



TACSO Regional Training Program 2010

Evaluation Report | Hülya Günaydın | Sevil Geveci • June 2011

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Authors

This report has been written by Hulya GUNAYDIN and Sevil GEVECI.

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Glossary of Acronyms

CSO	Civil Society Organisations
CSF	Civil Society Facility
CV	Curriculum Vitae
EU	European Union
EC	European Commission
IPA	Instrument for Pre-Accession
RA	Resident Advisor
RTC	Regional Training Coordinator
STE	Short-term expert
TACSO	Technical Assistance for Civil Society Organisations
TL	Team Leader
ToR	Terms of Reference
ToT	Training of Trainers

EXECUTIVE SUMMARY

Within the framework of the project “*Capacity Building of Civil Society Organisations in the Western Balkans and Turkey*”, the following five Regional Training Programs for participants from CSOs of the eight countries were delivered in 2010:

- EU Fundraising (Pilot Training)
- CSO Management
- Developing and Managing EU Projects
- Citizens’ Participation in the Decision-Making Processes
- Advocacy and Lobbying

The main evaluation findings for these Regional Training Programs with respect to five criteria are as follows:

Relevance: The TACSO Regional Training Program is highly relevant.

The program design well addresses 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. Design has strength in having: a Pilot Training that has enabled modifications to the training methodology; a Training of Trainers (ToT) element to support national trainings; a balanced participation from the rural and urban CSOs; as well as a gender balance of the participants.

Efficiency: The efficiency of the TACSO Regional Training Program is highly satisfactory.

Overall, the five programs were timely and smoothly 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. Efficient management, coordination and communication enabled a smooth implementation throughout the training programmes. Sufficient numbers of qualified staff were allocated at all of the TACSO Regional and National Offices with a balanced task distribution ensuring quality and quantity of all the training programs, even above the targeted indicators. 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.

Effectiveness: The TACSO Regional Training Program is highly effective.

The Regional Training Programs have been highly effective having achieved the general expected results, and thus serving to develop capacity for almost all the participants as well as creating 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. However, the limited time for ToT in each of the training programs proved to be less effective for those with a limited training background. Adequate monitoring has contributed substantially to the effectiveness. Yet, follow-up of the national trainings needs to be improved.

Degree of Change/Impact: The TACSO Regional Training Programs 2010 created a significant impact on the target groups.

The Regional Training Programs created a significant impact on the participants and on the CSOs themselves in several aspects such as capacity building for developing projects, actions, etc., and for 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 the CSOs”. A variety of national/local projects or activities, movements, etc., have been developed based on the improved capacity gained from the Regional Training Programs.

Potential sustainability: The potential sustainability of the TACSO Regional Training Programs will be enabled by TACSO 2.

The sustainability is somewhat vague due to the limited financial and institutional capacity of the CSOs in almost all of the eight targeted countries. Furthermore, sustainability depends on the availability and continuity of the project outputs particularly the TACSO National Offices. The design of TACSO 2 should ensure the continuation of the National TACSO Offices to serve as Help Desks. Accordingly, an “Exit Strategy” to be developed by relevant experts should include the transfer of national expertise and roles of TACSO for regional training to relevant *local institution(s)* with similar tasks. Most importantly, in each of the targeted countries, there is a need for support from the governments or higher decision makers at the policy level to ensure sustainability.

1 Objectives of the Evaluation

1.1 TACSO Regional Training Programs

The Regional Training Programs have been undertaken as part of the TACSO Project’s “*Component 3: Capacity Development*” of CSOs. The design of the Regional Training Programs included a pilot training component as the first training followed by four regional training programs with participants from the eight countries. The Regional Training Programs were implemented during 2 February – 26 May 2010¹.

The below five Regional Training Programs were identified based on the findings of a Training Needs Assessment carried out by TACSO in the eight targeted countries:

1. Regional Pilot Training Program on EU Fundraising;
2. Regional Training Program on CSO Management;

¹ www.tacso.org

3. Regional Training Program on Developing and Managing EU projects;
4. Regional Training Program on Citizens' Participation in the Decision-Making Processes;
5. Regional Training Program on Advocacy and Lobbying.

1.2 Specific Objectives of the Evaluation

The **specific objectives** of the evaluation are as follows:

The evaluation seeks to assess how the TACSO Regional Training Programs contributed:

- to increasing and improving the capacity and actions of the participating CSOs, and
- to the improvement of their democratic role in the society.

More specifically, this evaluation seeks to assess:

- progress towards the achievement of the formulated training objectives, including the ToT component of the Programs;
- assessment of the national trainings commitments of the trainees;
- assessment of the possible degrees of change of the target groups based on the Regional Training Programs;
- based on the analysis of achievements, present key findings and draw key lessons learnt; and
- formulate key recommendations to improve future programming.

The evaluation aims to result in practical recommendations to help TACSO and the CSO beneficiaries in their future implementations. It is in line with the DG ELARG Evaluation Guide.²

2 Background Information

To date, civil society is considered as an important part of the Enlargement strategy and is a regional benchmark, which the European Commission (EC) continues to realize through support to CSOs in the form of the Civil Society Facility (CSF) that has been launched following the two conferences held in 2008 in Brussels and Slovenia. While addressing the enlargement countries, the key conclusions of these conferences include that “*Civil Society Organisations can play a more important role in the transformation of the candidate and potential candidate countries into European participatory democracies, with the rule of law more firmly rooted in the practice of democracy and governance at all levels.*” The focus areas are capacity building, people-to-people, and networking.

The EC has been willing to step up its own support for civil society development in these countries. Within this framework, the EU funded TACSO project has been implemented since 17 August 2009. Presently, the project operates on the basis of a two-year mandate from DG Enlargement and has the potential to be extended as the second phase of TACSO (hereinafter referred to as TACSO 2).

² DG E-LARG Evaluation Guide, November 2008, Directorate E – Evaluation Unit.

The Overall Objectives of the TACSO Project

The project, whose “*Regional Training Program*” has been subject to this evaluation in line with the Terms of Reference (ToR) (Annex 1) is titled, *Capacity Building of Civil Society Organisations in the Western Balkans and Turkey* (Project EuropeAid/127427/C/SER/Multi), part of the CSF.

The overall objective of CSF is to strengthen civil society within a participative democracy, as well as to stimulate a civil society-friendly 'environment' and culture in all the IPA beneficiary countries, i.e. Albania, Bosnia and Herzegovina, Croatia, Kosovo under UNSCR 1244/99 (hereinafter referred to as “Kosovo”), the Former Yugoslav Republic of Macedonia (hereinafter referred to as “Macedonia”), Montenegro, Serbia and Turkey. The specific objectives of the TACSO Project are to increase and improve the capacity and actions of CSOs, and to improve the democratic role of CSOs.

The main project beneficiaries are CSOs in the eight countries/territories benefiting from IPA assistance. Project activities target staff members and other representatives of such organisations, in particular those that participate in democratic processes and contribute towards democratic development.

3 Scope and Methodology of the Evaluation

3.1 Scope of Evaluation

The scope of the evaluation is limited to the Regional Training Programs for capacity development of CSOs in seven Western Balkan countries and Turkey given in Table 2 of Annex 1-B. The evaluation was carried out by a team of two international consultants with significant experience in evaluating EU Programs and Projects for more than five years and conducting Result Oriented Monitoring in different countries.

The timeframe for the evaluation was from 5 January–15 May 2011 in accordance with the Time Plan (see Annex 2: Time Plan).

More specifically, the evaluators engaged in the following activities:

- (i) Preliminary exchange of information with the TACSO Regional Office, specifically with the Regional Training Coordinator
- (ii) Desk review of relevant documents given in Annex 3 such as the five Regional Training Reports, etc.
- (iii) Total of 31 interviews:
 - 6 semi-structured in-depth phone interviews with five Resident Advisors and one Project expert (Annex 5)
 - 11 semi-structured in-depth phone interviews with the training participants; 3 of the training participants are also CSO managers (Annex 5)
 - 2 Face-to-face in-depth interviews with the TACSO Project Team Leader (TL) and RTC (Annex 6)
 - 4 face-to-face in-depth interviews with the TACSO National Offices, specifically with the RA of Bosnia and Herzegovina, and the RA of the National Office in Ankara and Deputy RA of the National Office in Istanbul, Turkey (Annex 6)

- 7 face-to-face in-depth interviews with the participants and CSO managers in Turkey and in Bosnia and Herzegovina
 - One face-to-face in-depth interview with an international trainer (Annex 6)
- (iv) Questionnaire responses from the participants of the Regional Training Programs participants (Annex 4)

3.2 Evaluation Criteria and Evaluation Questions

The evaluation ToR (Annex 1-A) refers to the five evaluation criteria: relevance, efficiency, effectiveness, degree of change and sustainability.³ This evaluation assignment has addressed but not been limited to the focal questions given in Table 1 of Annex 1-B. Throughout the assessment, mainstreaming of the cross-cutting issues (mainly, gender equality and governance) has been taken into consideration.

3.3 Methodological Framework

The methodology includes data collection and validation by triangulation for deriving findings about the degree of achievement of the Regional Training Programs. The methodology and the evaluation phases are as follows:

Step 1- Document review: The documents given in Annex 3 have been reviewed, which contributed to the triangulation for data collection and validation of findings.

Step 2- Web-based Questionnaire: A survey, using a self-completion structured questionnaire, was conducted to collect data for the purpose of a quantitative analysis with respect to the five criteria. (Annex-4) Close-ended questions with a 1 to 5 scale were mainly used. The online survey was conducted with a user-friendly software programme. The response rate of 39.5 percent was adequate for a reliable sample size of 34 within the overall population of 86.

Step 3- Semi-structured in-depth phone interviews: Seventeen semi-structured in-depth phone interviews were conducted with the training participants, managers of the CSOs and six of the TACSO National Office project staff in order to collect qualitative data. The focal interview questions are given in Annex 7.

The sample size and type were determined in two stages: first a multifactor based sampling technique with a set of criteria including country, urban/rural location, gender, and CSO subject was conducted, which was followed by random selection. Equal number of interviews was targeted at each of the eight countries. Significant delays were experienced in scheduling the phone and skype interviews. The interviewee list and plan had to be revised, shifting the schedule four weeks, however, not at the expense of the quality.

Step 4- Semi-structured face-to face in-depth interviews: Fourteen face-to-face in-depth interviews were conducted with the CSO managers, the project staff in Ankara, Istanbul and Sarajevo, the Regional TACSO Project TL and RTC in Sarajevo, as well as an international

³ Terms of Reference for Final Evaluation of TACSO Regional Training Program 2010, page: 2-3.

trainer. The semi-structured interview focal questions are given in Annex 7. Out of the eight countries covered within the project, two countries were selected for cost-efficiency.

Step 5- Analysis of all of the data: Consolidation of the quantitative and qualitative analysis of data collected was conducted.

Step 6- Formulating findings and lessons learnt, deriving conclusions and recommendations: Findings were formulated based on the overall analysis of data collected and validated. Evaluation conclusions were derived and recommendations were developed.

Step 7- First Draft of the Evaluation Report: The first draft report was submitted on 9 May 2011.

Step 8- Comments from the TACS Regional Office: Comments received contributed to the improvement and revision of the report.

Step 9- Final Draft: The report is finalized, considering the comments of TACS Regional Office and submitted on 3 June 2011.

4 Evaluation Findings

4.1 Performance of Grant Scheme per Criterion

4.1.1 Relevance

Relevance was strengthened by the Needs Assessments carried out for the targeted countries prior to designing the Regional Training Programs. The project design was based on this assessment and reflects the feedback of 400 CSO staff in terms of identifying the five Regional Training Program topics.

The positive effect of this Needs Assessment is confirmed by the responses given in the participants' questionnaire. From the questionnaire, 66.7 percent of the participants agree that the Regional Training Program has served the needs, priorities and mission of their CSO, while 22 percent strongly agree, and 11percent somewhat agree. None of the participants disagreed with this question. (Annex 4)

Through the efforts of the TACS Regional Offices, the design of the five Regional Training Programs ensured that the needs of the participating CSOs were well-addressed. This was achieved by the means of a survey before each of the five Regional Training Programs.

Similarly, the interviews with the participants reveal the same level of relevance of the Regional Training Program to their CSOs' needs, such as participants from Kosovo and Turkey for advocacy and lobbying, Montenegro, Croatia and Albania for CSO management, and Serbia and Macedonia for preparing EU funded project proposals.

To achieve the “*Enhanced Competence of CSOs*” as the key outcome of the TACS Project, the Regional Training Programs were appropriately designed directly targeting CSO institutional capacity development as given in Annex 8. The results are realistically identified and address the needs. The foreseen activities are adequately detailed for implementation to ensure the achievement of the below four results areas:

- Generic course agendas and training methods are developed
- Pilot training session is organised
- Online e-learning tool is developed
- National capacity building initiatives are developed and implemented.

Following the Regional Training Programs conducted in six of the eight participating countries, was the design requirement that the participants would organise and deliver a national training program, on the relevant topic, in his/her country. Although this approach supports the dissemination of the regional training at the national level, interviews with the selected participants reveal a contrary argument. Trainings could have been designed to address the prioritised needs at the national level, rather than follow the regional programs/workshops for experience and information sharing. Yet, this design would not be useful for developing standardised training curriculum and materials for the national training programs.

A participatory approach has been adopted throughout the design and implementation phases of the Regional Training Program, ensuring stakeholder involvement. When identifying the training topics, the Local Advisory Groups in each of the countries contributed so as to ensure the relevance. Furthermore, during the development of the selection grid for the applicants, consultative meetings were held with the TACSOS RAs. Also, the training plan and training manual were jointly developed in this meeting.

Similarly, the design element of selecting an international and a local trainer for each course with a ToR prepared by the Regional TACSOS Office in cooperation with the National TACSOS Offices ensured that the trainers would address the needs of the participants.

The design's relevance was strengthened by the Pilot training on the "EU Fundraising". The pilot training enabled modifications to the training methodology as well as taking corrective actions for the implementation. This pilot session had the purpose of establishing consensus on;

- a) the outcome of the training,
- b) general content of the training and
- c) methods of training delivery

The decision to conduct each training course with three modules in two different countries was innovative and substantially contributed to the regional dimension. Designing each training program in two countries strongly contributed to the regional characteristic of the program and its relevance. Relevance of this three-module design was also confirmed by the participants' responses to the questionnaire as well as when interviewed by the evaluator. On the questionnaire, 19.4 percent of the participants' responses "strongly agree", 61.1 percent "agree" and 19.4 percent "somewhat agree" that the three-module design was appropriate while no response reflected disagreement. (Annex 4)

Another relevance strength is the inclusion of the ToT element into the five training courses.

The project design was well-balanced to ensure that participation was enabled from the rural and urban CSOs and that there was gender balance (50 percent each) of the participants. The selection grid included a criterion for the urban/rural balance of the CSOs. While most of the

CSOs are located at the urban centers, at least one third to 20 percent of the selected CSOs were from the rural areas, which adds significant value to the rural societies.

The project design also considered the special practical and capacity conditions between and within the countries. In this framework, the design did not include any regional trainings in Kosovo and Bosnia and Herzegovina.

4.1.2 Efficiency

The application demonstrates that the overall efficiency of the Regional Training Program is highly satisfactory considering the availability of the appropriate inputs, timely delivery of the courses according to the plan, management and coordination and cost-effectiveness. The evaluation findings for the implementation during the four months between February 2010 and May 2010 reveal that the five training programs took place in a timely and smooth fashion in six locations for 86 participants from the Western Balkans and Turkey. Overall the regional training courses have produced the planned outputs on time and with appropriate quality. (Table 2 of Annex 1) The preparation of the Regional Training Program started well ahead in early 2010; and the implementation of the five courses and the training reports were duly carried out on time and with no significant delay.

The TACSO Regional Office satisfactorily managed, collaborated, communicated and coordinated within as well as among the nine TACSO National Offices. The efficient management, coordination and communication enabled a smooth implementation of all the training activities beginning with the needs assessment questionnaires of the training, selection of the topics, preparation of the training programs, announcement and selection of the participants, organising the logistics, selection and assignment of the trainers, training delivery and finally the reporting and evaluation. Furthermore, this has enabled significant sharing of experiences among the National TACSO Offices as well as with the Regional TACSO Office to support the overall efficiency of the training programs, while ensuring the quality and quantity of all of the training programs to be well above the targeted indicators. Participation and contribution of the staff from each of the eight locations ensured that the regional characteristics of the training programs were adequately reflected. This has also enabled cooperation with joint responsibility from the different countries for a participatory management of the total 10 events.

Outstanding planning was an integral part of the Regional Training Programs, which later ensured smooth implementation of various activities. A consultative meeting was held from December 2-3, 2009 in Sarajevo with participation from the Regional Office and all of the RAs. This consultation ensured efficient planning and division of labor.

A sufficient number of staff were allocated in all of the National TACSO Offices as well as in the Regional TACSO Office. Their knowledge and experience are of high quality ensuring the quality of the training programs and their contents. They also seemed to be very dedicated to the objectives of the Regional Training Program. The division of tasks and roles among the staff were clearly identified and well-balanced. Additionally, regional meetings ensured standard implementation and avoided any task ambiguities. The staff had responsibilities on

at least two levels: (i) some parts of the overall Training Programs such as defining the participant selection procedures common to all training courses, and (ii) the individual training courses such as selection of the participants, logistics, preparation of ToR for the trainers, etc. A team of project staff were established for each of the five training courses, composed of a minimum of two RAs supported by other staff and also the RTC. This set the ground work for smooth implementation on the one hand, and for efficient monitoring with respect to the relevant indicators on the other. Their responsibilities were coordinated by the Regional TACSO Office. The overall human resources input was highly appraised by the trainees, trainers and the CSOs, as is reflected in the individual evaluation reports and interviews.

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. This has enabled timely availability of the training materials and facilities.

Trainers' performances were timely and adequate. Their selection for each of the training courses was conducted by an open announcement coupled with a very specific, detailed and well-described ToR. Trainers' performances were evaluated by the participants as mostly "very successful" except for two of the trainers with a "moderately successful" rating. On the other hand, the trainers were challenged while setting out their level of course content in order to respond to the diverse composition of the participants both in terms of regional backgrounds, levels of knowledge and experience as well as training skills. Nonetheless, most of the trainers could adapt to these conditions, particularly the trainers of the "CSO Management" and "Developing and Managing EU Funded Projects" who adapted well, while the conditions were poorly adopted in the pilot and "Civil Participation in Decision Making" courses because of poor use of time and content.

The appropriateness and practicality of the application procedures, including announcement, selection etc. are confirmed by the participants responding to the questionnaire and to the interview questions. On the questionnaire, 33.3 percent of the respondents strongly agree that the procedures were appropriate and practical, 52.8 percent agree and 8.3 percent somewhat agree, while only 2.8 percent disagree and 2.8 percent strongly disagree. (Annex 4)

Widespread announcements for each of the courses was realised by using various appropriate means in order to reach a wide range of CSOs. Public calls via the TACSO site, public newspapers, direct e-mails, CSO promotion centers as well as other CSOs were used both successfully and timely.

Overall, a sufficient number of applications were received. However, the applications were not adequate in each of the countries particularly for the last two training courses which caused the selection of the participants to form a more heterogeneous group.

Application and Selection Figures⁴			
Course Name	Number of Applications Received	Number of Trainees Selected	Percentage of the Selected Trainees (%)
EU Fundraising	303	18	6.0
CSO Management	115	18	15.6
Developing and Managing EU Funded Projects	115	18	15.6
Citizens' Participation in the Decision-Making Process	62	18	29.0
Advocacy and Lobbying	62	18	29.0

It would be expected that the application numbers would increase as the TACS Project concurrently enhanced its visibility in the region in all of these countries. Yet another factor reduced the quantity of the applications. The initial high number of applications resulted in a rejection of a high number of candidates who later did not apply for the following courses. Thus, the application numbers decreased over time, almost reaching half of that of the pilot course, which made selection difficult in some cases.

Application figures per different characteristics⁵							
Application Characteristics		Gender		Location		Education	
Course Name	Application	Women	Men	Urban	Rural	University	Lower
EU Fundraising	303	213	90	236	67	303	-
	100%	70%	30%	78%	22%	100%	-
CSO Management	115	77	38	95	20	115	-
	100%	67%	33%	83%	17%	100%	-
Developing and Managing EU Funded Projects	115	77	38	95	20	115	-
	100%	67%	33%	83%	17%	100%	-
Citizens' Participation in the Decision-Making Process	62	28	34	41	21	62	-
	100%	45%	55%	64%	34%	100%	-
Advocacy and Lobbying	62	28	34	41	21	62	-
	100%	45%	55%	64%	34%	100%	-

Indeed, in accordance with the Training Manual, merit and evidence based “*Selection Grids*”; the candidates were identified with a standard, transparent and timely selection. This facilitated skillful participants to join the training programs and ensured accountability of the selection. A two-phase selection process was first realized at the National Offices and later at the Regional Office as to ensure a standard and transparent selection. No significant delays occurred. Urban/rural and gender balance was realized during the selection.

⁴ Training Reports for each of the five Regional Training Programs prepared by the RTC

⁵ Regional Pilot Training Report: EU Fund Raising prepared by the RTC, p. 5.

The CSOs mostly offered their highly qualified staff, which, in turn, is not necessarily very skilled in training. Furthermore, most of the CSOs lacking institutional and financial capacities did not fulfill their commitments for national trainings. The participants' contribution to the national training programs after the ToT courses could be improved only if a concrete commitment of the CSOs could have been received before the applicants' final approval.

Timely announcement of the awarded participants ensured a high percentage of participation in the training courses. Satisfactory information about the training courses was provided to the participants well ahead of the training courses. However, three out of 89 candidates could not participate due to external difficulties mainly in obtaining a visa on time.

As a result, the total number of participants to the regional training program was 86, which is a considerable quantity considering that this is the first time such a program is being implemented in the region, , even though the number for each country is not much with respect to the scale of the countries especially to that of Turkey.

Countries	Number of Participants for each Course					Total
	Pilot Course EU –Fund raising	CSO Managem ent	Developing and Managing EU Funded Projects	Citizens' Participatio n in the Decision- Making Process	Advocacy and Lobbying	
Albania	2	2	2	2	2	10
Bosnia&Herz.	2	2	2	2	1	9
Croatia	2	2	2	2	2	10
Kosovo	2	2	2	-	2	8
Macedonia	2	2	2	1	2	9
Montenegro	2	2	2	2	2	10
Serbia	2	2	2	2	2	10
Turkey	4	4	4	4	4	20
Total	18	18	18	15	17	86

The training logistics and organisational arrangements were highly satisfactory for the participants. Transportation, accommodation, training premises, equipment and tools were in place on time, which very much improved the efficiency of the training courses. All of the participants were highly satisfied with the logistics in all of the 10 premises. Special attention was given by the National and Regional TACSOS Offices to enable cost-effectiveness, as much as the design of the training programs allowed.

The Pilot Training was conducted on time and with sufficient quality. The lessons learnt particularly for those issues that could be improved were stated the training report thereafter ensuring the efficiency of the following four Regional Training courses. Thus, the benchmark was achieved. (Annex 8) Shortcomings faced during the pilot training were improved by

corrective actions and relevant measures taken for the following modules and the regional training courses.

A significant number of stakeholders, particularly from DG ELARG and staff from the EU Delegation Turkey attended the first part of the pilot training in Istanbul, which is an indication of the high ownership of the stakeholders. This was also highly appreciated by most of the participants, except for a few CSO participants who felt uncomfortable with the audience during the course. Some participants even reported that it was their first opportunity to meet the EU staff in person and to discuss their CSOs' needs. Furthermore, this increased the visibility of the TACSO regional training courses on a greater scale.

