
23.	Athina Ignatieva	EU TACSO 3	P2P Manager	North Macedonia Skopje	P2P@tacso.eu
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Annex 2: Agenda

Tuesday, 5 November 2019

9:00	9:15	Introduction
9:15	9:30	Tour de table/Brief introduction and expectations from participants

9:30	**11:30**	**Session I Capacity-building portfolio of NRCs and EU TACSO 3**
		Brief introduction of EU TACSO 3 CB programme development
		Overview of CB programme by the NRCs
		Discussion
11:15	*11:30*	*Coffee break*

11:30	**13:00**	**Session II Gaps and synergies between NRCs and EU TACSO 3 Capacity-building portfolio**

Parallel working groups presentation and discussion on:

1. How can EU TACSO 3 build on what NRCs are doing and add value to that?

2. What are the gaps in CB interventions in the region and how EU TACSO 3 could fill them?

3. How can EU TACSO 3 help you to be more effective in your RC work?

Discussion and takeaways/conclusions from each group

13:00	*14:00*	*Lunch*

14:00	**17:00**	**Session III Specific tools and issues – Lessons learned and needs**

Parallel working groups presentation and discussion:

1. Database of grants	*3. On-line tools*
2. Helpdesk	*4. Communication*

Discussion and takeaways/conclusions from each group

15:30	*15:45*	*Coffee break*

Discussion on the EU CS Guidelines monitoring
Wrap-up, key takeaways, key conclusions and recommendations

19:00	*21:00*	*Group Dinner*

Wednesday, 6 November 2019

9:00	12:30	**Session IV Creating Synergies - next steps**
		P2P programme: criteria, initial themes and topics
		Presentation of EU TACSO 3 Country Coordinators'
		mandates Q&A
10:30	*11:00*	*Coffee break*
		Discussion on coordination and communication mechanisms among NRCs and EU TACSO 3
		Conclusions and next steps for NRCs and EU TACSO 3
12:30	*14:00*	*Lunch and Departure*

Annex 3: PPT with TACSO inputs on the topics discussed: CB Programme, P2P programme, EU CS Guidelines, Country Coordinators, RAG (in PPP separate file)

Annex 4: The map of NRCs' and proposed TACSO's interventions and mandates

Method/ Country	Albania	B&H	Kosovo	Montenegro	N. Macedonia	Serbia	Turkey	TACSO
Informing	Information on Civil Society and other related issues: Leal Framework / Calls/ Networking opportunities; National office (Tirana) +2 NRC offices for regional coverage (North and South)	www.euresurs.ba; Info-sessions on small grants; Online promotion to SN and Media Basis: Thematic Part -Citizens -Horizon -Instrument: EU Value	E-magazine for CSOs; Campaign on RC; Info Sessions on Small Grants	E-magazine for CSOs; Campaign on RC	3 Separate Offices; Information about funding opportunities, changes in the legislation that impact CSO operation; Mobile Resource Centre.	3 Local Offices; Web site; Pool of trainers (online); Information on funding opportunities Donor base	Information dissemination on funding opportunities for CSOs	Links to NRCs on TACSO website; *Understanding the EU* Campaign;
Help-desk	Helpdesk		Online platform & Social Media • Legal docs • Database of CSOs • Project stories Premises and Hubs; Library	Legal, financial and PR-communication; Meeting Space for CSOs	Legal aid ADICE; Working space for CSOs (their events and meetings)	Help Desk for legal, financial, policy, FR and other issues; TA to small local CSOs	Helpdesk service	
Publications/ Manuals	Monitoring Matrix; Needs assessment 2019; Policy Papers (Crowd Funding)			Manual for providing services to CSO;			Financial capacities of CSOs	The Influence Map and Advocacy path to EU.
Online trainings	EU programmes funding schedules; Legal and Fiscal framework for CSOs; Communication & PR		Online training; Sustainability Academy	One-day consultations for CSOs; Trainings for RC			Webinars for sharing good experiences of fundraising; Trends; Thematic Areas	Map, bring expertise and train CSOs in Online tools; Experts Support for Communication Strategies; GDPR
Offline trainings	Trainings in: project proposal writing, fundraising, strategic planning, social	Training & Mentoring Quality Versus Quantity	Sustainability academy with 8 training modules: organizational	M&E training for grantees of CSF programme;	Basic and advanced training for CSOs and networks in: good governance;	Basic training for newly established CSOs in: integrated organizational model,	Organizational development trainings for CSO	CB of grassroots