All five training courses were efficiently delivered on schedule with adequate durations. The questionnaire results show that the extent of the timeliness of the delivery of the training sessions and of the training modules were rated as "very satisfactory", "satisfactory" and "sufficient" by 95.4 percent of the participants, while only 2.9 percent rated this section as "low". (Annex 4) The attendance ratio was very high, with no absence without an excuse during the training sessions. Attendance was ensured by the choice of appropriate training locations and monitored continuously by the responsible TACSO staff.

E-learning has been developed and the Web site is updated and maintained regularly. The e-learning tool as a timely and updated source of information with sufficient content and in a user-friendly format is another evidence for efficiency. This was confirmed by the satisfaction of 77.2 percent of the participants' responses on the questionnaire.

Training materials were prepared with sufficient quality and quantity, and were made available online to the participants mostly on time even well in advance to be used during the three phases of the training courses except for one course. Similarly, the Course Catalogue 2010/2011, course curriculums and expert rosters as outputs of the TACSO Project are all accessible by the participants via the TACSO Web page on time with satisfactory quality and quantity. Additionally an online Participant Platform has been established for sharing experiences. Thus, the relevant benchmark for "*on-line e-learning tool is developed*" was achieved (Annex 8).

For national training purposes, a comprehensive training manual is currently being prepared by highly qualified experts for each of the training courses; two of which have already been finalized, and three of which will be finalized by the end of May 2011. On the other hand, their translation into the local languages has been partially completed and they are expected to be completed on time. The training materials and manuals are recommended to be made available on the Web site by the end of the project period as well as to be provided by the National TACSO Offices to the local trainers in their local languages as to enable their wider utilization in the future. As a result, the relevant benchmark for "*translation of training materials to national languages*" will be achieved before the completion of the project. (Annex 8)

Monitoring and evaluation of the training courses was realised by the Regional Training Coordinator on time during the training and afterwards by utilising various relevant methods.

The five Evaluation Reports prepared by the Regional TACSO Office right after the relevant training courses at the right time are of very high quality, utilising the right methodologies such as questionnaires and other verification methods. Their content is excellent, which ensures the efficiency of the Regional Training Programs. They are freely accessible on the TACSO Web site, ensuring the transparency of the regional training programs.

Monitoring of the national training commitments of the participants, however, has been conducted by the National TACSO Offices, but not all of them were shared with the Regional Office on a timely and regularly basis. It would be expected that the National TACSO Offices would monitor and regularly share on a timely basis the results of the participants' national training commitments.

The TACSO Regional Office and all nine TACSO National Offices have paid satisfactory attention to the visibility of the EU Funded project in accordance with the EU Visibility Guidelines and/or practices. The Web site, the training materials and documents, badges, flags, flyers, etc., all had satisfactory EU visibility, and the TACSO logo including EU visibility is always used in all forms of written communication.

The expenditures have been consistent with the work plans. Expenditures ensured the high quality of the Regional Training Program including very qualified trainers, logistics to attract the participants and keep them motivated, training materials and e-learning tools and contents to ensure to make the necessary inputs available for the participants. Cost effectiveness could not be measured due to a lack of budgetary details since the staff and overhead expenditures could not be differentiated from the overall TACSO Project expenditures. However, having two locations for each of the course reduced the cost-effectiveness. Yet, this regional program which was specifically designed considering the critical external and contextual conditions of the Western Balkans and Turkey, justifies the costs. On the other hand, interviews with the Regional and National TACSO Offices demonstrated that several measures were taken to optimize the budgets to ensure their cost effectiveness. Some examples are given from Canakkale and Van in Turkey, Albania, Macedonia, Serbia and Bosnia and Herzegovina which included cost reductions in transportation, training venue and use of CSO or university facilities free of charge, etc.

4.1.3 Effectiveness

The Regional Training Programs were highly effective having achieved the targeted results and thus serving to develop the capacity for almost all the participants, while also creating a regional platform for cooperation and even for the development and implementation of joint projects. Findings of the questionnaire and interviews reveal that the TACSO Regional Training Programs supported the overall objectives of the TACSO Project as well as Component 3.

TACSO is considered to be very visible and transparent in its activities and very easily accessible for support. Participants responding to the questionnaire confirmed the effectiveness of the TACSO Regional Training Programs on the increase of the institutional capacities of their CSOs. Of the responses, 48.5 percent reveal that this increase has been

“high” and 42.4 percent reveal that it has been “sufficient”, while 6 percent indicate a “low” level of increase. (Annex 4)

The design supported the effectiveness of the three-module approach, which included 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. Similarly, the selection of different locations for each training program supported the effectiveness, exposing the participants to different CSO cultures in different countries. Similarly, the third module for follow-up (presentation of home-based assignments) is reported to have been very effective as learning by doing and sharing of experiences, while developing presentation skills through openly criticized performances. During the second and third phases, many of the participants developed and discussed real strategies, projects or action plans for their CSOs such as the participants from Kosovo, Bosnia and Herzegovina, Croatia, Montenegro and Serbia.

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 to the topics for the region. The application demonstrates that trainers of the three courses (given in Section 4.2) 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 communication with the National Office staff particularly for national trainings reflects their contribution to effectiveness.

It was stated during the interviews that the increased skills and knowledge in advocacy have supported the CSOs to cooperate with the media. Similarly, those interviewed confirm that the Regional Training Program enhanced their knowledge via networking and sharing of experiences with other CSOs. From the questionnaire, 38.3 percent of the participants indicate that the networking and sharing of experiences through this program served to enhance their knowledge to a high extent. The rate of respondents for a “very high” extent and “sufficient” extent are 18 percent and 36 percent, while for a “low” and “very low” extent, the rates are 9.1 percent and 3 percent, respectively. (Annex 4)

The main outputs delivered for the achievement of results covered a wide range of training tools, such as the training materials, e-learning platform, Web page with well-developed documentation including video clips, e-coaching, the TACS0 Course Catalogue 2010-2011, and 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 programs. The content and usefulness of the training modules for implementation of the training modules for the purpose of ToT are rated as “very high” and “sufficient” by 87.5 percent of the participants. (Annex 4)

Similarly, benefiting from the TACS0 online expert roster for the national training programs has been high. The questionnaire reflects a rate of 51.7 percent and 37.9 percent for those who find

the roster “highly” useful and “satisfactorily” useful respectively, while those who report a benefit at a “very high” level are 6.9 percent. Only 3.4 percent of the responses indicate a “low” level and 6.9 percent a “very low” level of benefit. (Annex 4)

Those who responded to the questionnaire reflect a high level of benefit from the online support and/or coaching received from the trainers and/or TACSO National Offices for their national training activities. Interviews revealed that e-coaching has not been very effective due to a lack of interest, mainly due to the individual nature of the assignments. Yet, those participants, who have used e-coaching, received satisfactory benefit and improved their assignments, projects or strategies. Most importantly, all of the participants agree that their communication with the National Offices and the online information of the TACSO Web site very much contributed to their activities, which resulted in enhancing their role in their societies. (Annex 4) Still, the Web site has had very high visitors around 4000-5000 visitors per month⁶, which indicates the interest of the CSOs to benefit. (Annex 4)

The course catalogue, course curriculum, training manuals and training materials as outputs have been very useful and effective for the participants to conduct their own national trainings after their courses, to implement their own home assignments in real life or to benefit in their CSO activities to improve their democratic roles. The questionnaire reflects that 60.6 percent of the responding participants found the training materials and methodologies introduced during the regional training sessions “highly” useful and 9.1percent “very highly” useful and 21.2 percent “sufficiently” useful in the development and implementation of their practical assignments and national training programs. The total rates of those finding the usefulness at “low” and “very low” levels is 9.1percent. (Annex 4)

The Training Manual developed by the Regional TACSO Office in collaboration with the TACSO National Offices has enabled a systematic and standardized implementation among eight countries while ensuring the transparency of the implementation and adequate benefit to the CSOs.

The training materials and their translated versions ensure the quality of the replicated national training programs in enhancing their roles. For the translation of the training materials into the local languages, the rates of respondents expecting the translation to be “very highly” and “highly” beneficial to them are 25.8 percent and 38.7 percent. The expectation for a “sufficient” level of benefit is 29 percent, while the rates for “low” and “very low” levels of benefitting are 3.2 percent for each. (Annex 4)

Video tapes recorded during the Regional Training Programs are likely to support effectiveness and sustainability by contributing to the quality of the national training programs. This is expected to enable the trainers to re-train themselves.

Regarding the ToT component, the results of the participant questionnaire reflect an effective achievement with the capacity developed for the participants to conduct national training activities. In the questionnaire, 57.6 percent of the respondents found that the TACSO Regional

⁶ TACSO Project Web-site Statistics Report, January 2011.

Training Program has “highly” served as a suitable tool for developing their capacity for conducting national training activities; while 24.2 percent assess it “sufficiently” suitable. On the other hand, 6.1 percent consider the extent of this suitability as “low” and 3 percent as “very low”. (Annex 4)

The competitively selected participants could not always equally benefit from the training courses particularly from the ToT element and effectiveness varied for those participants who were mainly practitioners. Not being homogeneous in terms of their knowledge and experience in training, some of the participants had difficulties when preparing their assignments for the follow-up training program. Although the responses of the participants to the questionnaire do not reflect this as a weakness, those interviewed mention this low level of homogeneity in terms of training capacity to have negatively affected their capacity development. From the questionnaire, 41.7 percent of the respondents agree, 27.8 percent somewhat agree and 27.8 percent strongly agree that the structure of the participant group was balanced in terms of competence, networking and cooperation. (Annex 4)

Some participants realized their national training commitment but still felt that they were more practitioners rather than trainers. However, this has proved to be negatively affecting the expected result that the participants would serve as trainers for the national training programs for those lacking adequate training expertise.

However, the ToT component could have been more effective should some issues be considered with regard to the existing skills of the participants. Interviews reveal that effectiveness is undermined by the varying needs, varying backgrounds, varying language levels and varying training experience of the participants. Due to the different levels of training skills of the participants, the ToT element of the training could not be effective enough for those with low level skills to be enhanced within the limited five-day period allocated for each training module. This was confirmed by all the interviewed participants at the different levels of the training experience and by all the National Office RAs. This could have been minimized by having the National Offices interview the participants to avoid the overqualified and the under-qualified. Therefore, the limited time for ToT in each of the training programs is reported to have been less effective for those with a limited training background. This was also reflected in some cases where the weakly prepared assignments by the participants resulted in a weak delivery of the relevant presentations. This has reduced the gained benefit for other participants. Nonetheless, the qualified backgrounds of selected participants have facilitated adaptation to the non-leveled training program.

A similar comment was received from the Montenegro project staff with regard to the non-leveled capacities of the participants for the “CSO Management” training. It is reported that effectiveness was negatively affected due to the training targeting CSO top-management and the exhaustingly intensive design requiring long working sessions for those with less expertise in management.

Regarding the effectiveness of the national trainings, the main issues have been the willingness and capacity of the CSOs in terms of resources to organise training activities

utilizing the participant's developed skills. Though some of the participants have implemented training programs for their own staff, some of the CSOs did not feel committed to organise national trainings for other CSOs in their countries. This has been the case particularly where there was limited linkage between the CSO and the participant's commitment when CSOs are weak in institutional structure as well as have a high turnover of staff. A motivation letter of the CSOs was part of the application requirements. Even this was apparently not sufficient for the CSOs to realize their commitments. Furthermore, a few of the participants and their CSOs did not have a clear understanding of their commitments, which reduced the effectiveness. Therefore, it is recommended that clearer communication with the participants and their CSOs be conducted to ensure a better understanding of their commitments during and after the training courses, e.g. assignments during the training courses and delivering national trainings after the courses.

The received documents did not include consolidated information about the number of the realisation of the national training commitments of the participants. In turn, information was received from the National Offices and verified by the interviewed participants. In most of the countries, all of the eight participants have completed their national trainings by now, while only a few are still left to be completed within May 2011.

On the other hand, the questionnaire reflects that a high rate of participants have already organised national training activities for their CSO members and other stakeholders. From the questionnaire, 18.8 percent and 50 percent of the respondents indicate that their CSO members and other stakeholders have benefitted from their national training programs at "very high" and "high" levels, respectively. Responses for a "sufficient" level of benefit are 28.1 percent, while for "low" and "very low" levels of benefit for the same target groups are only 3.1 percent and 0 percent, respectively. (Annex 4) According to the questionnaire, difficulties that the participants faced in realizing their national trainings have varied very much, the most important one being the timing; however, the interviews revealed that the main difficulty has been the unwillingness of the CSOs due to their limited capacity in all of the eight countries. (Annex 4)

Evaluation findings through the participant questionnaire and the interviews vary with regard to the methodology adopted for the national training programs. Different approaches and implementation have been adopted by the National TACSO Offices (i.e. Turkey vs Bosnia and Herzegovina) when organising the national trainings by making use of the participants. The Turkey TACSO Office financed the participants' CSO to organise the national trainings for other CSOs and use the participant as a trainer. The Bosnia and Herzegovina TACSO Office organised and financed a significant number of national trainings by making use of the trainers, without any involvement of the CSO. The Albania TACSO Office RA and professional trainers delivered the national trainings together with the participants as co-trainers. This was due to a lack of sufficient human and financial resources in the CSOs which were of small scale and some in rural areas in terms of structure and capacity.

Nonetheless, participants interviewed face-to-face in Turkey and Bosnia and Herzegovina reported that they have developed and delivered small-scale training activities at the national

level. A few examples indicating the effectiveness of the Regional Training Programs are given below:

- not a trainer by background with limited experience in training, does not feel totally ready for delivering training alone, but has realized her commitment as a co-trainer. She translated the relevant material into her national language and organised and delivered an in-house training on “Developing and managing EU Projects” for her own CSO staff benefited when preparing projects on women’s issues.
- having outstanding training background, he is ready as a trainer for “CSO Management”, however, CSO not adequately financed to organise full-fledged training programs which needs financial support.
- being located in a rural area distant from the urban area, provided internal training on “CSO Management” for the CSO team. Thus, the CSO getting ready for IPARD implementation. In contact with other CSOs in the region to build partnerships for rural development to use IPARD assistance in the future.
- actively assisted as an assistant trainer for two national trainings replicated on Advocacy and Lobbying for other CSOs by the National TACSO Office in Bosnia and Herzegovina.
- delivered training to the staff of her CSO after translating the training materials into the national language. Confident that she has developed ToT skills that are likely to be used provided that the trainings are financed by a donor.
- having adequate training background, realized her training commitment; now using the training material in her similar trainings in Canakkale.
- even though having little training skills, delivered training as a co-trainer on “Advocacy and Lobbying” in Van; feels ready to deliver further if invited again.
- very active in CSO trainings so will be using the training curriculum and materials in delivering further trainings; ready to support TACSO 2.

Adequate monitoring and evaluation of the training courses by the Regional Training Coordinator and the Resident Advisors substantially contributed to the effectiveness and paved the way for the achievement of specific objectives. Systematic, timely and detailed monitoring and evaluation of the training courses enabled the Regional and National TACSO Offices to have immediate feedback on the success or failures of the implementation and to compare the outputs against the indicators. When necessary, relevant measures were taken for corrective actions. Accordingly, the monitoring and evaluation of the pilot training course in Istanbul was used to improve the quality and the level of satisfaction of the four training courses that followed. Yet, effectiveness of the program in terms of national trainings could not be comprehensively measured due to the lack of sufficient regular follow-up of the national trainings. Responses to the questionnaire reflect that 65.6 percent of the participant CSOs has not yet been visited by the TACSO National Office staff for follow-up of the national training programs. (Annex 4)

Unplanned results were reported by those interviewed (Annex 5 and 6) as:

- a) Improved socializing skills with an understanding of cross-cultural issues in the region,
- b) training capacity developed for the local trainers,
- c) recognition of TACSOS has developed overtime during the five Regional Training Programs, as well as improved visibility of TACSOS. This has also improved the dialogue among the CSOs by the facilitating role of TACSOS.
- d) internal procedures and training manuals developed for regional trainings have also been successfully utilized for other capacity development activities of TACSOS. These procedures and manuals should be further used in TACSOS 2.
- e) the cooperation of Serbia and Macedonia where the participation of a CSO staff member from the latter was realized for a training activity on CSO development in Serbia.
- f) the cooperation between Croatia and Bosnia and Herzegovina has resulted in bi-lateral visits organised through networking.
- g) the cooperation among the participant CSOs initiated the establishment of a platform for the “World Handicapped Union”. A symposium is planned in Turkey and to be supported by TACSOS, expecting around 150 participants.

4.1.4 Degree of Change/Impact

The Regional Training Programs have created a significant impact on the participants of CSOs and the CSOs themselves in several aspects such as capacity building, developing projects, actions, etc., cooperation and partnerships, while contributing to the overall objective of the TACSOS Project as *“to increase and improve the capacity and actions of CSOs as well as to improve the democratic role of the CSOs”*.

The impact of the Regional Training Programs on the participants and their CSOs has been at a satisfactory level, yet with some deficiencies in its multiplication/dissemination, aiming to create a change through the training programs at the national level. 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. Thus this has contributed to the achievement of the overall TACSOS Project specific objectives of *“to strengthen the overall capacities and accountability of CSOs within IPA beneficiaries and to guarantee the quality of services of CSOs and the sustainable role of CSOs in the democratic process.”* On the other hand, however, those with very limited training skills could only enhance their competence to serve as co-trainers for the national training programs as well as for delivering in-house trainings. Still, these participants, having high willingness, should be supported to build on this capacity development further as co-trainers by TACSOS in the second phase, so that they can complete their capacity development as trainers and deliver trainings and contribute to multiplying the impact on other CSOs.

The Regional Training Program topics were based on the TACSOS Project Needs Assessment, and additionally the content was adapted based on the participant surveys before the trainings took place. This approach ensured that all of the Regional Training Programs address the needs of the CSOs from the eight targeted countries. In this sense, the Regional Training Program was specific to the region to create a change in the participants as well as in the CSOs to empower them in their democratic roles by developing their capacity in five different topics.

The interviews with the participants also confirmed that the impact is significant since the training course topics directly address the issues that they are active on and on which they need capacity development given the political and social developments in the region. TACSO 2 should build upon the needs assessment and the capacity developed by the regional training courses with a new strategy to be developed at its beginning.

According to the participant questionnaire conducted for this evaluation, 80.7 percent of the participants think that the TACSO Regional Training Program has developed capacity contributing to the *empowerment of their CSOs* in terms of their improved democratic role creating difference in their societies. However, 12.9 percent of the participants think that this contribution has been “low” and 6.5 percent of them are of the opinion that the contribution has been “very low” or insignificant. (Annex 4)

Some evidence as examples reflecting the degree of change achieved through the Regional Training Programs in some of the targeted countries are given below:

<i>Some examples of the extent that the TACSO Regional Training Program has contributed to the empowerment of the CSOs in terms of its improved democratic role to make some difference in their societies:</i>	
Participant Responses	Country
The CSO is empowered to contribute to the city governance as the head of Canakkale Civil City Council, where the participant delivers the national training courses to the small CSOs in Canakkale	Turkey
The CSO is empowered to establish the National Handicapped Platform; and collaborating with other CSOs to establish the World Handicapped Union	Turkey
The benefits were in terms of : - Better managing the CSO through new tools learned during the trainings provided by TACSO - Agropuka organization has better network with organizations in Albania and abroad - Agropuka has become more recognized in Albania as an active organization in developing rural mountain areas - Agropuka leading bodies such as Board, management staff have better performance, etc.	Albania
TACSO regional training program enabled the CSO to be more visible to other CSOs and target groups in the environmental issues to achieve more activities and to be more effective.	Albania
The CSO incorporated citizens' participation as an important element in the CSO's projects. The CSO is working for wider incorporation of citizens' ideas and opinions.	Montenegro
National training program organized and hosted by my CSO in cooperation with TACSO Office Croatia and one other CSO has been very successful. They managed to gather 20 participants from various Croatian CSO's and train them on the topic of Citizen's participation in decision making processes on national and local levels. Participants have evaluated the program very high, which has contributed to the empowerment of their CSOs in terms of democratic role of strengthening capacities of other CSO's in my country.	Croatia
Developed financial resources plan as a good tool for ensuring organizational financial sustainability, i.e. fulfilling our mission (building social capital in communities of BiH).	Bosnia and Herzegovina
New project "Democracy and environment" about citizens influence on environmentally risky investments. So we want to change some municipality rules and we need to use	Serbia

knowledge about Advocacy and lobbying.	
Based on the experience and information gained at the TACSO Regional Training Program, the NGO is active in Advocacy and Lobbying and strengthened capacity for training on this subject.	Macedonia
The tailor-made training enable capacity development significantly on Developing and Managing EU Projects; the CSO prepared new projects and will utilise this knowledge for this. This topic is within the framework of the CSO's mission for training others. Supporting strategies for management of "national prevention mechanism"	Kosovo
Experienced in EU Fundraising but contributed very much for regional cooperation; strengthened an important part of the organisation; and this is creating wider contact base in the region. Meeting with relevant EU institutions, networking. Also there was an opportunity for peer support among participants in the region.	Croatia

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. An unexpected change of behaviour within such a short period of time occurred as socialising of the participants led to a better understanding of the cultures and societies within the region.

Complementing the above developments, immediate changes in some of the participants' experiences in their CSOs have already been observed during the training programs. The development of new strategies or enhancing their present strategies during their home-based assignments and at the follow-up sessions have 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 programs 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. (Annex 4)

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. (Annex 4)

Some evidence as examples reflecting the degree of change achieved through the Regional Training Programs in some of the targeted countries are given below:

Some examples of the national/local <u>projects or activities, movements, etc.</u> developed based on the improved capacity through the Regional/National Training Programs:	
Participant Responses	Country
Contracted by Governmental office for NGO's and TACS as experts to implement "Informative Workshops on IPA 2009 Grant Schemes for Civil Society Organisations in Croatia.	Croatia
Prepared a project and applied for benefiting the IPA funds	Kosovo
Organized training for local NGO's in Osijek. Workshop was about EU project proposals development and PCM	Croatia
Prepared a proposal for the EU Funded project "Monitoring of closed type institutions in Montenegro"	Montenegro
Developed project "Positioning the Union of Serbian PLHIV (people living with HIV/AIDS) organizations on Civil Society Scene in Serbia" Its aim is to strengthen capacities of the PLHIV organizations to advocate for the rights and needs of their members. Projects have strong citizens' initiatives and citizens' participation components.	Serbia
Improved and modified the implementation plan for the project "Involvement of the community and civil society in strategic planning for local development on Environment and Tourism sector in Kukes region" as well as prepared and submitted a new proposal	Albania
Implemented project named "Support opening of safe house for victims of gender based violence in Bijeljina"	Bosnia and Herzegovina
Capacity Building for CSOs in Bursa, Canakkale, Van	Turkey
Prepared a project for "Preparing the Public in Serbia for Participating in Water Protection", Natura 2000 Resource Center	Serbia
Prepared EVAH, a regional project with a grant from the Civil Society Facility	Macedonia
Prepared Project "Advocating for proportional election system with open lists".	Macedonia

Findings of both the interviews and the questionnaire verify that about half of the participants have been trying to build *cooperation and partnerships* with the CSOs of other participants within the same country or from different countries. (Annex 4)

In the mean time being as some *partnerships* have already been established among the CSOs of the participants such as the partnership among Montenegro, Albania, FRY Macedonia and Croatia, these and others are given below.

Some examples of regional as well as national/local <u>partnerships and cooperation</u> established with other local and/or foreign CSOs, following the TACS Regional Training:	
Participant Responses	Country
The CSO from Kosovo (KRCT) prepared an art project for vulnerable groups with a partnership between Albania, Macedonia and Sweden.	Kosovo, Albania, Sweden, Macedonia
Collaboration started for future projects with CSOs: Avalon, Serbia Inforo, Croatia	Serbia, Croatia

Partnership among the CSOs in Croatia - CMS, Zagreb and Green Osijek, Osijek	Croatia
Partnership among Girocastra (Albania) and ATTA (Kosovo)	Albania, Kosovo
cooperation established with a Macedonian NGO - Youth Cultural Centre Bitola and local ones WIDK_Women in Development Korca	Macedonia
Cooperation established among ACT-Croatia, Group 484-Serbia, and ORT-Macedonia	Croatia, Serbia, Macedonia
Not developed any projects or activities based on the capacity improved through training but have used the contacts with TACSO office in Croatia to organise in partnership with regional TACSO office in Zagreb, Sarajevo 3 conference on "QUALITY ASSURANCE SYSTEM SOKNO" STEP TO SUSTAINABILITY OF CSO'S in Zagreb and Rijeka for Croatia and in Zagreb for 8 countries covered by IPA civil society facility.	Croatia
Partnership built with the participants met in Istanbul and Belgrade during the Regional Training Program on "EU Fundraising". The purpose is to implement a project under the IPA civil society facility call for culture organization; received EU funding recently.	Albania, Kosovo, Bosnia and Herzegovina

Given that the number of CSOs for each training course has been limited to two and four for Turkey, whereas the variety of the CSOs' interest areas and structures has been high, it is not possible to differentiate the impact with respect to the different types of CSOs. Yet, interviews revealed that CSOs in the *rural areas* such as in Albania, Bosnia and Herzegovina and Turkey have benefited significantly more from the regional training courses than those CSOs located in the urban areas. This is due to the disparities among the rural and the urban where there are more facilities to develop capacity in the cities than in the rural or local areas.

4.1.5 Potential Sustainability

Even though the Regional Training Program has created a substantial impact on the CSO members and the CSOs in enhancing their democratic roles in the region, its sustainability is somewhat vague due to the limited financial and institutional capacity of the CSOs in almost all of the eight targeted countries whereas the need is still very high at both local and regional levels.

Most of the participants are willing to deliver training to other CSOs on the topic they were trained as trainers on, while at least 10 percent of the participants are willing to utilize their developed capacity in the further practices of their CSOs and to deliver in-house training, yet they have a high need for regional networking, cooperation and partnership to enhance their democratic roles in their societies and among the societies within the region. Therefore, TACSO 2 should design rather short trainings, events, conferences or workshops to address the needs of the CSOs at the regional level while continuing with the national trainings within the countries. If trainings with the ToT element are included in the TACSO 2 activities, then, selection criteria should particularly focus on the training experience of the candidates to ensure the sustainability of their trainings.

Sustainability depends on the availability and continuation of the project outputs particularly the TACSO National Offices. This finding is confirmed by the results of the questionnaire where 93.8 percent of the participants responded that their CSOs are willing to use the TACSO Help

Desks' support for their future national training activities. Only 6.1 percent of them see that this has “low” or “very low” likelihood. Therefore, it is recommended that the design of TACSO 2 ensure the continuation of the National TACSO Offices to serve as Help Desks. Accordingly, an “Exit Strategy” to be developed by relevant experts should include the transfer of national expertise and roles to a relevant institution with similar tasks. (Annex 4)

The TACSO Regional Office provided several training conditions to ensure sustainability of the national trainings, by making 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 programs or for other similar activities. TACSO 2 should continue with the maintenance of the Web site and availability of all these training outputs to enable other CSOs to benefit from them and even benefit from the e-learning facilities. (Annex 4)

On the other hand, all of the participants are willing to continue implementing in their own CSOs what they have learned theoretically and practically during the three-fold regional training courses. The implementation demonstrates a very high likelihood that they will continue developing even new strategies and projects to improve the democratic role of their CSOs after the project ends. The questionnaire confirms that the CSOs' level of expectation to access and receive EU financing or other resources in order to further develop their democratic role is “very high” with 31.3 percent, “high” with 40.6 percent and “sufficient” with 28.1 percent. This is an indication that TACSO 2 will be very attractive for the CSOs. (Annex 4)

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 questionnaire results confirm this finding, as 39.4 percent of the participants have “high”, 33.3 percent “very high” and 24.2 percent with “sufficient” level of expectation to build new or continue with existing partnership and cooperation with other local and/or foreign CSOs in order to further develop their democratic role. (Annex 4)

The Local Advisory Groups in all of the eight countries have been strongly in favour of the Regional Training Programs. 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 Programs. TACSO 2 should further motivate and enable stakeholder participation to contribute to the ownership at the local level, which will support sustainability. One exit strategy could be that at least three months prior to the completion of the TACSO project, an institution for each country is identified to carry on with similar responsibilities; and the TACSO National Offices will share their experiences with these institutions before the completion of the project so to ensure a transfer of the expertise and outputs.

4.1.6 Cross-cutting Issues

The Regional Training Program considered mainstreaming cross-cutting issues by ensuring that the focus areas of the participating CSOs included “environment”, “human rights”, “gender equality” and “vulnerable groups”. Thus, the selection procedures addressed different CSOs dealing with various cross-cutting issues.

The Regional Training Program’s design was very sensitive to gender equality for participants, trainers as well as the involved TACSΟ staff. The selection of participants was based on mainstreaming gender equality for each training course. Trainers were composed of experts with balanced gender. The TACSΟ Regional Office as well as the nine TACSΟ National Offices contributed to the Regional Training Programs with a gender balanced staff. Training course contents included examples for women issues, sustainable development, human right issues, vulnerable groups, etc.

Regional Training Participants	Number	Percentage
Women	45	52.3
Men	41	47.7
Total	86	100

The questionnaire confirmed that more than 90 percent of the participants were satisfied with the gender equality. No complaints related to the issue were raised by the participants during the interviews. (Annex 4)

4.2 Main Strengths and Weaknesses of the TACSΟ Regional Training Programs and Lessons Learnt

Findings of the evaluation led to the derivation of lessons learnt which is interpreted as strengths and weaknesses in the content of the table below:

MAIN STRENGTHS
Relevance
Unique in the region for most of the participants.
Innovative design of the Regional Training Program with three phases as (i) training course in one country (ii) home based assignment, and (iii) follow-up training in another country, thus ensuring sharing of experience and understanding of cultural differences.
Satisfactory choice of five topics based on the ex-ante needs assessment conducted addressing the real needs of the target groups.
Excellent coverage of the region and addressing the needs in the region.
High relevance to the overall objectives of the TACSΟ Project.
High relevance to the EU CSO policies and implementations.
Design includes satisfactory procedures structured and standardised for selection of trainers in all of the eight countries, utilising the Selection Guidelines and Grids.
Design includes the right choice of trainers complementing each other as one international and the other from the region.
Design includes widespread announcement via different means of communication accessing to as

much CSOs as possible in eight of the countries.
Design includes adequate choice of two locations for each training course enabling an insight of the region.
Design includes structured training procedures in accordance with the training manual prepared by the Regional TACSO Office in cooperation with the National TACSO Offices.
Design includes balanced representation of each of the countries in the region.
Design includes participative training methodology adequately used; adequate utilisation of learning by doing methodology.
Efficiency
Satisfactory coordination and communication among the Regional TACSO Office and the nine TACSO National Offices.
Most of the trainers with excellent background and training skills, particularly for the three courses of <i>Advocacy and Lobbying, Developing and Managing EU Funds, and the CSO Management</i> , to keep the quality at advanced level.
High quality training materials and manuals prepared by highly qualified experts.
Continuous support by the trainers during the preparation of practical assignments.
Excellent curriculum.
Adequate Web site management uploaded with adequate training materials and updated regularly, including an e-learning facility available for the participants and for others interested.
Sufficient logistics and organisation, managed timely
Highly qualified and dedicated human resources at the Regional and National Offices
Excellent opportunity for networking with other CSO's representatives; possibility of the participants for networking and sharing of experiences.
Adequate communication of the TACSO staff with the participants during the training courses; Sufficient support offered to the participants by the TACSO Regional Offices and the TACSO National Offices.
Adequate timely management of the training schedules.
Excellent EU visibility as per the <i>EU Visibility Guidelines</i> .
Stakeholder involvement available in the Pilot training course, including the EC, EU Delegation staff and some local policy makers; possibility for some of the stakeholders to meet the EU staff, for some for the first time
Adequate monitoring and evaluation of the training courses.
Satisfactory EU visibility
Effectiveness
TACSO Regional Office and the National Offices have learned from the Pilot Training Course held in Istanbul, and in turn, have taken corrective actions to improve the quality of the following four courses.
Gathering and sharing experiences with other CSOs' representatives from Balkans; the participants have used what they have learned from the best practices and other participants.
Enhanced and/or reinforced CSO staff capacities.
Developed training skills to some extent, depending on the background of the participants.
Some of the participants have started delivering training either by themselves or as co-trainers; while some of them delivered in-house training to develop the capacity of the other colleagues within their own CSOs.
Enabled participants to develop their own strategies, projects, etc., as home assignment and to work and elaborate on them during the follow-up session, so that they could be in a position to implement their strategies after the completion of the training courses.
The usefulness of the training materials and methodology introduced during the trainings in utilising

them further while delivering trainings or implementing what has been learned.
Exchange of experiences from different countries and backgrounds.
Impact
Immediate impact has already been observed on the participants and their CSOs empowered in enhancing their democratic roles with the developed capacity.
Training other CSOs' staff or in-house training contributed to the capacity development of other CSOs.
Concrete outputs used, new strategies developed have improved the democratic roles of the CSOs.
Networking developed or started among CSOs within the region as well as locally to enhance their democratic roles.
Cooperation developed or started among some of the participants and their CSOs locally and at the region, to enhance their democratic roles.
Partnerships have already developed among some of the participants.
Sustainability
Will be ensured by TACSO 2. Transfer to local institutions will ensure sustainability.
MAIN WEAKNESSES
Relevance
Design failure for selection of a homogeneous participant group with sufficient training skill necessary for the ToT element to be efficient and effective.
Design includes the commitment of the CSOs but not ensured by a satisfactory structure
Efficiency
Delays in translation of the training materials and the manuals.
Selection of participants with different levels of training competence and knowledge.
Too tight schedule for some of the courses.
Lack of sufficient monitoring of the participants by some of the National TACSO Offices after the training courses.
Some of the STEs selected offered lower quality of teaching or less advanced than expected, specifically in two of the regional courses (the Pilot course - <i>EU Fundraising</i> , and the <i>Citizen's Participation in Decision Making</i> course), since the aim was that all of the regional trainings to be on advanced level and the participants were selected accordingly.
Effectiveness
Poor effectiveness on those participants who lacked previous training skills and/or knowledge
About 10 percent of all of the participants have been unwilling to deliver national trainings, since they felt themselves as practitioners not as trainers.
Impact
Participants with insufficient previous training skills could weakly deliver the national training courses
Sustainability
No specific exit strategy yet, which should be developed for TACSO 2. Transfer to local institutions will ensure sustainability.

4.3. Best Practices

Selection of the below given five best practices was based on the evaluation findings, and specifically on interviews with the participants and the TACSO National Office RAs.

There is no significant correlation with respect to the institutional type of the CSOs, since the participants are from CSOs varying highly with respect to their scale in terms of their financial and human resource structure, their focal areas of activities, as well as their locations as rural and urban. An analysis based on types of CSOs could not be significant for others. Therefore, best practices are first given on the basis of the three successful regional training programs, followed by three examples from significant achievements from several of the CSOs.

Actually, the interviews demonstrate that almost each CSO has a success story with respect to their political and social conditions as well as their lack of financial and human resource conditions, while all of them having the motivation and dedication to make a difference in the region in addition to their efforts in their own societies. Thus, the most common characteristics of the participants and the CSOs are their needs for capacity development which has been satisfied to a high degree but with different impact on the CSOs based on their backgrounds. To this end, the TACSO Regional Training Program is a unique case in the region, which also justifies its cost effectiveness. All of these three training courses were designed to address the national and regional needs of the CSOs with a high level of responsiveness, resulting in an increase in their effectiveness and impact reflected as satisfactory employability and employment of their target groups.

Lessons learned from the pilot course improved the efficiency and effectiveness of these three courses. The three-phase training module design, qualified and experienced trainers, relevant training subjects, sufficient training curriculum and content including both theoretical and practical modules, and appropriate training facilities for a regional context played important roles in the achievement of efficient and effective training implementations. Yet, even being best practices for regional training courses, selection of targeted trainees resulted in heterogeneous groups reducing the effectiveness.

Participants with different backgrounds benefited from the below training courses in different ways: (i) those that are basically practitioners used their knowledge in their CSOs' actions, activities, in developing EU funded projects, (ii) those that are already equipped with sufficient training skills used their enhanced capacity in training of other CSOs and/or in-house training, and (iii) all of them benefited from the networking cooperation and even building partnerships for trainings, actions, movements, cross-border projects in the region. Consequently, the degree of change of the CSOs has either been realised as "further training capacity built" or as "capacity built as practitioners" due to a lack of homogeneity of the participants.

Ownership of the CSOs has been an important factor that has led the participants to implement what was successfully learned. This has especially been significant when the link between the participant and the CSO has been strong.

Efficient and effective regional training management was realised via qualified, experienced and committed Regional and National TACSO Office staff who have developed fluent communication with the participants during the trainings.

Success Factors and Reasons for three of the Regional Training (ToT) Courses	
CSO Management	Main Success Factor
	Most of the participants are willing to deliver training on the topic (such as participants from Serbia, Montenegro, Bosnia and Herzegovina, Kosovo, Macedonia and Albania)
	Main Reasons
	a Trainers and training materials are satisfactory
	b Training skills capacity developed substantially and improved self-confidence for training.
	c Satisfactory training curriculum.
	d Not only theory but also practical training improved effectiveness. Allowed space for developing solutions to the problems of the CSOs of the participants.
	e The more the participants were experienced in training, the more they benefited and realized their training commitments.
	f More value added at the local and rural levels where the need is higher; yet difficulties for training due to financial and institutional capacity limitations of the CSOs at the local/rural level.
g Support of the TACSO National Offices for training commitments.	
Developing and Managing EU Funded Projects	Main Success Factor
	Most of the trainees developed skills to start their own projects; some of them found eligible to be funded by the EU or other international organisations (Kosovo, Turkey, Montenegro, Albania, Macedonia, Montenegro, Bosnia and Herzegovina, and Croatia). Most of them also realised their commitments as co-trainers.
	Main Reasons
	a The topic addressed the needs of the participants based on the needs assessment; their motivation was high.
	b The in-class participation of the trainees was satisfactory; assignments were adequately done; follow-up session was useful in learning each other's practices.
	c Highly qualified and experienced trainer.
	The ability of the trainer to adapt the content to different levels of participants, to motivate the trainees to be participative
	d Satisfactory training curriculum
	e Adequate online coaching.
	f Satisfactory training materials; innovative tailor made training content.
g The participants, who were experienced as practitioners, prepared EU Funded projects or delivered in-house training after the course; the participants with training experience further delivered training in the subject of the course.	
h Contribution of the TACSO National Offices for training commitments after	

		the training.
Advocacy and Lobbying		Main Success Factor
		Most of the trainees developed skills to start their own advocacy and lobbying programmes and most of them practiced as co-trainers (Serbia, Turkey, Macedonia)
		Main Reasons
	a	Training content is satisfactory, addressing the target groups and developed based on the needs assessment.
	b	Well-designed training program including complementary modules with different consecutive subjects; participative training methodology.
	c	Very qualified and experienced trainer.
	d	Satisfactory training curriculum
	e	Satisfactory training materials easily accessible by the e-learning facility of the TACSO Web site.
	F	Very effective for implementation for those participants who were practitioners and had little or no experience in training; even though most of the participants have realized their commitments.
g	Contribution of TACSO National Offices for training commitments.	

Some Examples of Best Practices:

<p><i>Successful Advocacy and Lobbying follow-up training for women's CSOs in Van in the Eastern region of Turkey: Why?</i></p> <ul style="list-style-type: none"> • Focusing on single target group (women) from similar area (thus with common concerns) helped create synergy, energy and motivation for participants, • Although having the training in Van rather than in Istanbul or Ankara may have made logistics a bit more complicated in terms of transport for some of the participants, seeing someone tackling their own needs at the local level made women feel more confident, • Selection of the trainers was good -one expert in women's issues with good contacts in the field, one with strong civil society and advocacy background, • Selection of participants was done in collaboration with trainers, and participants who had some background and future potential were identified, this helped create strong dynamisms, • Trainers assisted in identifying speakers who were important women in the women's movement in Turkey. Such a contact would not have been possible without the trainers. Participants benefited greatly from hearing these experiences as well as being motivated by them and feeling empowered, • Media representatives joined the training, and also participated in a question and answer session. This provided an opportunity for the media to have contact with the participants as well as for local contacts on women's issues to the media. The Q&A session also clarified issues about dealing with the media. • During the training, the TACSO team members were present to observe and were able to provide feedback to trainers regarding how the day went, and assisted in making adjustments for the next day. • Methodology used during the training included simulations, role plays, watching a film and discussing, presentations, group work, speakers and question-answer sessions. Such a variety of methods helped engage participants in the best possible way. • Feedback from participants was positive over all; follow up regarding impact of training is needed.
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Best Practice: Regional Training Follow-up Sessions were successful in Serbia: Why?

- The Serbian approach was unique in the sense that participants of the Regional Trainings agreed to hold pro-bono training sessions in the country in order to further disseminate the knowledge they have gained.
- Out of the total of ten Serbian participants in the five TACS regional trainings, four so far have held training sessions on the Regional Training topics they participated in, reaching a total of 59 CSO representatives.
- An additional result of these regional training follow-up workshops was the establishment of a micro-local network between five organisations. These organisations have started to work together on the building of a local CSO network in Cacak, creation of a joint strategy for cooperation with local self-government, and other aspects of local development.

Participants from Croatia especially appreciated the following components of the regional trainings: Why?

- Home assignments, along with the opportunity to present them at the second module.
- Establishing links among individuals and organisations on the regional level. Several participants emphasised that face-to-face communication is crucial for fruitful cooperation and that computer communication (e-learning, forums etc.) cannot replace but only complement it. In three out of the five trainings some kind of regional cooperation was agreed upon (Informo from Buje with CSOs from Serbia and Kosovo; Healthy City Split and Act from Čakovec with Ort from Macedonia and 484 from Serbia; Croatian Network for Rural Development with the Center for Rural Development from the south of Serbia).
- All of the participants agreed that the training format (structured in a way that it enables intense interaction among participants) is more suitable for establishing cooperation than it may be the case with other forms of meetings (e.g. regional conferences).

Two participants of the regional training from Croatia delivered national training successfully: Why?

- Participants of the national training had very basic knowledge of the project development and project management, and were mostly involved in small projects that were applied for the local government.
- The training addressed the needs of the targeted participants. Workshop provided knowledge for the participants to start the development of the EU project. It is hardly possible to expect that participants will start to develop a project individually after the training, but now they have an overview of the process of project development and project management.
- With this training the two trainers also learned about the most successful methods and transfer of their knowledge to other CSO representatives. They were highly encouraged to continue with trainings. As a team they had complementary knowledge and skills which in the training combined participatory work, examples from project management, budget and financial challenges during the project implementation.

One participant of the regional training from Montenegro delivered national training successfully: Why?

- Most of the local participants did not have information or knowledge on the training topic – “Citizens’ Participation in Decision Making Processes”
- Participants were extremely active and gave a significant contribution to group work and actively participated throughout the training.
- Analysis of post-training assessment findings shows that participants reached better understanding of the issue.
- Participants recognized the importance of these issues and are ready to apply it in any adequate occasion.
- Logistics provided with satisfactory quality.

- The training evaluation result showed that the trainer and her methodology was very effective.

<i>Striking quotations from interviews with the Resident Advisors/Deputy Resident Advisor in the eight countries:</i>	
“Very positive regional training design.” “High benefit for preparation of EU funded projects.” “Project partnership realized with CSOs from Macedonia and Kosovo after the training course”	Resident Advisor, Albania
“Resursni Centari (CSO Resource Centers) wide spread in Bosnia and Herzegovina should be supported to enable sustainability of the national trainings after the end of the TACSO Project”	Resident Advisor, Bosnia Herzegovina
“Very positive impact on the participants: partnership with Serbia and Macedonia is established during the regional training, the project is awarded under IPA-Socio Economic Partnership Programmes. The project has been developed as an assignment during the regional training course on CSO Management.”	Resident Advisor, Croatia
“If the participant is a staff of a CSO which is mainly engaged in training, then the participant’s CSO will be able to deliver similar training making use of the participant; otherwise, the capacity of the CSOs are not sufficient to undertake a training organisation with no financial support.”	Resident Advisor, Kosovo
“Networking and partnership building was the most appreciated result of the Regional Training Program. As a concrete example, organisations from Croatia and Macedonia that met during the CSO Management training built partnership and submitted a successful application for Regional IPA call – Social Economic Partnerships.”	Resident Advisor, Macedonia
“Three-fold design perfect for the purpose.” “High quality trainers, very good materials”, “online communication among the participants as well as between trainers and participants during the training programs”, “top-quality and very useful materials”.	Montenegro Project Staff
“TACSO is a great training machine and is trying to make a greater success in improving CSOs’ policy making role”.	Resident Advisor, Serbia
“Awareness raised in Turkey to find regional partners for future projects, having understood common and similar needs and gaps”.	Deputy Resident Advisor from Turkey
“Satisfactory immediate impact has been observed at different geographical and rural areas of the country in terms of improvement of CSOs’ capacity for democratic roles”.	Resident Advisor from Turkey

5 Conclusions and Recommendations

The conclusions based on the evaluation findings as per criteria are given below:

Relevance

The TACSO Regional Training Program 2010 is highly relevant.

The TACSO Regional Training Program, as one of the components of the TACSO Capacity Building of Civil Society Organisations in Western Balkans and Turkey Project, is relevant to the needs of the region as well as being in line with the enlargement strategies of the EC where civil society development is addressed as a priority.

Relevance is strengthened by the Needs Assessment prior to the design of the Regional Training Programs. The five project topics and the project design were identified based on the needs assessment addressing the needs of the CSOs in the eight countries as target groups.

The participatory approach adopted throughout the design and implementation phases of the Regional Training Programs and the involvement of the stakeholders, particularly the Local Advisory Groups, ensured the relevance for each of the eight countries.

Given the fact that the participants were expected to enhance their training capacities in order to deliver similar national training programs in their countries, the adopted methodology of delivering each topic in three consecutive modules contributed to the relevance of the project design by responding to the needs of the participants

Delivery of the three-module Training Courses in two different countries was innovative and specific for the region which substantially contributed to the regional dimension of the training. The design including a total of 10 events could not support the cost-effectiveness of the overall Regional Training Program, yet, was justified by the high impact observed by the participants and their CSOs.

Relevance of the design is strengthened by a Pilot training conducted on “EU Fundraising” which enabled modifications to the training methodology as well as to take corrective actions for implementation. However, the following trainings with the ToT element were not coupled with a satisfactory selection design, focusing insufficiently on the training skills of the candidates.