Method/ Country	Albania	B&H	Kosovo	Montenegro	N. Macedonia	Serbia	Turkey	TACSO
	entrepreneurship, EU funding schemes, fiscal legislation and reporting of CSOs; CSOs academy: a programme for CSO leaders and senior managers: lectures, study visits, assistance in organizational development and management. Seminars on EU integrations and CSOs role	Basic trainings for GR in: organizing in the community; development cycles of CSOs; Advocating the interests of communities; Advanced trainings in: research and policy; advocacy; EU integrations; Target groups: Activists, informal grass-root small/young organization; Experts CSO 12 thematic groups; Most numerous advanced CSOs	development, community outreach and mobilization, fundraising, project management, financial management, communications, network and coalition building, advocacy, and leadership	Trainings for small and underdeveloped CSOs: Strategic planning, Project writing and crowdfunding, Advocacy and communication; Training for Semi-developed CSOs: Research and methodology, Human Resources and Writing and implementing EU funded projects; Training in re-granting for selected CSOs; Training on re-granting	institutional development; PR visibility of CSOs; resource mobilization; transparency and accountability; thematic networking, partnership and coalition building	Visibility, HR, financial and administrative management; Training for medium CSOs: organizational capacities, sustainability, constituency building and providing services; M&E training for grantees of the EU funded projects Training in re-granting for selected CSOs; Program for development of networks and coalitions; CB for grassroots and informal initiatives; Networking for medium CSOs	Trainings in digital efficiency; Good governance, transparency and accountability; Effective CSOs training program; Financial capacities of CSOs	
Small grants			Small grants to local CSOs and networks.	Catalogue of trainings.	Small action grants to initiatives for improving the policies and the situation important for the community and the citizens at national and local level; Partnership Grants for organizational development		In-kind Support CSO-University cooperation: • Matchmaking • MTGs • Mobility • Workshops	

Method/ Country	Albania	B&H	Kosovo	Montenegro	N. Macedonia	Serbia	Turkey	TACSO
Mentoring and consultations	CSOs Academy; Organizational Development; Assistance to Networks; Thematic Consultations (on specific issues, ad hoc issues on EU calls – upcoming)		Mentoring in organizational development and advocacy	One-day consultations for issues relevant to CSOs; Mentoring to CSOs in monitoring policies; Programme for Networks and Coalitions	Big Help small (CSOs) Mentoring; Tailor-made workshops & mentoring	Open Door Thematic Consultations; TA to small local CSOs; Mentoring for medium CSOs in: organizational capacities, sustainability, constituency building and providing services; Mentoring in policy and participation in decision making	TA to beneficiaries of grant schemes ● informing ● post-grant trainings ● TA to grant beneficiaries monitoring visits to grant projects	
Networking and visibility events	National networking events (Youth Empowerment in 2019); Networking and coalition building		Regional conference: Best Practices for Empowering Sustainable CSOs; CSO showcase event with stakeholders; Networking events	NGO EXPO Fairs and donor Forums; Conference on the Enabling environment for CSOs	Thematic events	Events to strengthen relations between CSOs and donor community, and support donor coordination	Support for public-CSO cooperation: ● study visit to EU countries ● organization of dialogue forum Workshops with Donor Institutions and other programmes; Civil voices festival	Promotion of NRCs' Highlights; Promotion on EU level (CS Forum, "Region Days") Coordination MTGs between NRCs & TACSO Linkages between Regions & the EU; Public Funding & Participation Consultations
CB of NRCs				Trainings for RC				Upgrading NRCs services and expertise in specific topics; OPSYS training to NRCs
Data-base of CSO projects				Database of CSF projects		Data base of re-grantees of EU funded projects promoted publicly		CSF Database (with sub-grants and regional projects)