Widespread announcement structure was designed to access as many candidates as possible. On the other hand, although the selection procedure has ensured consultancy of the National Offices in nominating 10 candidates in each country from among the applicants, the criteria being standard for all the countries, has underestimated training skills and capacity of the applicants. This has resulted in heterogeneous participant groups challenging the effectiveness of the training programs particularly the ToT elements.

The design included adequate management and coordination structures identified clearly for all of the Regional and National Offices.

Project design also sufficiently considered the external factors specific to the countries in the region to incorporate risks, such as in the locations of the trainings.

Efficiency

The efficiency of the TACSO Regional Training Program 2010 is highly satisfactory.

Given the fact that the management of the regional programs targeting different countries with different cultures and expectations was a challenging task, the efficiency of the TACSO Regional Training Programs is assessed as highly satisfactory.

Means for this achievement have been the strong level of coordination and cooperation between the Regional Office and the nine National Offices in the targeted countries, for timely and successful implementation of all relevant activities and meeting the benchmarks. These activities included elaboration and conducting of the needs assessment, developing and delivering the Regional Training Programs with quality inputs in terms of resources and materials, announcement for and selection of the participants and trainers, as well as providing adequate means and facilities to ensure participant satisfaction.

Management and monitoring structures with sufficient numbers of high quality staff allocations and clear tasks and roles for the Regional Office and National Offices, local Help Desks and Local Advisory Groups as well as the introduction of a participatory approach for implementation have supported the efficiency to a large extent. Additionally regional meetings ensured standard implementation and avoided any task ambiguities among the nine TACSO National Offices. Furthermore, their tasks and roles are adequately balanced except for the cases where external conditions did not allow for it.

Trainers were one of the main inputs of the Regional Training Programs. Their selection for each of the training courses was conducted through a transparent procedure by an open announcement coupled with a very specific ToR. Most of the trainers who delivered trainings were assessed by the participants as very strong with high level of knowledge and experience. Diversity of the trainers offering different aspects to the topics for the region was enabled by the international and local trainers.

Another well thought input has been the permanently hired software expert at the Regional TACSO Office for developing and maintaining the Web page, e-learning and e-coaching, uploading and updating the necessary inputs such as announcements, training materials, training curriculum, training expert roster and relevant reports. This has enabled the timely availability of the training materials and facilities.

However, efficiency has been undermined by some factors. Consecutive announcements of each training created unwillingness for the rejected ones to re-apply for other training programs. The selection criteria resulted in a heterogeneous group of applicants with different backgrounds and levels of skills, creating problems particularly for the participants with the ToT component.

EU visibility was highly satisfactory.

Effectiveness

The TACSO Regional Training Program 2010 is highly effective.

The Regional Training Program proved to be highly effective achieving the expected results through the outputs delivered in the required quality. The high level of usefulness of the outputs resulted in increased capacities and actions of the CSOs, including providing trainings at the national level on the topics of the Regional Training Program.

Factors supporting effectiveness address training methodology and high level utilisation of the outputs including training materials, training manual, their translations, training curriculum, trainers, online and e-learning facilities providing substantial resources and establishment of networks and sharing of experiences among the participating CSOs, all contributing to the expected results. Contribution of the National Offices to the participants via strong communication has catalysed the success of each of the regional training courses.

TACSO is considered to be very visible and transparent in its activities and very easy to be accessed for support. The TACSO National offices effectively supported the participants during the regional trainings and afterwards for the realisation of their national training commitments

On the other hand, factors negatively affecting the results were mainly related to the design where the ToT component was inserted into the five Regional Training Programmes. Different levels of training expertise of the participants lead to different levels of capacity developed to serve for national training programs for other CSOs.

Furthermore, commitments of some the participating CSOs proved to be unrealistic also due to the lack of sufficient institutional and financial capacities. Effectiveness of the program in terms of national trainings could not be comprehensively measured due to the lack of a regular and clear follow up of the national trainings by the TACSO National Offices. Still questionnaire findings demonstrate their effectiveness.

Degree of Change/Impact

The TACSO Regional Training Program 2010 created a significant impact on the target groups.

The Regional Training Programs created a significant impact on the participants of CSOs and the CSOs themselves in several aspects such as capacity building, developing projects, actions, etc., cooperation and partnerships, while contributing to the overall objective of the TACSO Project as *“to increase and improve the capacity and actions of CSOs as well as to improve the democratic role of the CSOs”*.

The impact on the participants and their CSOs was at a satisfactory level with some deficiencies in its multiplication via further training delivery of the participants. 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.

The findings demonstrate that the impact is significant since the training course topics directly address the issues that they are active and on which they need capacity development given the political and social developments in the region.

The TACSO Regional Training Program developed capacity contributing to the *empowerment of their CSOs* in terms of their improved democratic role creating a difference in the societies in all of the eight countries. The participants have developed *projects, activities, movements*, etc. in their CSOs to bring positive changes in their societies, which is attributed to the impact of the regional training courses (Macedonia, Kosovo, Montenegro, and Serbia among others). In the mean time as some *partnerships* were already established among the CSOs of the participants such as the partnership among Montenegro, Albania, Macedonia and Croatia. Impact has been more significant in the rural areas.

Potential sustainability

The potential sustainability of the TACSO Regional Training Program will be enabled by TACSO 2.

Sustainability depends on availability and continuation of the project outputs and the TACSO National Offices, which is expected to be part of the regional capacity building coverage of TACSO 2. An exit strategy needs to be developed by TACSO 2 considering transferring the responsibilities to relevant and dedicated local organization(s). The existing developed capacity and the relevant outputs should be utilized for sustaining the regional training programs. Most importantly, 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 the sustainability of the Regional Training Programs.

The recommendations based on the evaluation findings are given below:

For the EC DG E-LARG:

- The high relevance of the TACSO Regional Training Program and its high impact justify further development, and if possible, funding of similar projects for developing CSOs' democratic role within the eight countries as well as among them within the region.
- Attendance of DG ELARG and EU Delegation staff as observers to some of the regional trainings will enhance the motivation of the participants and their understanding of the EU practices. This also contributes to the visibility of the project and its activities.

For the Local Advisory Groups:

- Local Advisory Groups play a significant role in ensuring the regional training programs to address the local needs of the CSOs. For this purpose, these groups in each of the countries should continue to be active during TACSO 2.

For the TACSO Regional Office

- The remaining three training manuals should be completed by the end of the project.

- The translation of the training manuals and materials should be finalized by the end of the project. If necessary and appropriate, some parts of the training materials are recommended to be adopted to each country context instead of in a one-to-one translation form. (part of the benchmark given in Annex 8)
- TACSO 2 is recommended to be built upon the needs assessment and the developed capacity by the regional training courses with a new strategy to be developed at its beginning. The strategy could be developed by an international short term expert or internally by the Technical Assistance Team.
- The regional trainings of the forthcoming TACSO 2 project are recommended to be in the form of regional program/workshops particularly for experience and information sharing among the countries. The candidates could be selected from the successful participants of the national trainings. Duration of the regional trainings could be shorter while contributing for networking, cooperation and partnership in the region.
- TACSO 2 is recommended to continue considering the added-value of the regional trainings for the CSOs in the rural areas, while designing the regional training activities.
- Lessons learnt from the pilot training are recommended to be re-considered while designing and implementing new training programs in TACSO 2.
- When designing training programs with ToT element in TACSO 2, each regional training program needs to have separate selection criteria and procedures addressing training skills.
- Similar regional training courses in TACSO 2 are recommended to be announced at the same time to avoid unwillingness to re-apply for those who have been rejected for the earlier courses
- The TACSO 2 Project is recommended to benefit from the developed capacity of the highly qualified Regional and National Office staff to build upon their accumulated knowledge and experience in the region.
- The TACSO 2 Project is recommended to benefit from the outputs of the Regional Training Programs such as the training curriculum, materials and training manuals, their translations and e-learning facilities.
- TACSO 2 is recommended to utilise similar procedures for selecting the short term trainers for the regional trainings with international and local experience.
- The monitoring structure and reporting for the regional training results and commitments is recommended to be continued in TACSO 2.

- An “Exit Strategy” is recommended to be developed for TACSO 2 which could include the transfer of the TACSO National Office expertise and roles to a relevant local institution with similar tasks within the eight countries. For this purpose, one approach of the exit strategy could be that at least three months prior to the completion of the TACSO project, a local institution for each country is identified to carry out the regional trainings. The TACSO Regional and National Offices are to share their experiences with these institutions some time before the completion of the project to ensure adequate transfer of the expertise and outputs.

For the nine TACSO National Offices in the eight Western Balkan countries and Turkey:

- The remaining three training manuals should be completed by the end of the project.
- The translation of the training manuals and materials should be finalized by the end of the project. If necessary and appropriate, some parts of the training materials are recommended to be adopted to each country context instead of in a one-to-one translation form. (part of the benchmark given in Annex 8)
- When selecting the candidates for the training programs with ToT elements, the selection criteria and the procedures should ensure that the candidates have sufficient training skills.
- The risk of having a heterogeneous group of participants with respect to training expertise is recommended to be minimised by interviewing the participants by the National Offices to avoid wide differences among applicants.
- A preliminary commitment of the CSOs should be received before the applicants’ final approval for the regional training programs in order to ensure the participants’ commitments for delivering training.
- The National Offices are recommended to benefit from the capacity built during the Regional Training Programs. The participants are recommended to be supported to build on this capacity development further as co-trainers by TACSO 2, so that they can complete their capacity development as trainers and deliver trainings and contribute to multiplying the impact on other CSOs.
- The National TACSO Offices are recommended to continue monitoring and sharing on a timely basis with the Regional Office, the regional training programs and the commitments of the participants.

Annex 1A: Terms of Reference of the Evaluation Assignment

Technical Assistance Service Contract for the implementation of the project
“Capacity Building of Civil Society in the IPA countries and Territories (Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Kosovo under UNSCR 1249/99, Montenegro, Serbia and Turkey)
EuropeAid/127427/C/SER/Multi

TERMS OF REFERENCE FOR FINAL EVALUATION OF TACSO REGIONAL TRAINING PROGRAM 2010

1. Purpose of the Evaluation

In line with the Technical Proposal on „Capacity-building of the Civil Society in the IPA Countries“ TACSO Regional Office is preparing to carry out a final post-training evaluation of the five Regional Training Programs implemented in the period February – May 2010. The purpose of this evaluation is to measure TACSO Regional Training Program 2010 contribution to the overall project objective, namely, to strengthen the overall capacities and accountability of the Civil Society Organizations (CSOs) within the IPA beneficiaries and to guarantee the quality of services and a sustainable role of the CSOs in the democratic process.

2. Subject of the Evaluation: TACSO Regional Training Programs

The subject of the evaluation is the TACSO Regional Training Programs and their intended outputs and outcomes. The activities within Regional Training Programs are based on the outcomes of the comprehensive Needs Assessment carried out in all eight project countries in September - October 2009. In this Assessment five major topics were identified as the needs of CSO at the regional level

with regard to their capacity development. Consequently, five Regional Training Programs were designed and implemented so as to meet these needs as follows:

1. Regional Pilot Training Program on EU Fundraising;
2. Regional Training Program on CSO Management;
3. Regional Training Program Developing and managing EU projects;
4. Regional Training Program on Citizens’ participation in the decision-making processes;
5. Regional Training Program on Advocacy and lobbying.

In all trainings interactive and participatory methodologies were used. They were designed to introduce theory within a practical action-oriented framework which assists participants to apply their newly gained knowledge in their everyday work. Following a training cycle the Regional Training Programs was designed in three modules and implemented accordingly:

Module 1: Regional training

Module 2: Practical home-based assignment coached by trainers

Module 3: Regional follow up training (including ToT component)

Training Programs, with pilot Training Program being an exception, Training of Trainers component was included so as to prepare the trainees for the implementation of training in their respective countries, with the aim of spreading the knowledge gained to the other CSOs. The implementation of the national trainings was organised in cooperation between the trainees and TACSO TA Help/Desks in eight countries.

3. Evaluation objectives and scope

The overall objective of this Final Evaluation is to assess how TACSO Regional Training Program contributed to the increase and improvement of the capacity and actions of the participating CSOs and to improve their democratic role in the society.

More specifically, this Final Evaluation seeks to assess the following objectives:

- progress towards the achievement of the formulated training objectives, including the ToT component of the Programs;
- assess the execution of the national trainings carried out by the trainees;
- assess possible impact of the Regional Training Programs to target groups;
- based on the analysis of achievements present key findings and draw key lessons learnt;
- formulate key recommendations for improved future programming.

4. Evaluation criteria

Based on the outlined evaluation criteria below this evaluation will address but is not limited to the following questions:

Relevance: Were the activities within the Regional Training Programs relevant and appropriate? Were they important for fulfilling the mission of the participating CSOs? Did the outputs and outcomes meet the beneficiaries' priorities and needs?

Effectiveness: To what extent have the formulated objectives been achieved?

Efficiency: Were the activities of the programs implemented in an efficient manner? What are the strengths and weaknesses of the programs?

Degree of Change: What were the positive or negative, intended or unintended changes brought about by the Regional Trainings Program intervention? How can we improve things in future? Which findings may have relevance for future programming or for other similar initiatives?

Sustainability: Will benefits continue after the end of the Programs? The evaluation results will be used as lessons learned for similar initiatives in the future (TACSO 2).

5. Evaluation approach

The Consultant will propose a methodology and evaluation plan for this assignment, which will be approved by Regional Training Coordinator.

The proposed methodology will consist of a preliminary desk review, survey by using a questionnaire, semi-structured phone interviews and in-depth face to face interviews with relevant stakeholders, such as training participants, TACSO project staff (regional coordinator, resident advisors, and project officers), and managers of participating CSOs.

a. Desk Review

The Consultant is required to review at minimum the following documents:

- Technical project proposal “Capacity-building of the Civil Society in the IPA countries”;
- Training Curricula (five);
- Regional Training Program Report on EU Fundraising;
- Regional Training Program Report on CSO Management;
- Regional Training Program Report on Developing and Managing EU Projects;
- Regional Training Program Report on Citizens’ Participation in the Decision-Making Process;
- Regional Training Program Report on Advocacy and Lobbying;
- Quarterly reports;
- Interim reports.

b. Survey

The Consultant is expected to conduct a survey by using a self-completion questionnaire for data collection. The questionnaire will be sent out to all regional training participants and collected by email.

c. Semi-structured phone interviews

It is recommended that at least 15 phone interviews are conducted with training participants and project staff.

d. Face to face in-depth interviews

Upon the collection of data through questionnaires and phone interviews 3-4 face to face in-depth interviews will be conducted so as to illustrate key evaluation findings in more detail.

The report structure will be agreed upon the start of the assignment, but should containing: executive summary, presentation of the evaluation approach and methodology, an analysis of the key findings, main lessons learnt, conclusions and recommendations, and annexes (ToR, list of interviewees, evaluation questions, documents reviewed etc.)

6. Deliverables and time frame

The Consultant will perform required duties within a period of up to 20 days in the period between 13 December 2010 and 17 January 2011.

OUTPUTS	DURATION
Submission of the evaluation plan and formulated evaluation questions by the Consultant	1 day
Documents review	3 days
Inception briefing with the RTC and TL	1 day
Data collection (through interviews)	10 days
Preparation of draft evaluation report	4 days
Evaluation report finalisation and submission	1 day
TOTAL:	20 days

7. Required skill and experience

Education:

- Advanced university degree or equivalent in social science or related field.

Experience:

- A minimum of 8 years of professional experience in evaluation or relevant related filed;
- Proven in-depth experience of qualitative and quantitative evaluation methods;
- A minimum of 3-5 years of experience in designing and executing trainings;
- Knowledge and experience of Civil Society in the Western Balkans and Turkey;

Language requirements:

- Fluency in English. Knowledge of any language spoken in the Western Balkan and Turkey is an asset.

8. Application procedure

You should send your application to emina.abrahamsdotter@tacso.org by **5 December 2010** at latest.

Your application should in addition to your CV and references, also include your proposed methodology for the evaluation at hand, as well as the estimated budget needed for the assignment.

ANNEX-1-B: Evaluation Focal Questions and the Regional Training Programs

Table 1: Evaluation questions per evaluation criterion

Criterion	Evaluation Focal Areas
Relevance	Questions
	Were the activities within the Regional Training Programs relevant and appropriate?
	Were they important for fulfilling the mission of the participating CSOs?
	Did the outputs and outcomes meet the beneficiaries' priorities and needs?
Efficiency	Questions
	Were the activities of the programs implemented in an efficient manner?
	What are the strengths and weaknesses of the programs?
	Have the outputs and outcomes achieved cost effectively?
Effectiveness	Questions
	To what extent have the formulated objectives been achieved?
Degree of Change/ Impact	Questions
	To which extend have the outputs generated been translated into the achievement of the project objectives (indicators)?
	What were the positive or negative, intended or unintended changes brought about by the Regional Trainings Program intervention?
	How can we improve things in future?
	Which findings may have relevance for future programming or for other similar initiatives?
Sustainability	Questions
	Will benefits continue after the end of the Programs?
	The evaluation results will be used as lessons learned for similar initiatives in the future (TACSO 2).

Table 2: Regional Training Programs

Regional Training Course Topic	Date and Place of the Regional Training Course	Date and Place of the Follow-up of the Regional Training Course	Team responsible for the Training Course
EU Fundraising (Pilot Training)	2-3 February 2010 Istanbul, Turkey	14-15 April 2010 Belgrade, Serbia	Regional Training Coordinator (RTC)
CSO Management	3-5 March 2010 Skopje, Former Yugoslav Republic of Macedonia	29-30 April 2010 Cavcat, Croatia	RTC Resident Advisor (RA) of Bosnia and Herzegovina RA of FRY Macedonia
Developing and Managing EU Funded Projects	23-24 March 2010 Istanbul, Turkey	26-27 April 2010 Zagreb, Croatia	RTC RA of Turkey RA of Croatia RA of Kosova under UNSCR 1244/99
Civil Participation in the Decision –Making Process	29-31 March 2010 Belgrade, Serbia	18-19 May 2010 Becici, Montenegro	RTC RA of Serbia Deputy RA of Turkey
Advocacy and Lobbying	7-9 April 2010, Tirana, Albania	25-26 May 2010 Becici, Montenegro	RTC RA of Albania RA of Montenegro

ANNEX 2: EVALUATION TIME PLAN

Evaluation Phases / Activities	W.1 24-28 Jan.	W. 2 31Ja. 4 Fe.	W.3 7-11 Feb.	W. 4 14-18 Feb	W. 5 21-25 Feb.	W. 6 28Fe 4 Ma.	W. 7 4 -11 Ma.	W. 8 14-18 Ma.	W. 9 21-25 Ma.	W.10 28 Ma. 1 Ap.	W.11 4 Ap.- 8 Ap.	W. 12 11-15 Ap.	W.13 18-22 Ap.	W.14 25-29 Ap.	W.15 2-6 May	W.15 9-13 May
Receiving the relevant documents and information																
Review of documents recieved and desk top study																
Submission of the evaluation plan and proposed Questions for the Questionnaires and Interviews																
Inception briefing with the RTC and TL via skype/conference call																
Data collection/survey through structured <u>questionnaires</u> conducted by on-line Surveymonkey software: - Recieving the list of all regional training participants (including their regional, e-mail and other contact details) - Distribution of Questionnaires by e-mail - Collection/Reciept of responses - Sorting and inputing the data by Surveymonkey and Excel - Quantitative analysis of data collected and findings																



<p>Data collection through semi-structured <u>phone interviews</u>:</p> <ul style="list-style-type: none"> - Receiving the list of TACSO project staff and the Training Program trainers - Identification of the sample size (17) of the interviewee, and selection of the interviewee (including training participants, TACSO project staff, Program trainers and CSO managers) - Receiving the contact details (skype and phone) of the interviewees - Appointment taking and interview schedule - Conducting interviews - Qualitative analysis of information collected and findings (if necessary, some additional quantitative analysis) - Analysis of lessons learned 															
--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

<p>Data collection through semi-structured <u>face-to-face in-depth interviews</u>:</p> <ul style="list-style-type: none"> - Identification of the interviewees in Turkey complementary to phone interviews - The sample size is 15: TACSO Project TL and RTC in Sarajevo (2); Project staff in Sarajevo, Ankara and Istanbul (4), one trainer (1), and participants and CSO managers in Sarajevo, Ankara and Istanbul (11). - Receiving the contact details of the interviewees - Appointment taking and interview schedule - Conducting interviews - Quantitative analysis of information collected, and formulation of findings - Analysis of lessons learned 			Ankara and Istanbul		Ankara		Sarajevo	Ankara							
<p>Preparation of draft Evaluation Report</p>															
<p>Sharing the Draft Evaluation Report with the RTC and TL; and receiving their comments</p>															
<p>Evaluation report finalisation and submission</p>															

Explanations:

- Time plan has been shifted due to phone interview non-responses or delays in responses
- Total working days sum up to be 20.

ANNEX 3: LIST OF DOCUMENTS REVIEWED

National Work Plan for Bosnia and Herzegovina, September 2010-February 2011
NAME OF THE DOCUMENTS
Terms of Reference FOR Regional Training Evaluation, December 2010
TACSO Project Tender Proposal
TACSO Project Inception Report, February 2010
First Interim Report of TACSO Project, 9 April 2010
Training Report- Regional Training Programme: Advocacy and Lobbying
Training Report- Regional Training Programme: Citizens' Participation in the Decision-Making Process
Training Report- Regional Training Programme: Developing and Managing EU Projects
Training Report- Regional Training Programme: Civil Society Organisations Management
Training Report- Regional Training Programme: EU Fundraising
National Work Plan for Turkey 1/9/10 – 28 /2/11
ToR Senior Short Term Expert (STE) for Training of Trainers on Developing and Managing EU Projects
ToR for one Junior Short Term Expert (STE) for Designing and Conducting a Regional Training on: Advocacy and Lobbying”
ToR for one Senior one Junior Short Term Expert (STE) for Regional Training: “Citizens' Participation in the Decision Making Process”
ToR for 2 Senior Short Term Expert (STE) for the activity of Regional Training: “Civil Society Organisation's (CSO) Management”
Regional Pilot Training on Advocacy and Lobbying Training Curriculum
Regional Training on Citizens' Participation in Decision-Making Process Training Curriculum
Regional Training on Developing and Managing EU Funded Projects Training Curriculum
Regional Training on CSO Management Training Curriculum
Regional Pilot Training on EU Fundraising Training Curriculum
Regional Training Programme, Training Manual, 2010
TACSO TA for CSOs Course Catalogue, 2010/2011
Training Materials uploaded at the TACSO web-site http://tacso.org
List of Participants Regional Pilot Training on EU Fundraising, Istanbul, 2-3 February 2010
List of Participants Regional Training on CSO Management, Skopje, 3-5 March 2010
List of Participants Regional Training on Developing and Managing EU Projects, Istanbul 22-23 March 2010
List of Participants Regional Training on Citizens' Participation in the Decision-making Process, Belgrade, 29-31 March 2010
List of Participants Regional Training on Advocacy and Lobbying, Tirana, 7-9 April 2010
Tender Proposal Capacity Building on the Civil Society in the IPA Countries – Europe Aid/127427/C/SER/Multi/5

Final Evaluation of the TACSO Regional Training Programme

1. Questionnaire

This questionnaire is developed within the framework of the Final Evaluation of the EU financed TACSO Regional Training Programme 2010.

With this questionnaire the evaluation team aims to gather data from the participants of the Regional Training Programmes regarding relevance, efficiency, effectiveness, impact and sustainability of the delivered trainings and their implementation by the TACSO Regional Office.

The questionnaire will be handled with necessary confidentiality and will serve no other purpose than the evaluation of the capacity development component of the overall TACSO Project.

We would appreciate very much if you could complete the questionnaire and submit it latest by February 14th, 2011 evening.

Thank you very much for your cooperation.

1. Basic Information

Name/Surname:

Position at CSO:

Name of CSO:

Address of the CSO:

Regional Training Course Attended:

Final Evaluation of the TACSO Regional Training Programme

2. Explanatory note

Please kindly fill in your responses as instructed.

For those with scales “strongly disagree” would mean the lowest level of satisfaction and “strongly agree” the highest level of satisfaction.

Please state as clear as possible where your response requires narrative explanation.

Final Evaluation of the TACSO Regional Training Programme

3. How would you assess the relevance of the TACSO Regional Training Program t...

2. The TACSO Regional Training Programme has served to your CSO's needs, priorities and mission in enhancing your capacity to develop and deliver national training activities, as also indicated in the Training Needs Assessment.

strongly disagree disagree somewhat agree agree strongly agree

jq jq jq jq jq

3. The application procedures, including the announcement, selection, etc. to the training programme were practical and appropriate.

strongly disagree disagree somewhat agree agree strongly agree

jq jq jq jq jq

4. The structure of your participant group was balanced in terms of competence, networking and cooperation.

strongly disagree disagree somewhat agree agree strongly agree

jq jq jq jq jq

5. The 3-module design (regional training course, practical assignment, follow-up training) of the Regional Training Programme was an appropriate design for your purposes.

strongly disagree disagree somewhat agree agree strongly agree

jq jq jq jq jq

6. Please provide suggestions particularly if you rate "strongly disagree", "disagree" or "somewhat agree" for this question(4)?

7. Which of the following was/were the source/s of your hearing about the TACSO Regional Training Programme?

- Web-site
- e-mail
- National CSO coordination organisation/institution
- Other CSOs
- Other (please specify)

Final Evaluation of the TACSO Regional Training Programme

4. How would you assess the efficiency of the Regional Training Program that y...

8. The extent of timeliness of the delivery of the training sessions and training modules.

very low	low	sufficient	high	very high
jq	jq	jq	jq	jq

9. The content and usefulness of the Training Module/s for the purpose of ToT (Training of Trainers) (except for the Pilot Training Programme).

very low	low	sufficient	high	very high
jq	jq	jq	jq	jq

10. The quality of the Follow-up Training Course and its coaching, in terms of usefulness for your national training activities.

very low	low	sufficient	high	very high
jq	jq	jq	jq	jq

11. The extent of e-learning tool as a timely, useful and updated source of information with sufficient content and format.

very low	low	sufficient	high	very high
jq	jq	jq	jq	jq

12. What has been the most important difficulty you have encountered while preparing your national training programmes?

- Timing allocated for the preparation and delivery
- Access to trainers and their coaching
- Access to web-page sources (course catalogue, documents, materials, reports, etc.)
- Financing : TACSO sources
- Financing : CSO's own sources
- Support of the TACSO National Offices/Helpdesks
- Other (please specify)

Final Evaluation of the TACSO Regional Training Programme

5. How would you assess the effectiveness of the Regional Training Programme t...

13. The extent that the TACSO Regional Training Programme has increased the institutional capacity of your CSO.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

14. The extent to which the TACSO Regional Training Programme has served as a suitable tool for developing your training capacity for conducting national training activities.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

15. 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 programmes.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

16. The usefulness of Training curriculum and TACSO Course Catalogue 2010/2011 for developing the national training programmes.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

17. The usefulness of TACSO Expert/Trainer roster on-line for the national training programmes.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

18. The benefit you would expect from translating the training materials into your local language.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

19. The extent that the TACSO Regional Training Programme has served to enhance your knowledge via networking and experience sharing with other CSOs.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

Final Evaluation of the TACSO Regional Training Programme

20. 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.

	very low	low	sufficient	high	very high
.	jñ	jñ	jñ	jñ	jñ

21. The level that your CSO members or other stakeholders have benefited from your national training programmes.

	very low	low	sufficient	high	very high
.	jñ	jñ	jñ	jñ	jñ

22. Have you been visited by TACSO T/A for the National Training Programmes?

	Yes	No
.	jñ	jñ

If "Yes"; please specify the benefits received

	5
	6

Final Evaluation of the TACSO Regional Training Programme

6. How would you assess the strengths and weaknesses of the national training ...

23. Please state the main strengths of the TACSO Regional Training Programme you have participated.

- a
- b
- c

24. Please state the main weaknesses (if any) of the TACSO Regional Training Programme you have participated.

- a
- b
- c

Final Evaluation of the TACSO Regional Training Programme

7. How would you assess the degree of change/impact of the attended Regional T...

25. The extent to which the TACSO Regional Training Programme has contributed to the empowerment of your CSO in terms of its democratic role improved to make some difference in your society?

very low	low	sufficient	high	very high
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain with details

26. Have you informed and advised other CSOs to use the TACSO project web-page and or TACSO Help-desk.

Yes	No
<input type="radio"/>	<input type="radio"/>

If Yes, please give the name of CSOs:

Final Evaluation of the TACSO Regional Training Programme

27. Have you developed any projects or activities, movements, etc. based on the capacity improved through the Regional/National Training Programmes?

Yes

No

jq

jq

If Yes, please specify the names of the projects:

	5
	6

28. Have you established any partnership/cooperation with other local and/or foreign CSOs, following the TACSO Regional Training?

Yes

No

jq

jq

If Yes, please specify the names of the CSOs and their location:

	5
	6

29. What unexpected negative/positive impact can you report which have been caused by the results of the TACSO Regional/National Training Programmes?

Please give details:

	5
	6

Final Evaluation of the TACSO Regional Training Programme

8. How would you assess the sustainability of the Regional and the National Tr...

30. The extent that you expect your CSO will be making use of the TACSO Help-Desk support for your future national training activities.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

31. 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 programmes or other activities.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

32. Your level of expectation to access and receive EU financing or other resources in order to further develop the democratic role of your CSO.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

33. The level of expectation to build new or continue with existing partnership and cooperation with other local and/or foreign CSOs in order to further develop the democratic role of your CSO.

	very low	low	sufficient	high	very high
.	jq	jq	jq	jq	jq

34. What other expected contribution of your CSO (such as financial resources, trainers, new training programmes, networking, etc.) do you foresee to enable the sustainability of your CSO's democratic role?

Please explain:

	5
	6

35. What is your expectation from the capacity development component of the second phase of this Programme (TACSO 2) which aims further development of CSO capacity in enhancing their democratic role?

Please explain:

	5
	6

Final Evaluation of the TACSO Regional Training Programme

9. Cross-cutting issues

How would you assess the degree of your CSO's democratic role enhanced through the TACSO Regional/National Training Programmes, to contribute to mainstreaming the below cross-cutting issues?

36. Gender equality

	very low	low	sufficient	high	very high
.	j᠒	j᠒	j᠒	j᠒	j᠒

37. Good Governance

	very low	low	sufficient	high	very high
.	j᠒	j᠒	j᠒	j᠒	j᠒

38. Environment

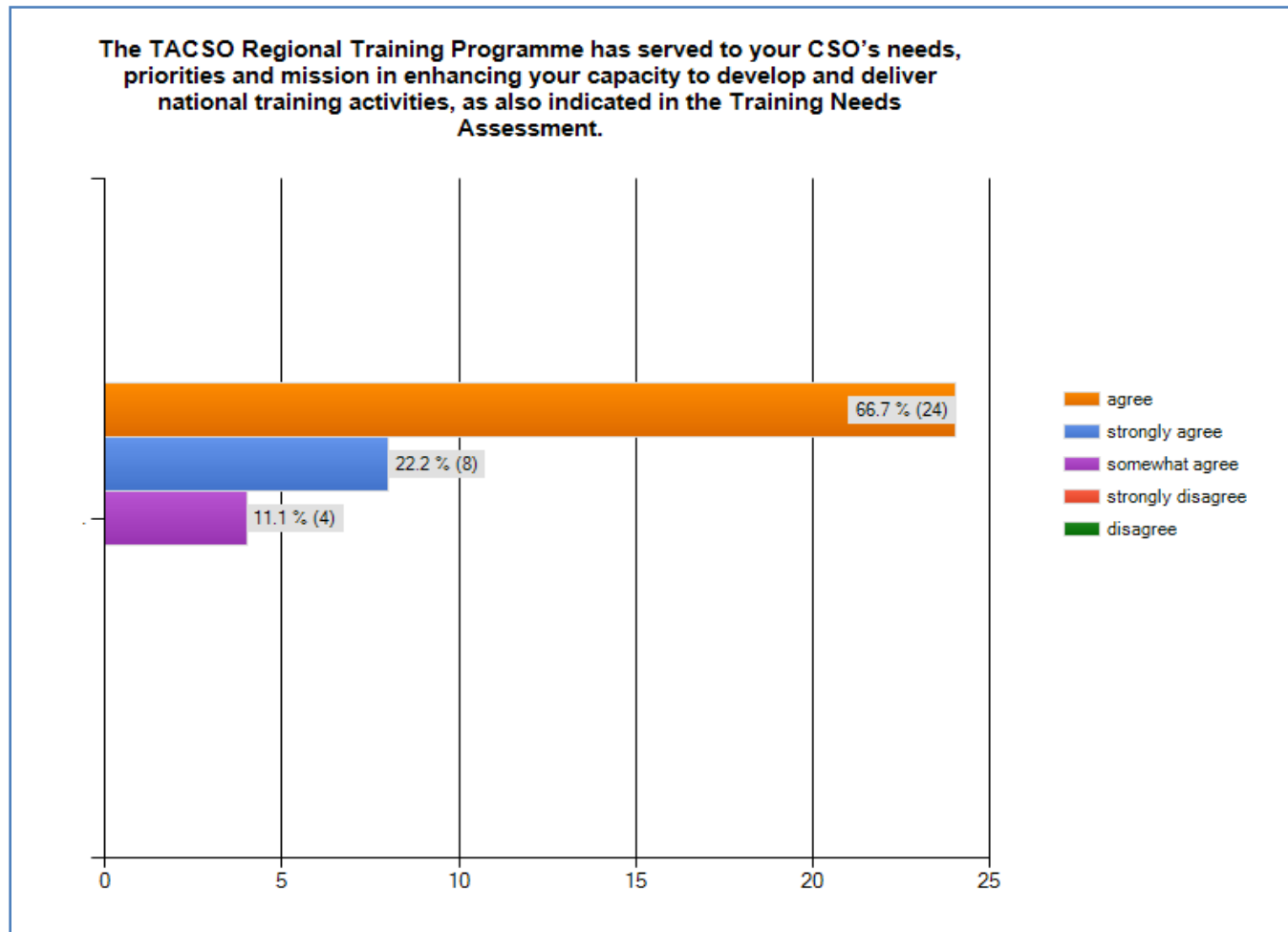
	very low	low	sufficient	high	very high
.	j᠒	j᠒	j᠒	j᠒	j᠒

Final Evaluation of the TACSO Regional Training Programme

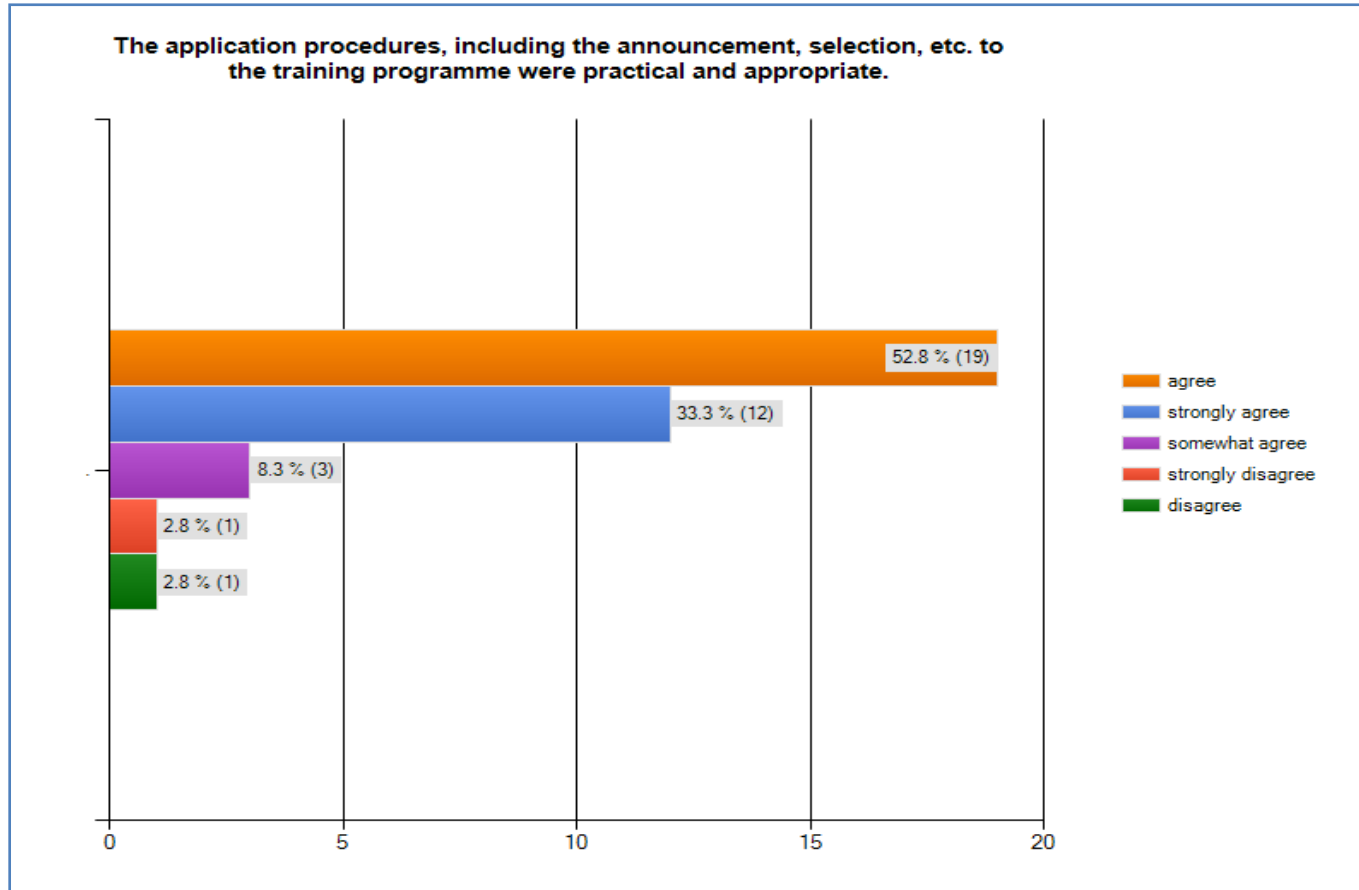
ANNEX 4-B: QUESTIONNAIRE RESPONSES

Relevance

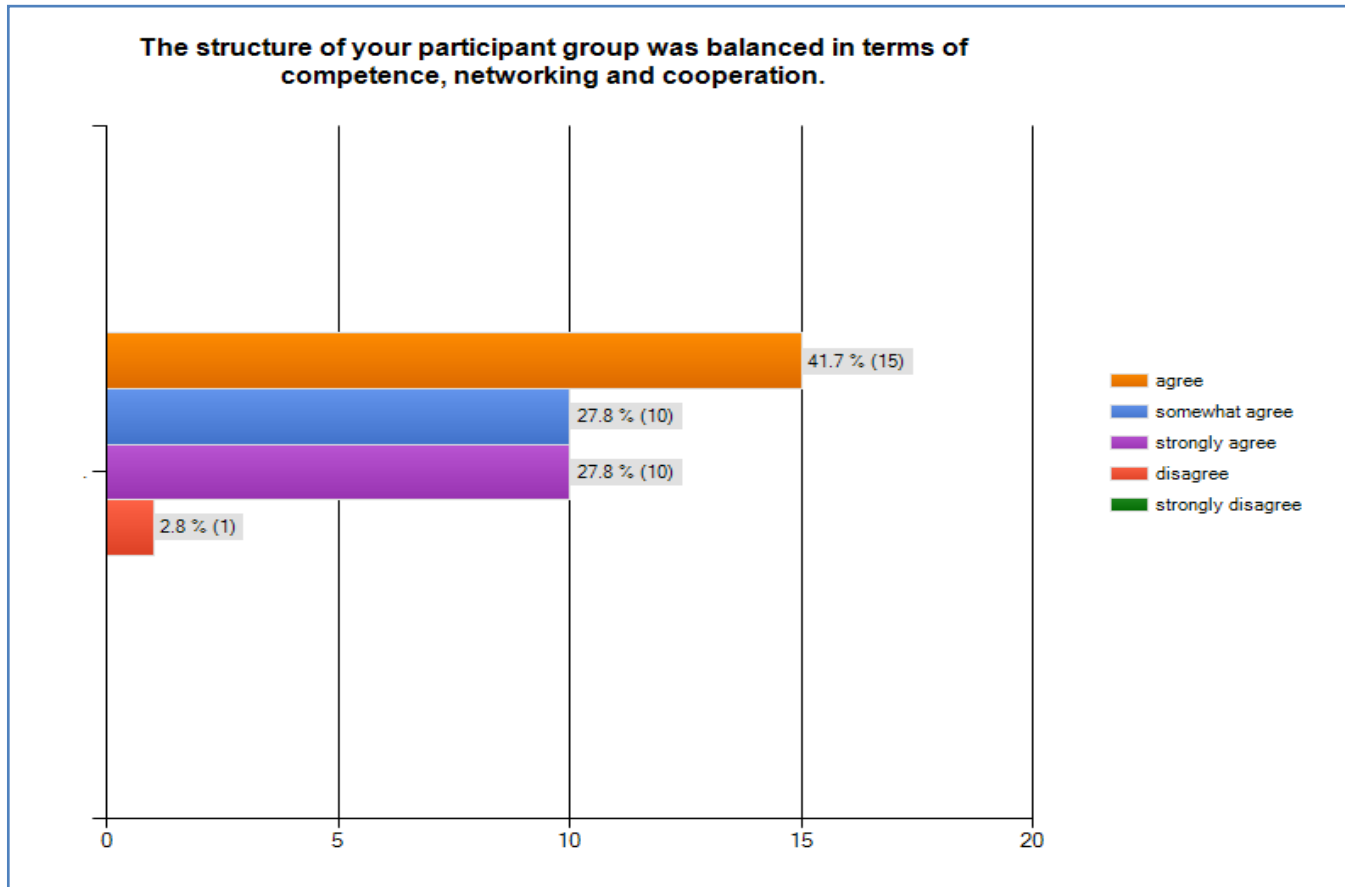
Q2.



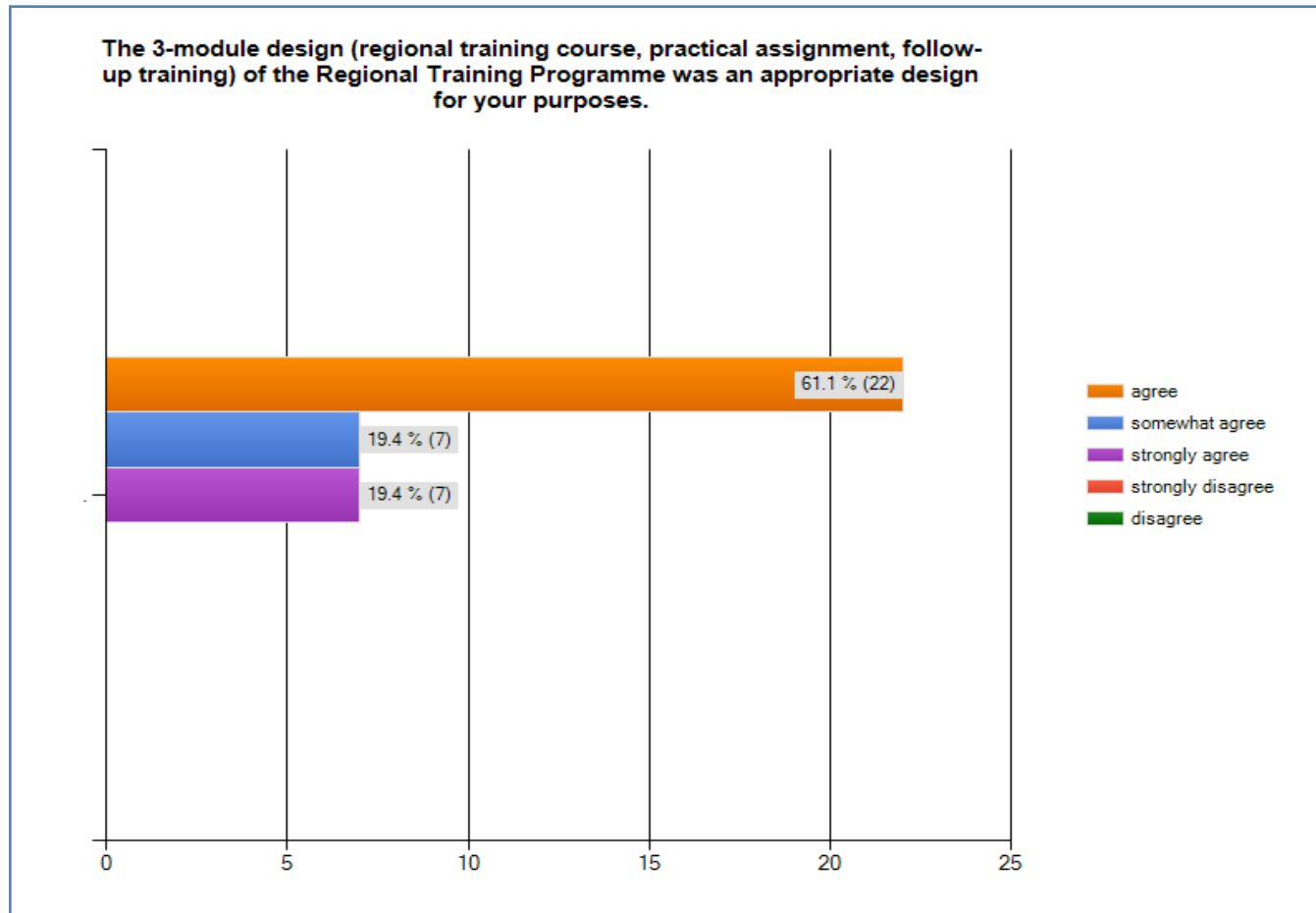
Q3.



Q4.



Q5.



Please provide suggestions particularly if you rate "strongly disagree", "disagree" or "somewhat agree" for

Q6.