Method/Country	Albania	B&H	Kosovo	Montenegro	N. Macedonia	Serbia	Turkey	TACSO
Other	Code of Standards for CSOs: informing, drafting the Code document, regional consultation workshops; Enabling environment for CSOs: annual monitoring, CSOs-government dialogue, conferences, policy papers; Alternative funding sources (fee-based service) business partnership, corporate philanthropy; P2P conferences /Events on main issues of interest of CSOs development; Advocacy and policy dialogue initiatives; Annual Conference of Civil Society and Government on Enabling Environment			Analysis on enabling environment	EE: Analysis of state of civil society, including cooperation with and support to institutions responsible for support and development of civil society; Sectorial Network Mapping Enabling Environment: • Analysis of CSOs • Cooperation with Institutions • Analysis of Public Funding	Monitoring enabling environment and organizing annual conferences Development of IT tools for CSOs; Increasing visibility of CSOs Monitoring Enabling Environment incl. Annual Conference	Workshops to design standards in: Good governance, transparency and accountability; Support to CSO-university cooperation • matchmaking mechanism • meetings and mobility • workshop for sharing experience Supporting EU and CSO dialogue • EU information and consultation meetings with CSOs • Supporting CSOs to take part in P2P program • follow-up national events for P2P • development of EU projects by CSO database • monitoring report for EU CS Guidelines	MoU between Govs on CS Development Implementation of policies from National to Local Level EU CS Guidelines Comparative map of gaps in legal system against the EU standards (chart) Promotion of work on Code of Conduct
Timeframe of mandate	Jan 2019-2022	Oct 2018-Oct 2022	Feb 2018-Feb 2021	Jul 2018-Jul 2021	Feb 2018 - Feb 2021	Dec 2018 - Dec 2021	Until Dec 2020	Dec 2018-Dec 2021

Annex 5: Products of expectation session and group work: CSF database, Helpdesk, On-line tools and Communications

Expectation session

BRING	TAKE
• Experience of long-lasting CB programme for CSOs • Experience of NRCs from TACSO2 period	• Some new ideas • Solution to some issues related to work of CSOs which we are representing • TACSO-RC relationship • New partnerships and Networking
• Experience from other geographies	• New ideas to set basis for cooperation and mutual support between RCs and TACSO
• Positive energy, knowledge, experience from BiH	• Experience (new) • Connection • Complete understand of TACSO3 role
• Experience • Thoughts and opinions • Maybe a few jokes • Lessons and challenges learnt so far	• Experiences • Information from the filed
• Knowledge on civil society needs at country level, but not only • What has been done until now • Ideas on what remains to be addressed	• Data base of CSF grants • Experience in CS Dev • Experience in work with TACSO • Experience in consultation of the Guidelines
• A 10 year experience working as Task Manager of TACSO in EUD	• Clarities of areas of collaboration • Collaboration between NRCs at the Regional level
• Lots of lessons from the past • Long experience in CB • Our approach • CSOs needs and perspectives	• Valuable information regarding best-practices of RCs inhte Region • New ideas • Networks • Friendships • Collaborations
• Long experience in Civil Society (experience and lessons learnt) • Knowledge on Civil Society development /NRC/TACSO coordination (contribution on this issue)	• And updated overview of activities of RCs and harmonisaiton of monitoring of Guidelines

• How RC is functioning in Kosovo • Expertise	• Lessons on the development of TACSO • Shared values • Shared experiences • Fridge magnets • More information on TACSO an support • Network • Best practices
• Experience working with CSOs in Region • Knowledge of existing needs in third sector • Willingness and openness to improve CSO sector	• To learn more about the regional experience • To hear cooperation opportunities with TACSO and added value
• Good energy • Overview of state of CS in Serbia • Some success stories from Serbia • Represent needs of CSO in Serbia	• Modalities of cooperation with NRCs • Clarity on TACSO 3 and its role/activity • Information on other NRC activitiy
• Understanding of TACSO role • New partner, new contacts • New ideas • Share experience	• Establish contacts with NRCs • Potential synergy • Thematic exchange of experience through the Region • Vibrant CS
• Experience on capacity building • Lessons learnt	• New approaches • New possibilities of regional networking • New solutions for joint challenges
• Experience and best practices of the MCSRC	• Clarity on how regional TACSO will add value to NRCs
• Clear view of TASO activities and plans	• New contacts and networking • New ideas fro RCs • TACSO support & CB
• Experience & lessons learnt form NRC in North Macedonia • Positive energy	• Coordination and Cooperation, communication and Agreement with TACSO 3 project • More solid background for joint activities • Regional experience sharing • Regional /bilateral cooperation opportunities •