Answer Options

Response Count

9

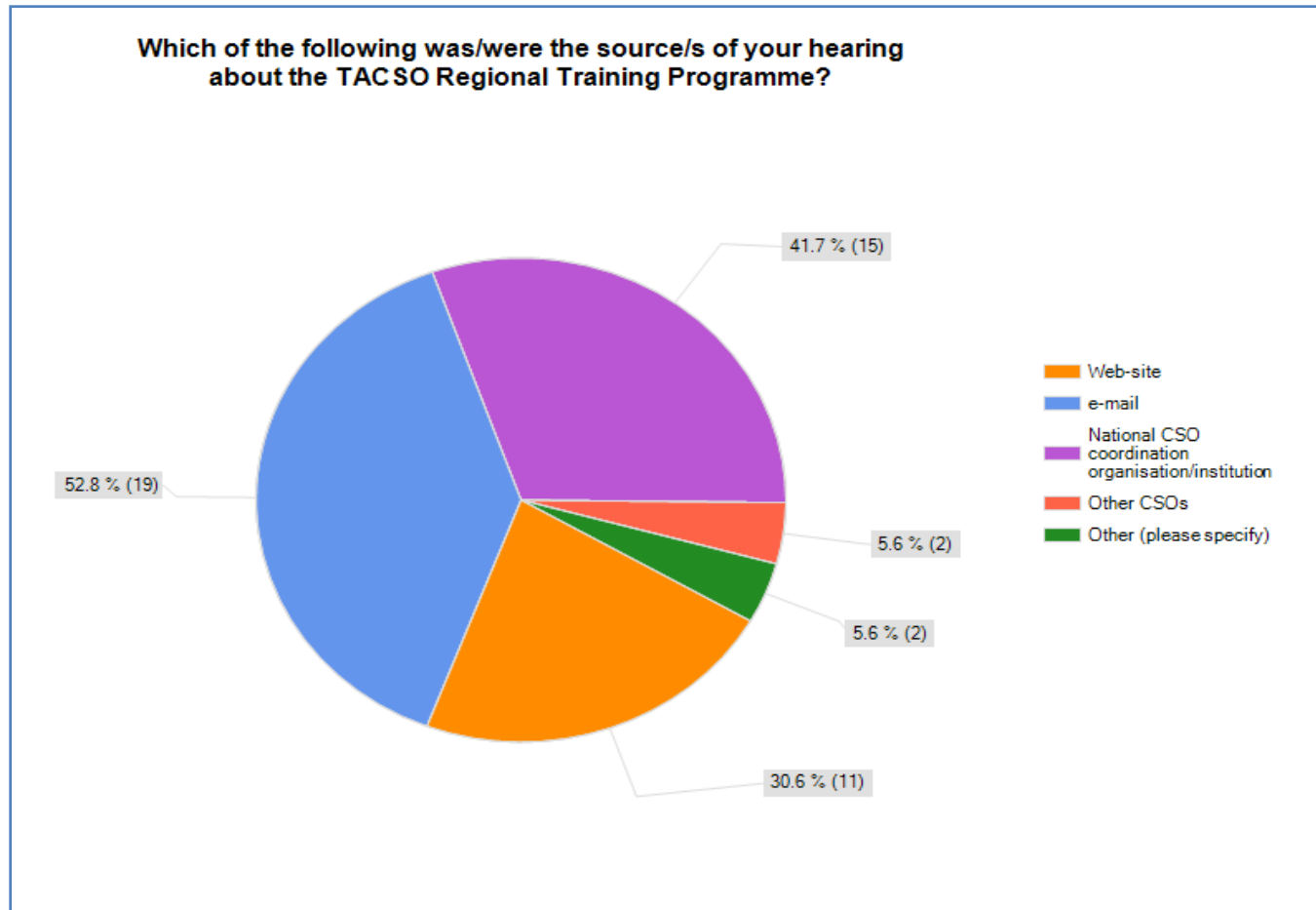
answered question

9

skipped question

27

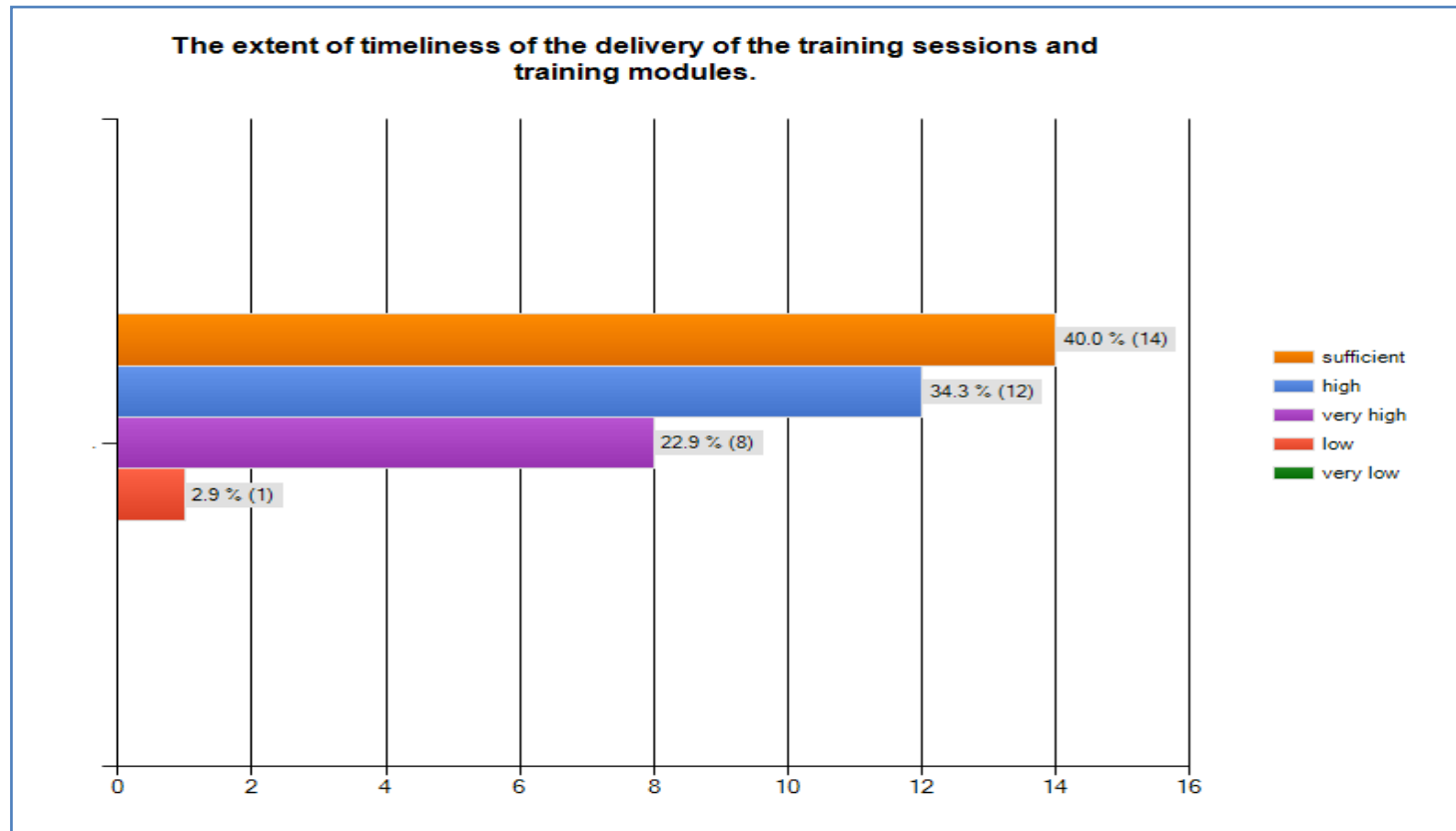
Q7.



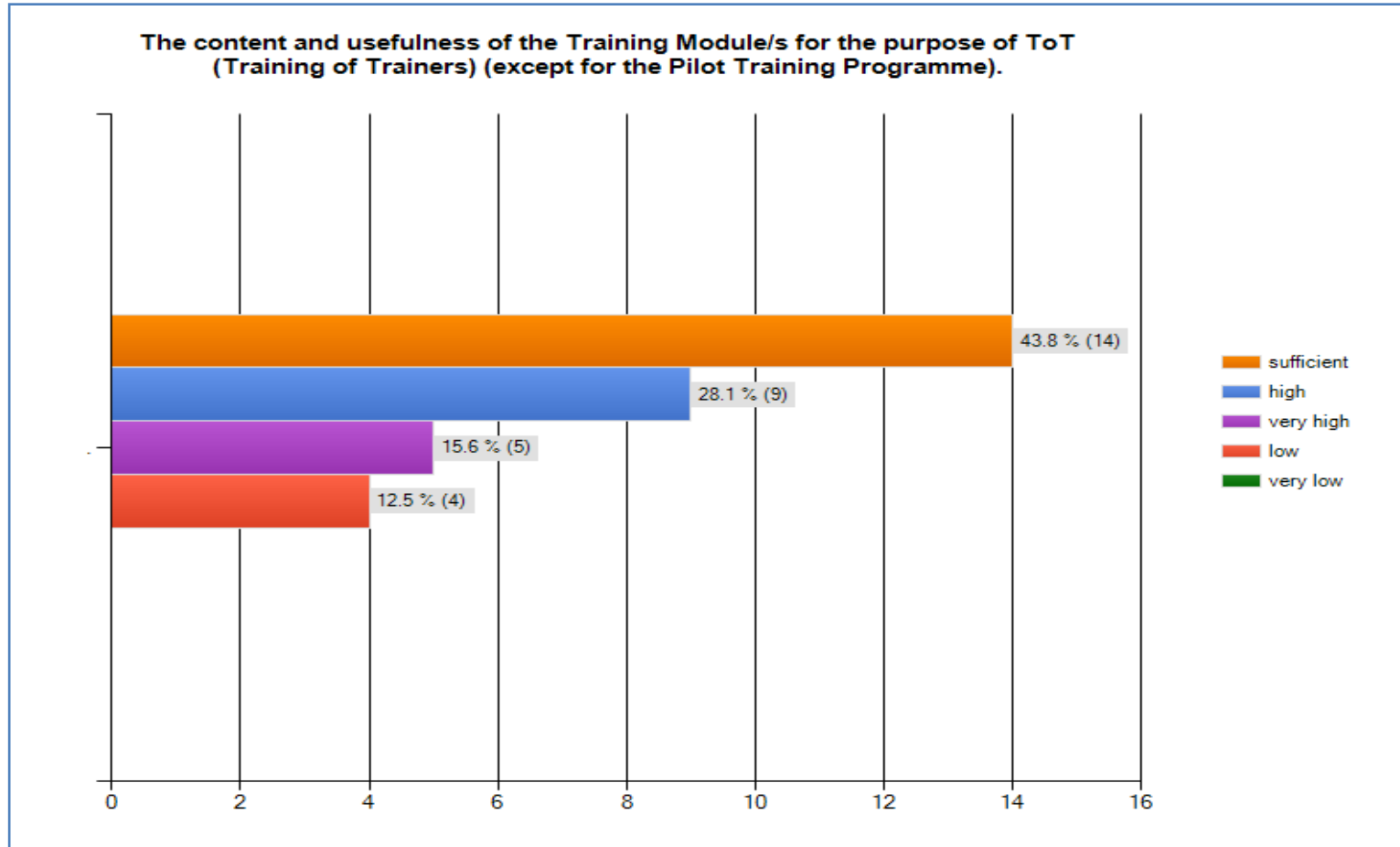
Final Evaluation of the TACSO Regional Training Programme

Efficiency

Q8.

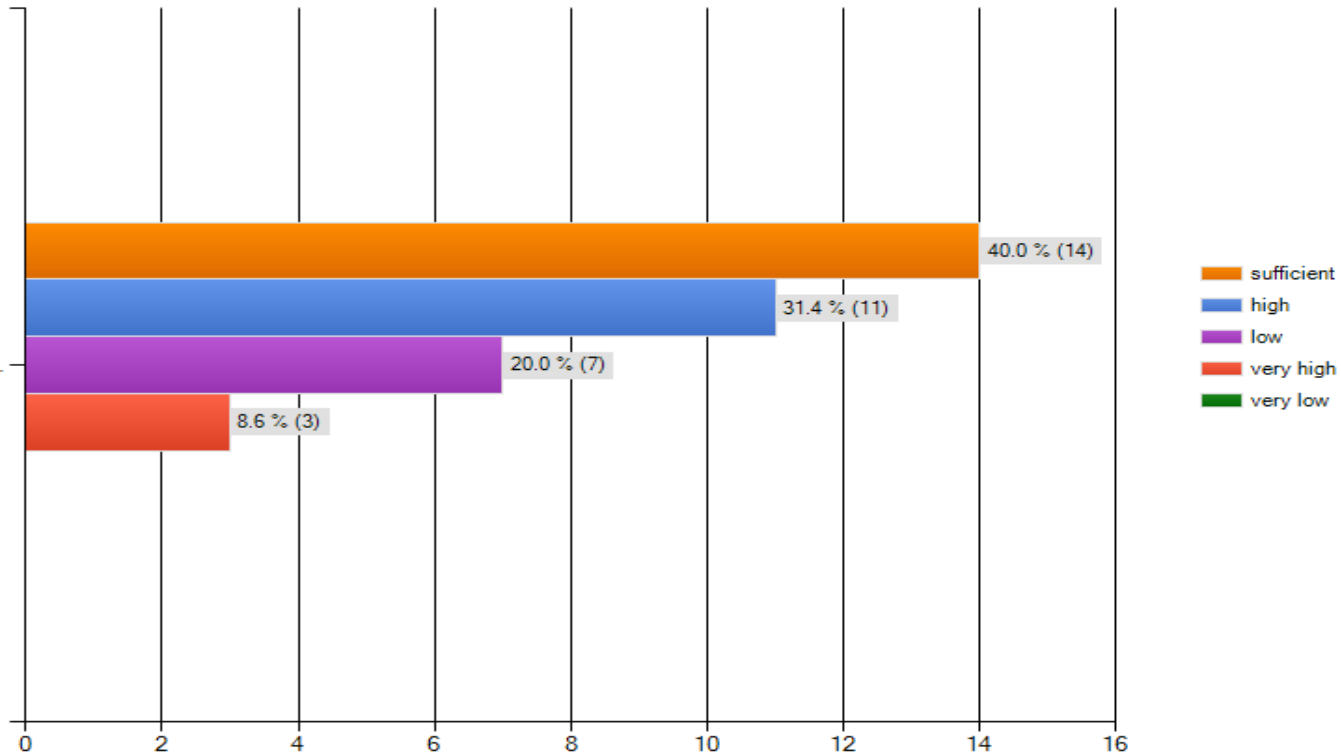


Q9.

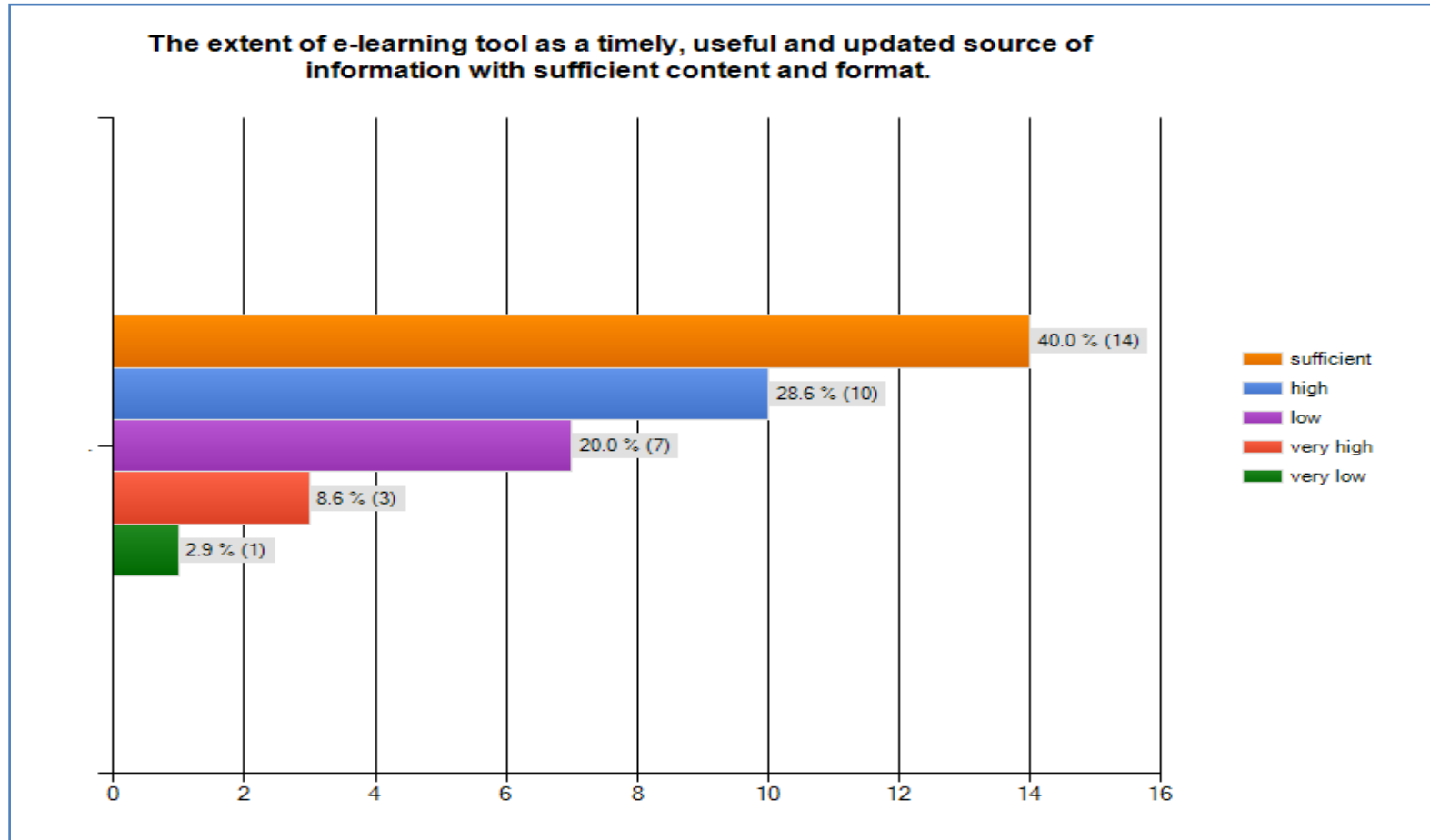


Q10.

The quality of the Follow-up Training Course and its coaching, in terms of usefulness for your national training activities.

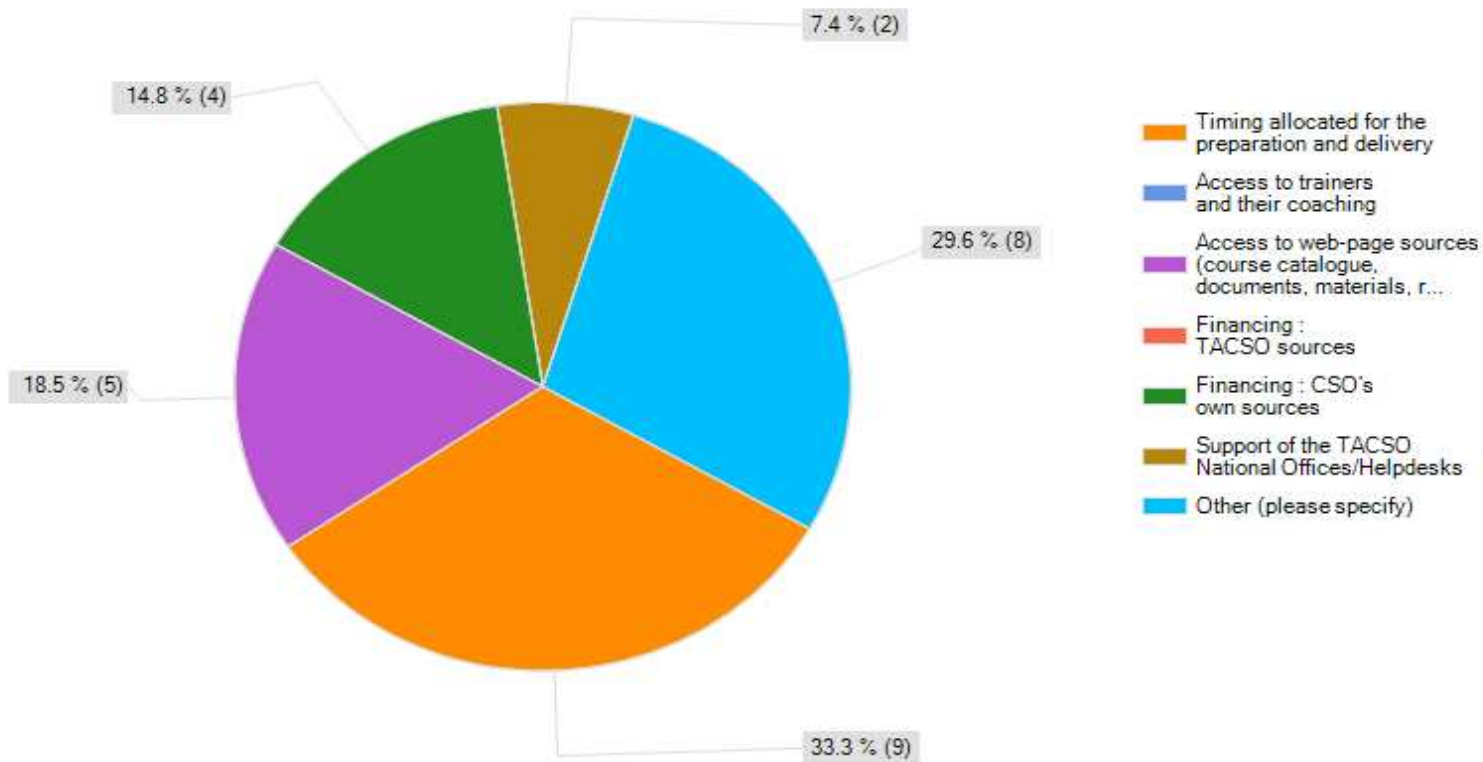


Q11.



Q12.

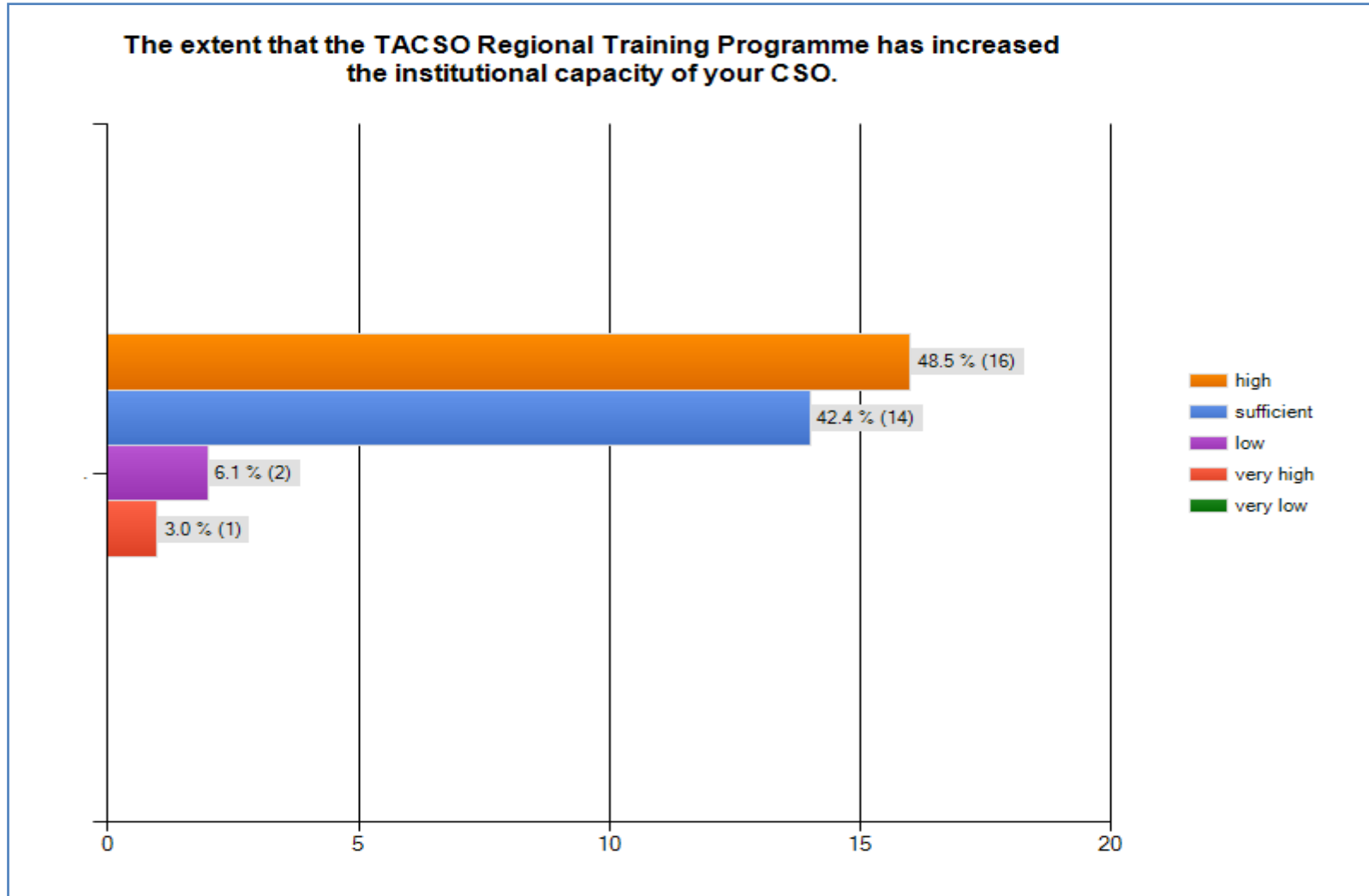
What has been the most important difficulty you have encountered while preparing your national training programmes?



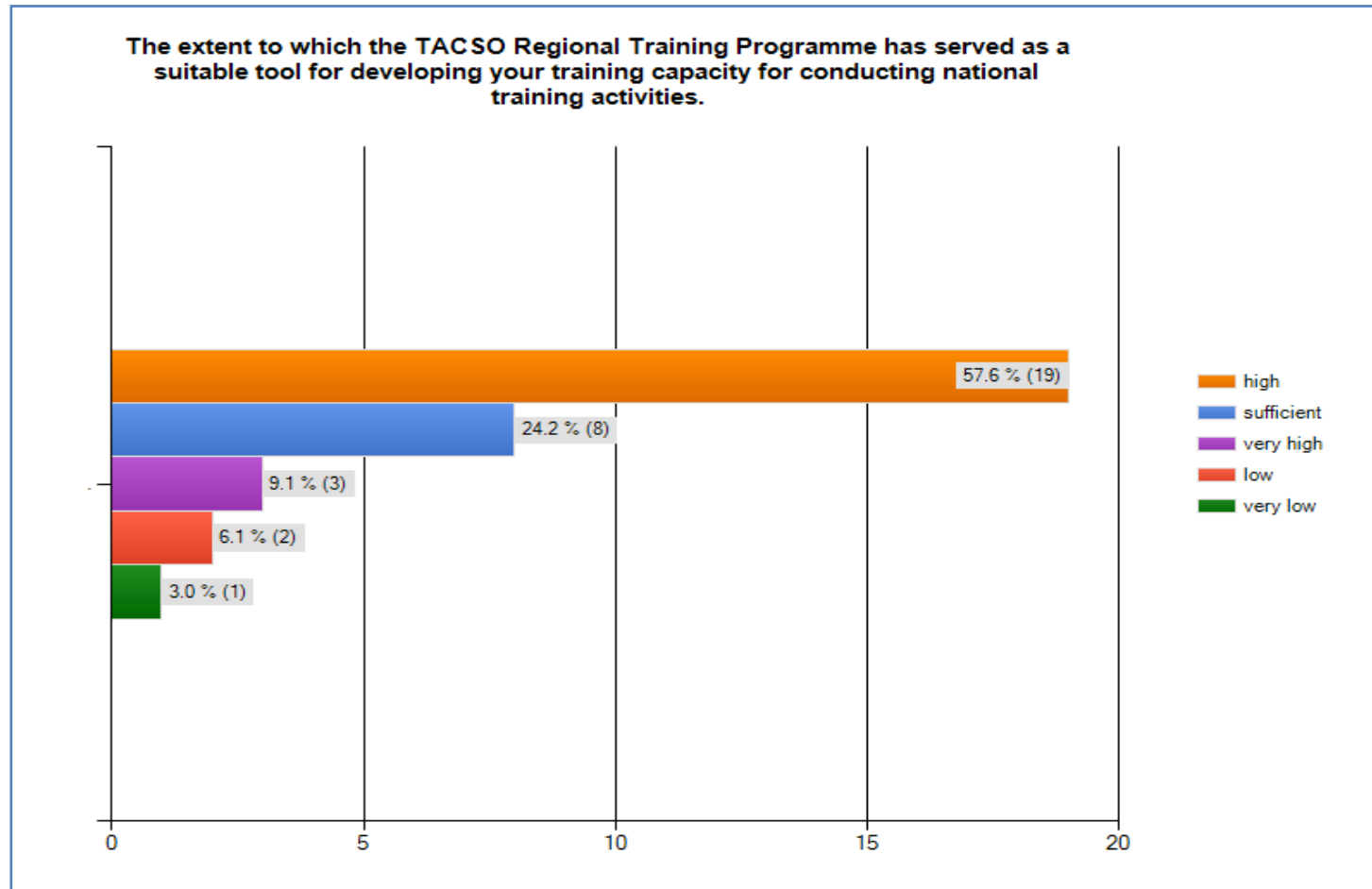
Final Evaluation of the TACSO Regional Training Programme

Effectiveness

Q13.

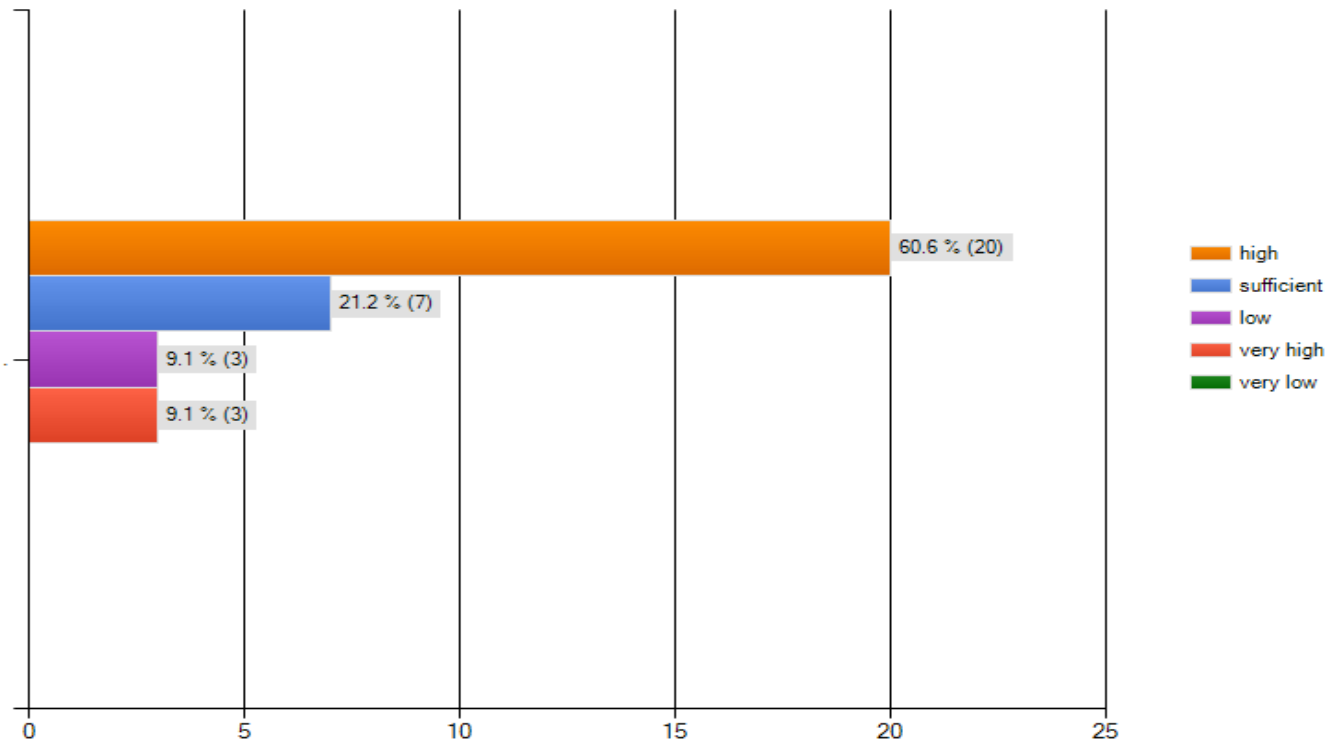


Q14.

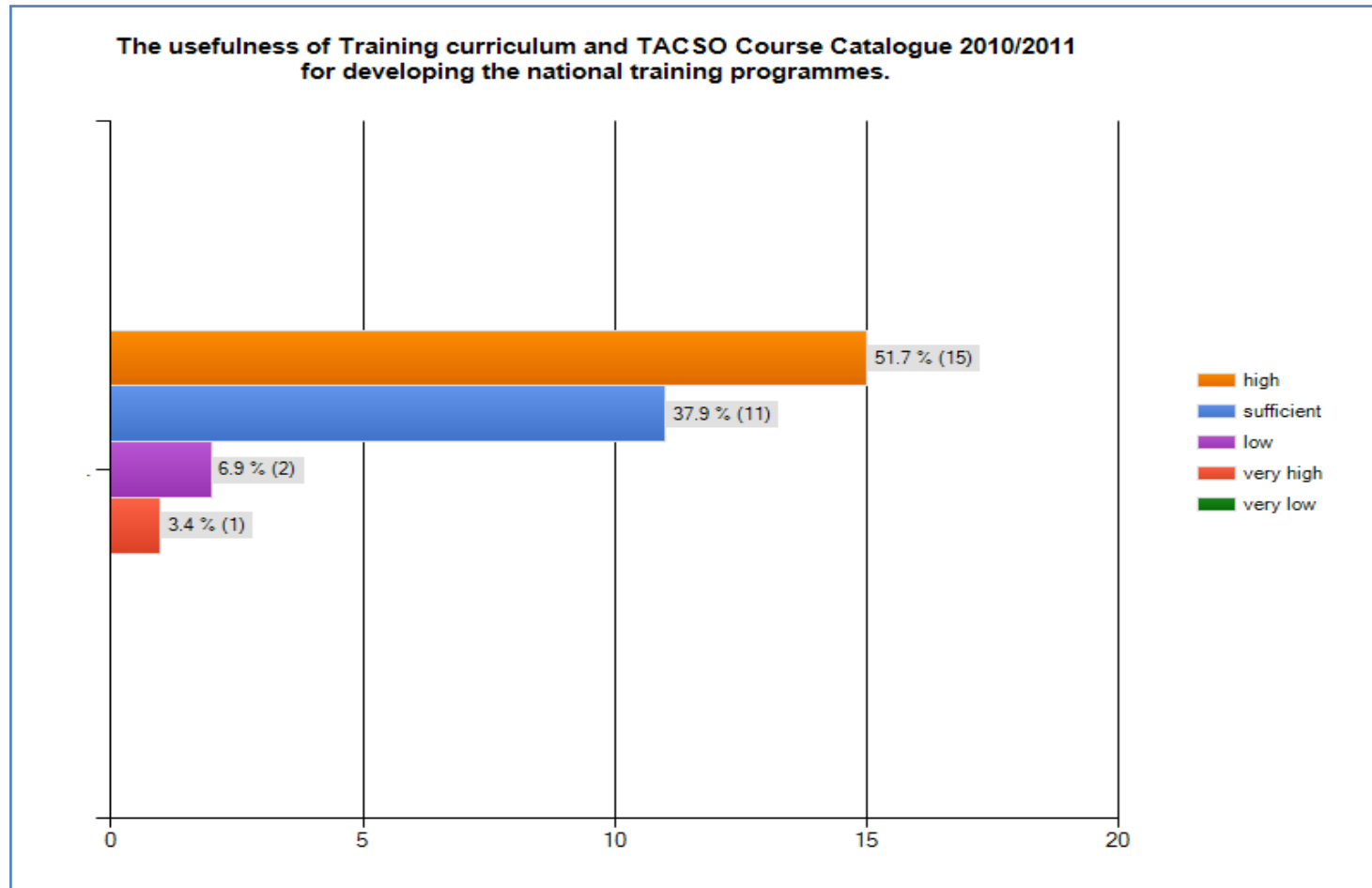


Q15.

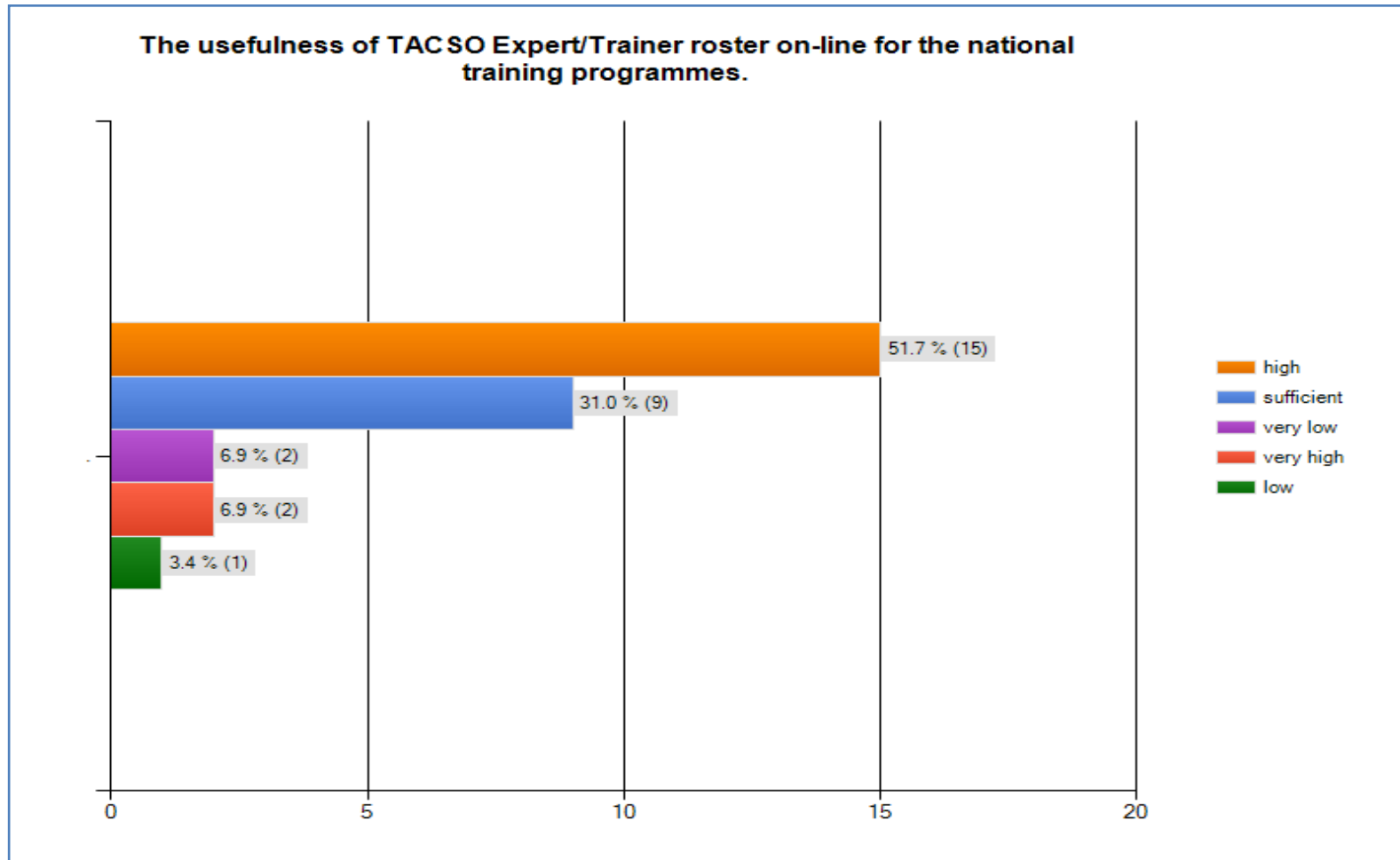
The usefulness of the training materials and methodologies introduced during the training sessions, in the development and implementation of your practical assignment and national training programmes.



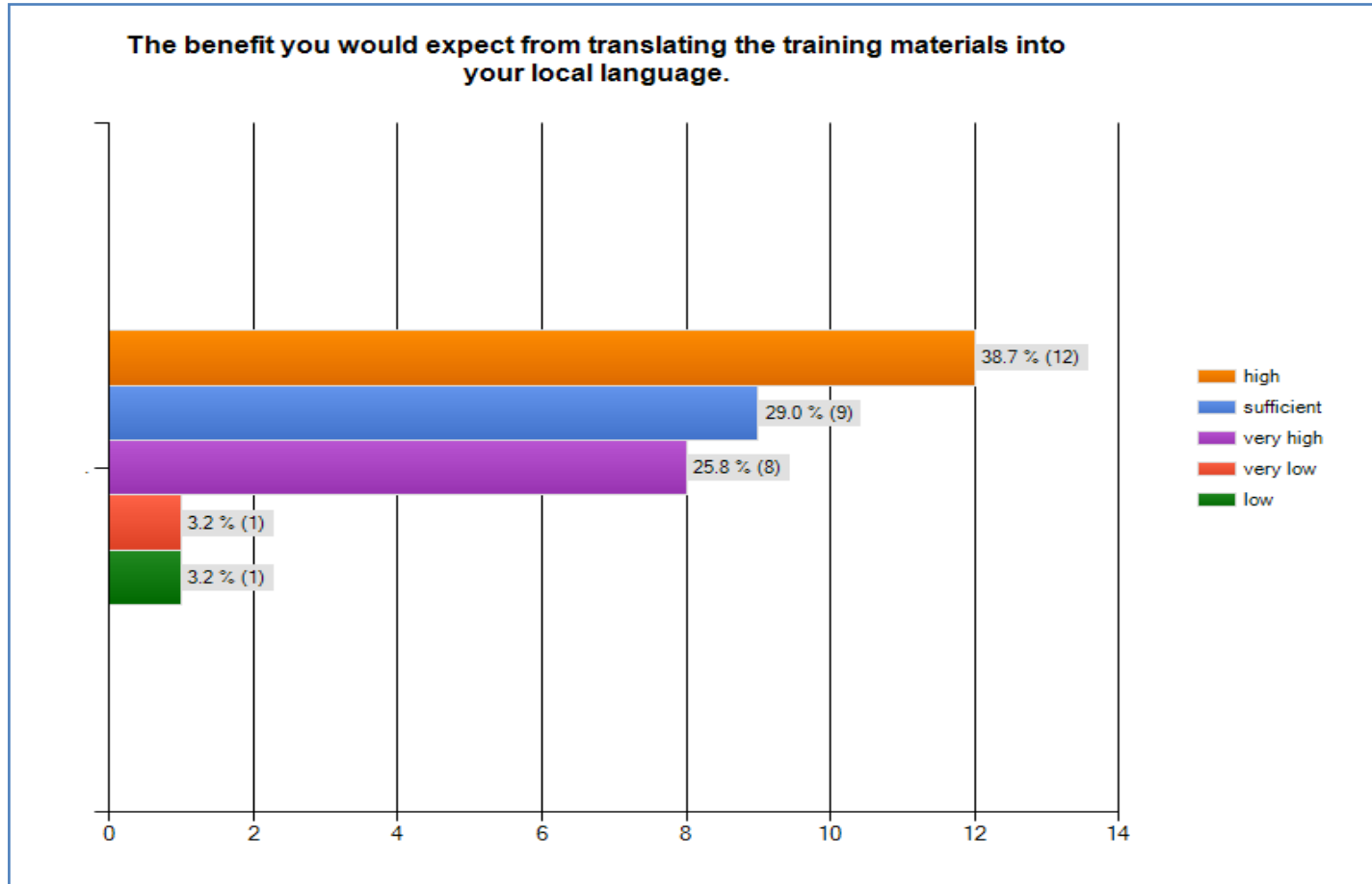
Q16.



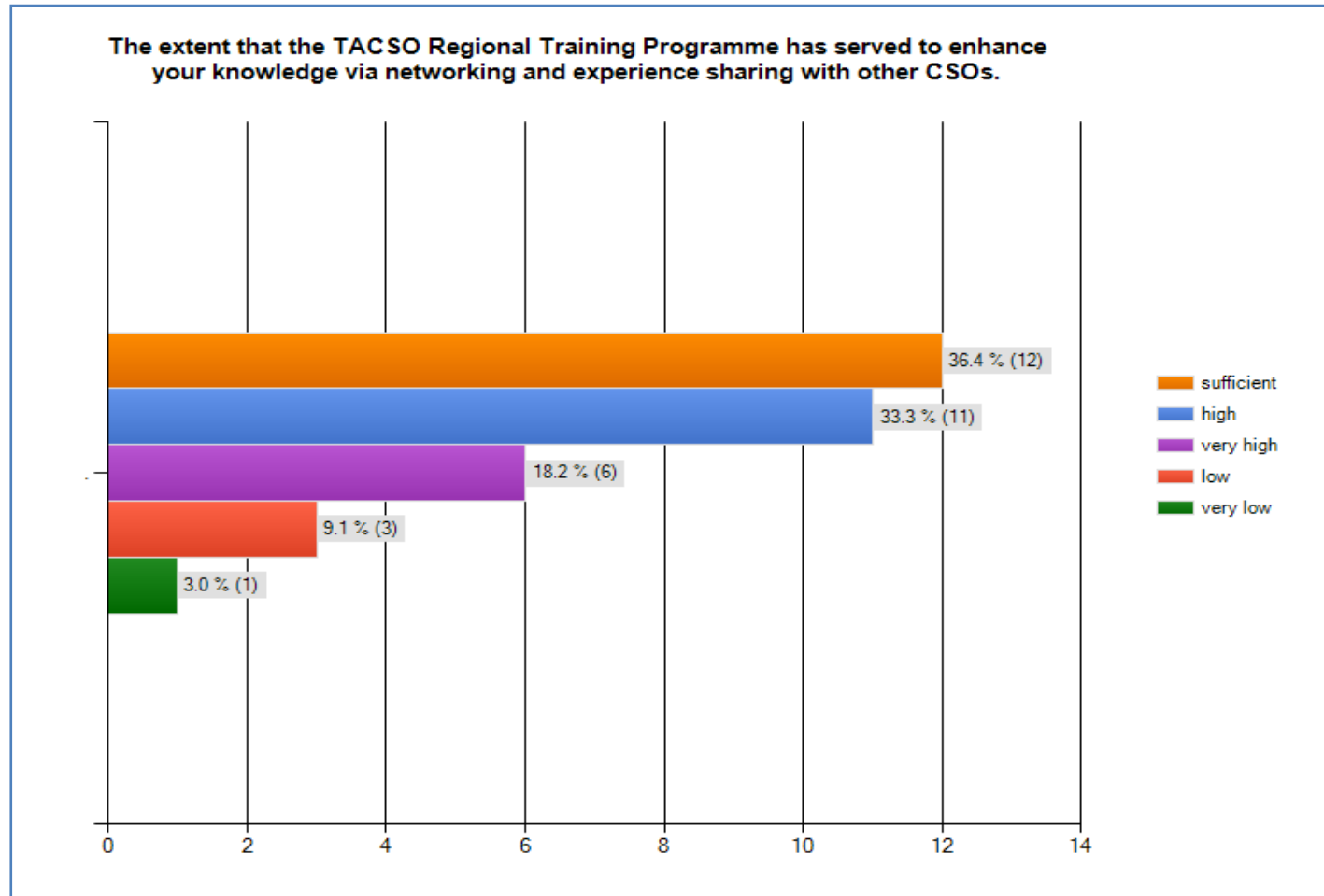
Q17.