SUMMARY	
• Experience • Knowledge • Positive Energy • Lessons Learnt • Share experience: grassroots, TACSO, Guidelines, Database • Background in monitoring the Guidelines • Fresh look and mind • Ideas on P2P • INFO on RCs	• Clarity on added value • Understanding on role of EU TACSO 3 • How EU TACSO 3 assists NRCs • New contacts and ideas • Communication, coordination • Regional experience sharing • EU TACSO 3: Programme and plans • GUIDELINES: new indicators and information • Exchange and complementarity • Practices • Flexibility • Networking • Support to NRCs

Group work:

Parallel Session 1. CSF DATABASE

- a unique system covering subgrantees
- OPSYS trainings to NRCs
- Different needs:
  For CSO: information on ongoing contracts, potential partners
  For EUD: avoiding double-financing
- information on subgrants
- one-stop shop (regional and national)
- EU TACSO 3 develops, NRCs take over and manage
  - Simple database that brings together NRCs, sub-grantees and cooperation opportunities
  - Database of experts, EU calls

Parallel Session 2. HELP DESK AND ONLINE TOOLS

- Mapping of online tools
- Engage experts to upgrade
- Consultation
- Basic tool by sector CRM and training for NRCs & service provider CSOs (catalyst) learn about standards in the EU
- Understanding EU – online promoting widely
- Advocacy – lobby path to EU
- The influence map (major topics, database, comparative)
- Gaps in the legal system

Parallel Session 3. COMMUNICATION

Communication tools

- TACSO to share expertise for the development of Communication Strategy
- Better use of available latest online tools
- Promote NRCs Highlights

Visibility

- Increase visibility of RCs at EU level
- Raise issues relevant for CSOs at EU level
- Digital tools for communications
- Capacity Building on PR for NRCs

Communication NRCs – EU TACSO 3

- CCs
- Standardized communication mechanism for EU TACSO 3 web updates/inputs from NRCs

Annex 6: Evaluation forms summary

Number of returned and filled-in sheets: 15
Table 1: Evaluation according to the answers, provided as a number of replies

№	Question	Average score
1.	The agenda of the event was relevant to the interests of my organization Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐	Strongly agree 7 Agree 8
2.	I understand more and feel better informed about issues than before Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐	Strongly agree 8 Agree 7
3.	The event allowed to share good practices and lessons learnt in fields relevant to the work of my organization Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐	Strongly agree 10 Agree 5
4.	The timeliness and completeness of information provided regarding the organization of my participation and logistics was: Very good ☐ Good ☐ Satisfactory ☐ Poor ☐	Very Good 6 Good 6 Satisfactory 3
5.	The general organizational assistance provided before and during the event was: Very good ☐ Good ☐ Satisfactory ☐ Poor ☐	Very Good 8 Good 5 Satisfactory 1 Poor 1
6.	How do you think that the event will assist you in your future work on the subject? **SUMMARY:** The meeting will assist the respondents in their work by having provided clarity on the mandate of TACSO 3 and thus allowing for a better coordination with DG Near and TACSO 3 Team which will result in a more efficient implementation of their activities and improvement of their performance; The event further promoted cooperation on a Regional level; New ideas and useful information was heard during the meeting.	Replies 9 No Replies 6
7.	Which aspects of the event do you feel will be the most useful for your work? **SUMMARY:** Among the key aspects, defined as most useful for their work, the respondents named the opportunity to learn about the NRCs and EU TACSO 3 activities and to identify synergies, complementarities and the added value; The reinforced networking element among NRCs, EU TACSO3 and the opportunity to meet DG Near and EUDs was another highlight of the meeting.	Replies 13 No Replies 2

8.	Which aspects of the event do you believe were the least relevant to your work? **SUMMARY:** The majority of respondents did not comment on the least relevant aspects of their work.	Replies 10 No replies 5
9.	Please indicate whether, and how, you will transfer part of the experience gained from the event. **SUMMARY:** The respondents will transfer the experience gained during the event by sharing it with the rest of their team within their organization and EUD, by organizing meetings and CB activities, by presenting it to the CS during a meeting at the EUD.	Replies 7 No replies 8
10.	Please provide us with any other feedback you would like to share about this event **SUMMARY:** In terms of other comments received as feedback from respondents, one respondent was critical of the organizational aspects such as: lack of name badges and nameplates, separate room for parallel sessions' WG. The agenda needed a better coordinated time schedule-wise and Reload project and RAG were missing from it. Another respondent wished for a more in-depth discussion of the core of EU TACSO 3 activities	Replies 3 No replies 12