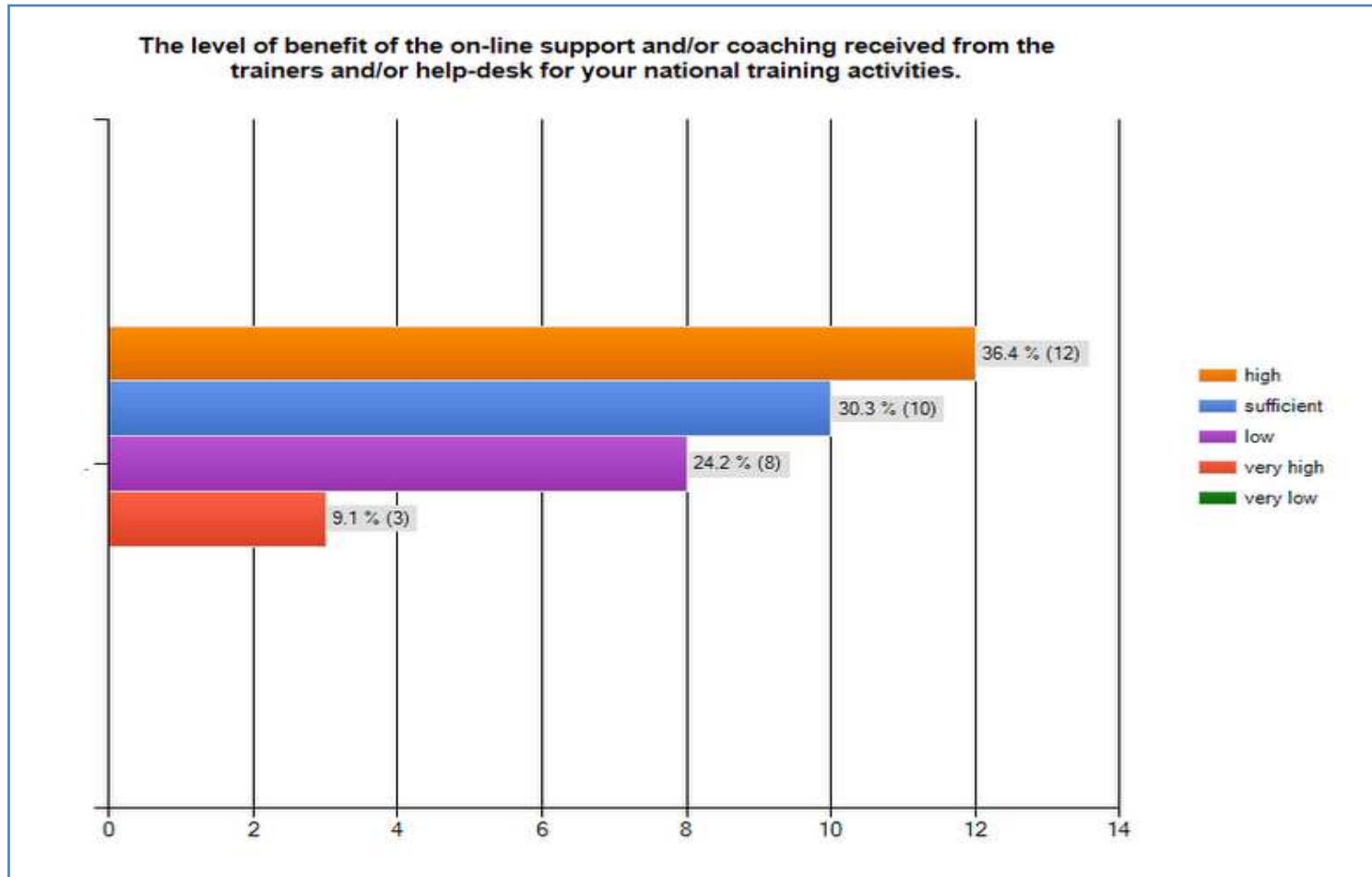
Q18.



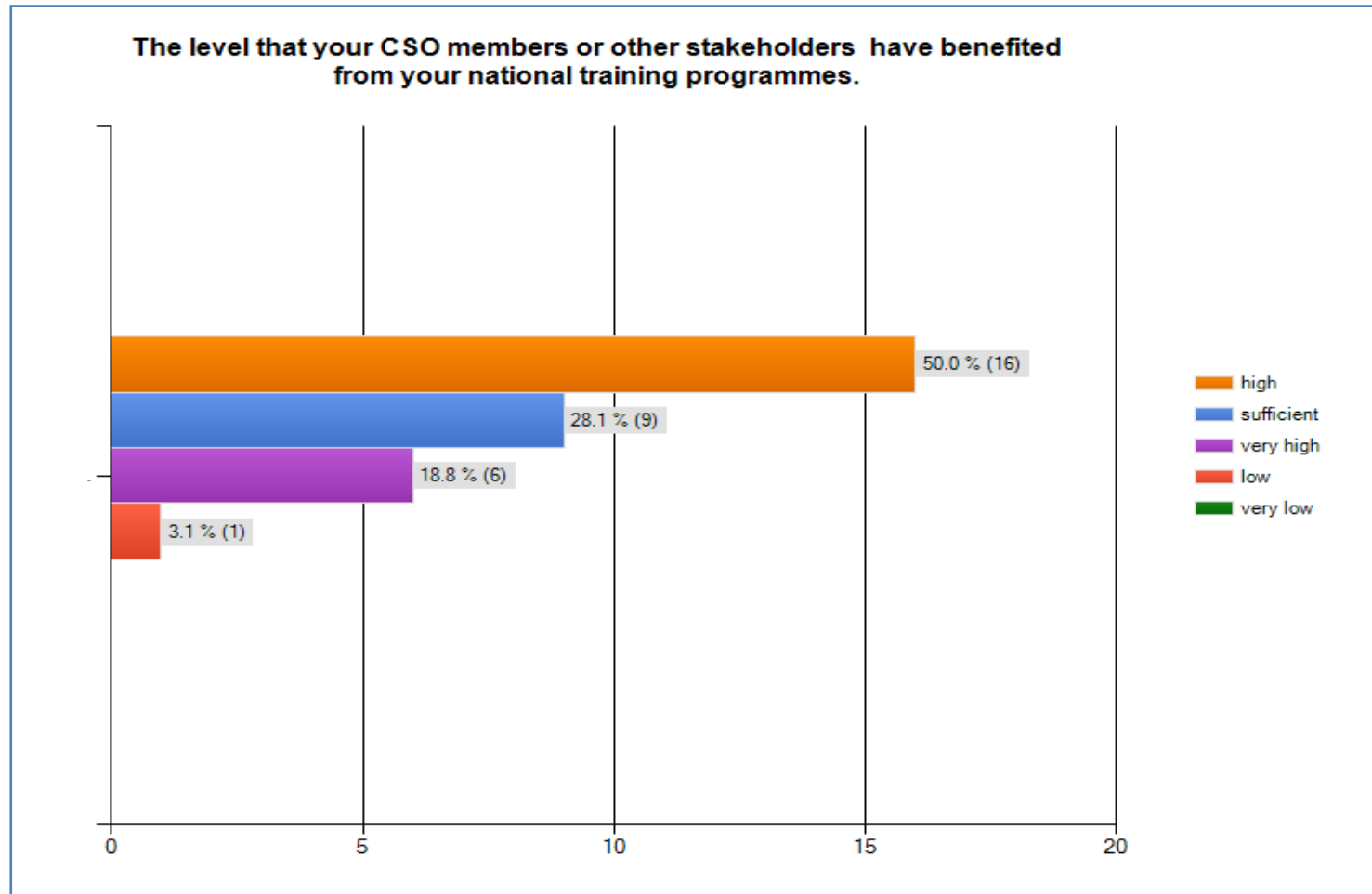
Q19.



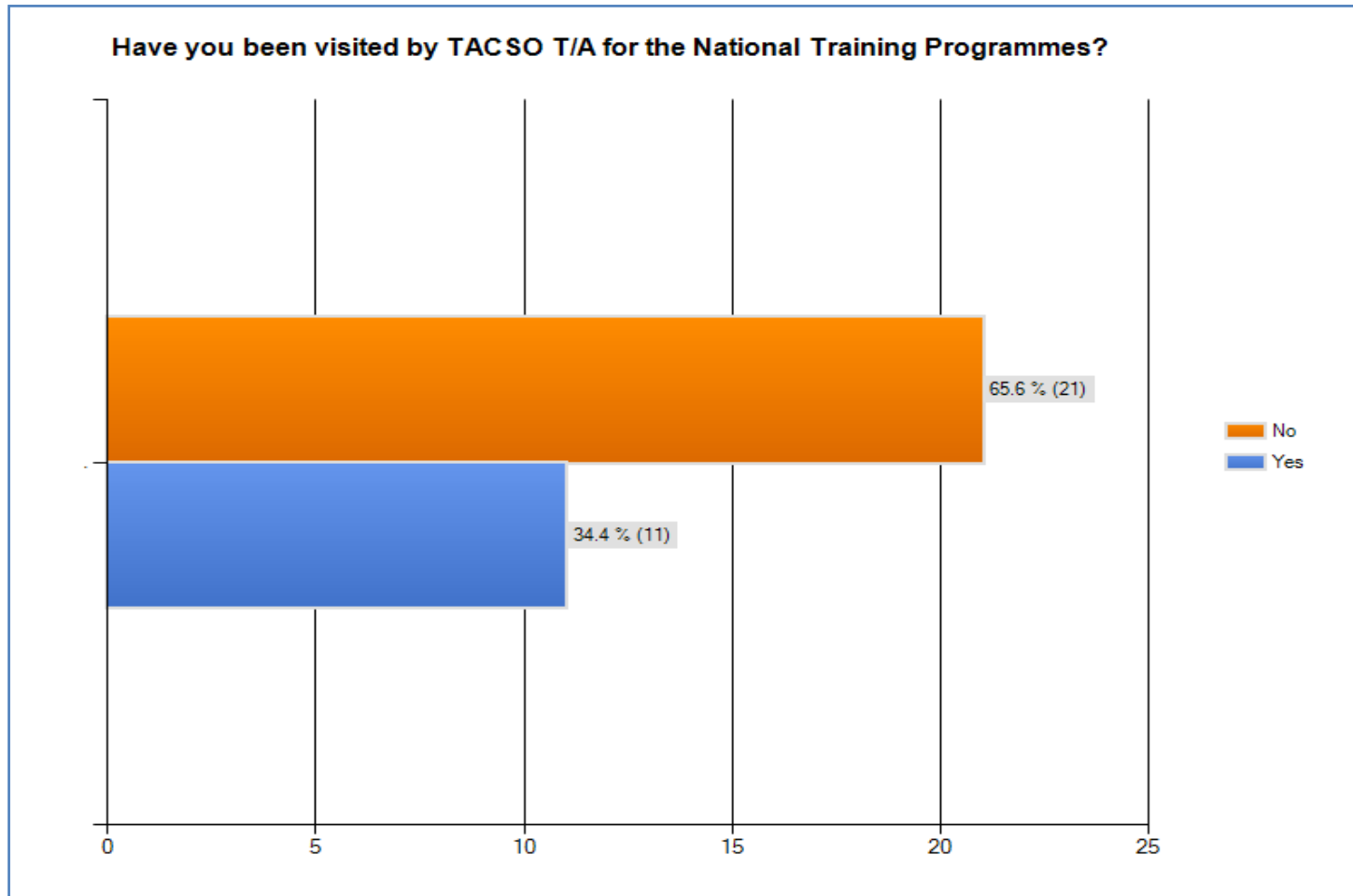
Q20.



Q21.



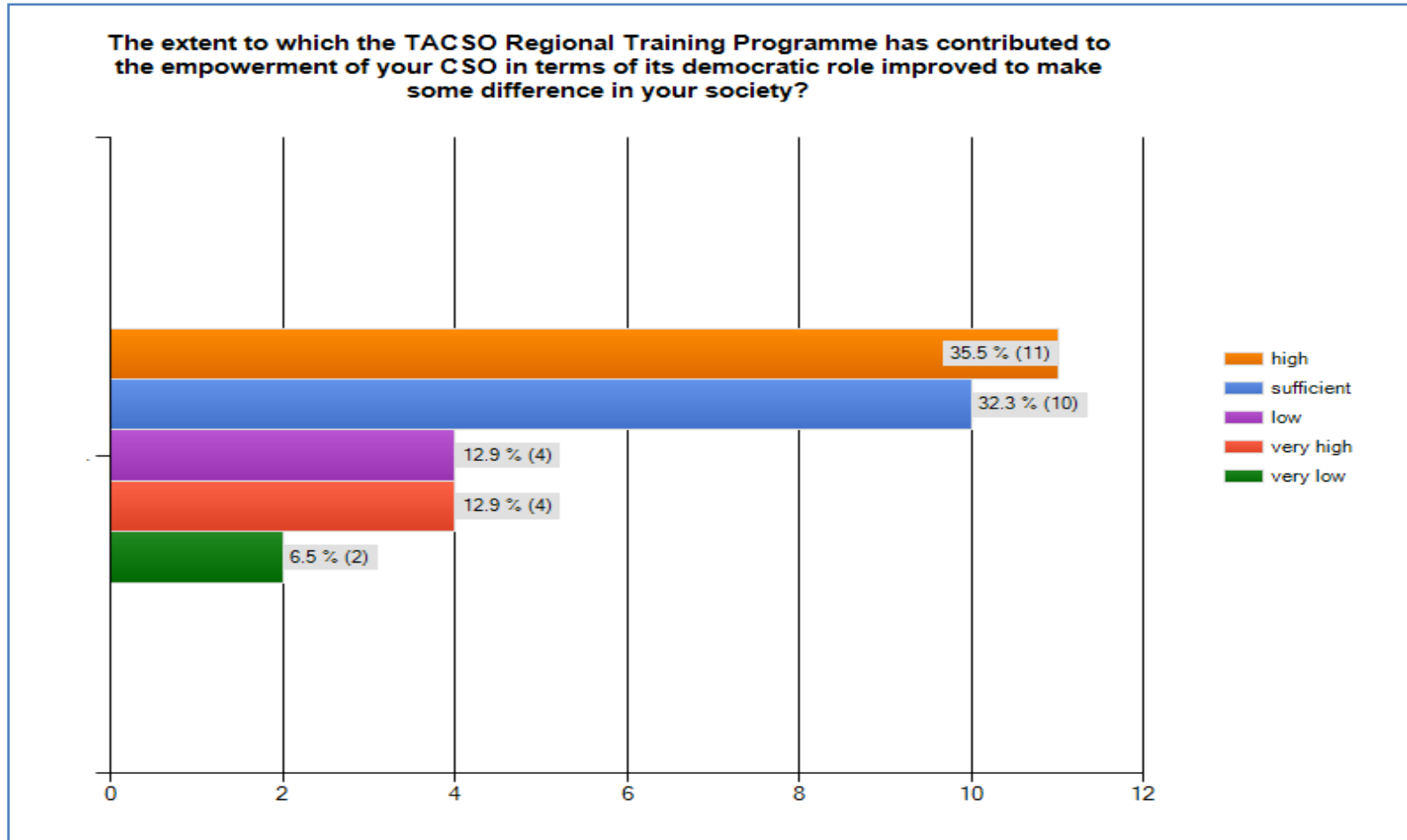
Q22.



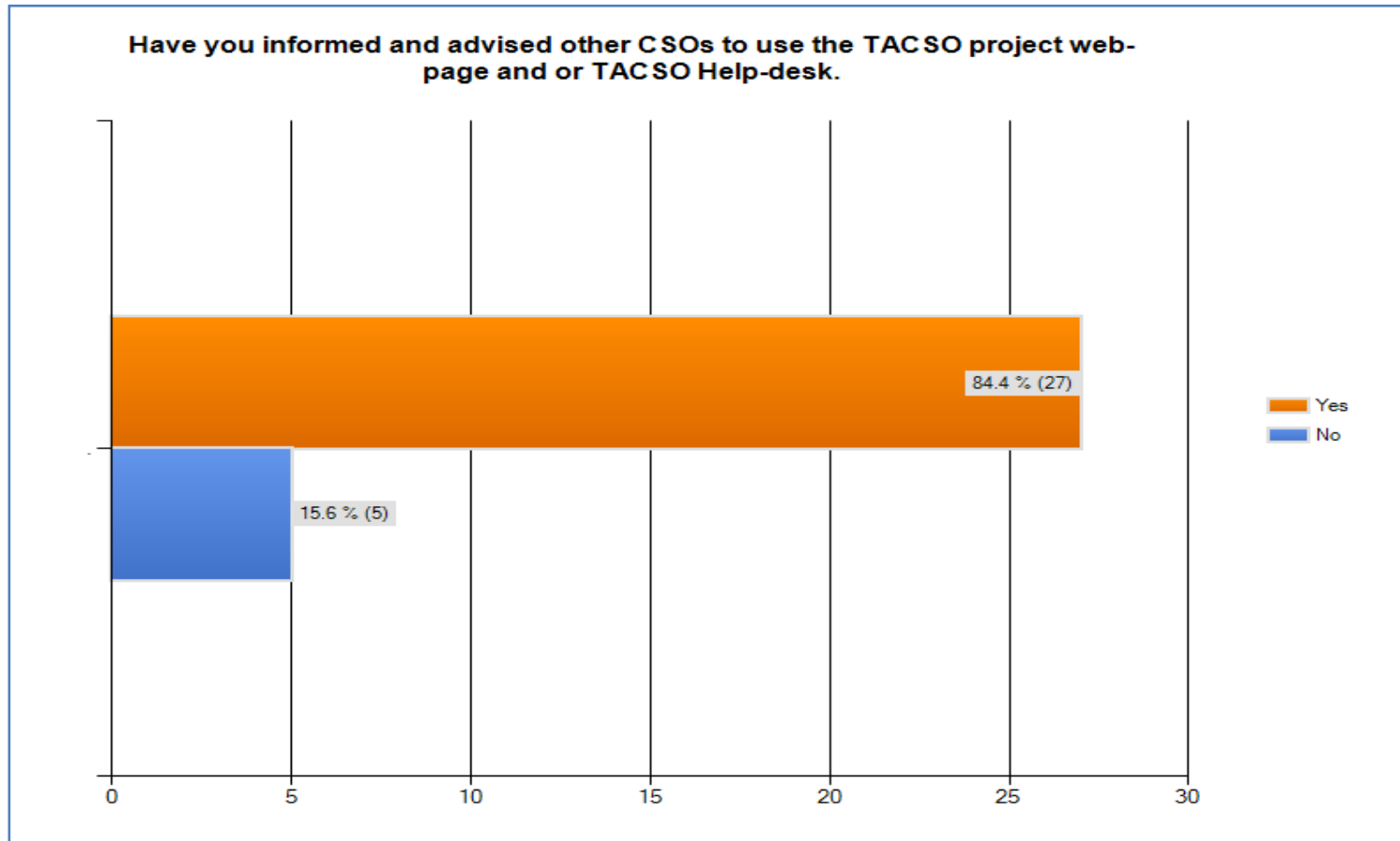
Final Evaluation of the TACSO Regional Training Programme

Impact

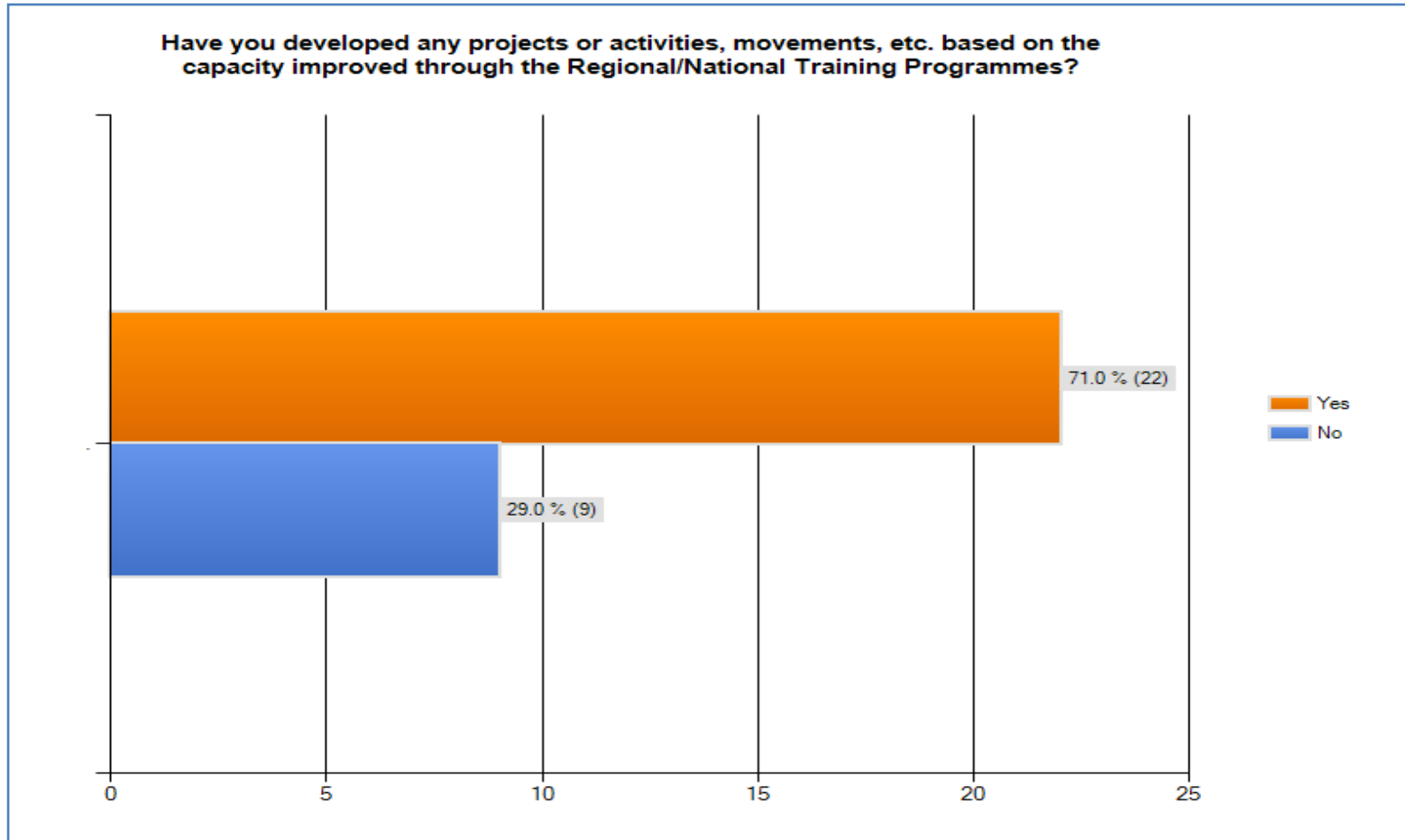
Q25.



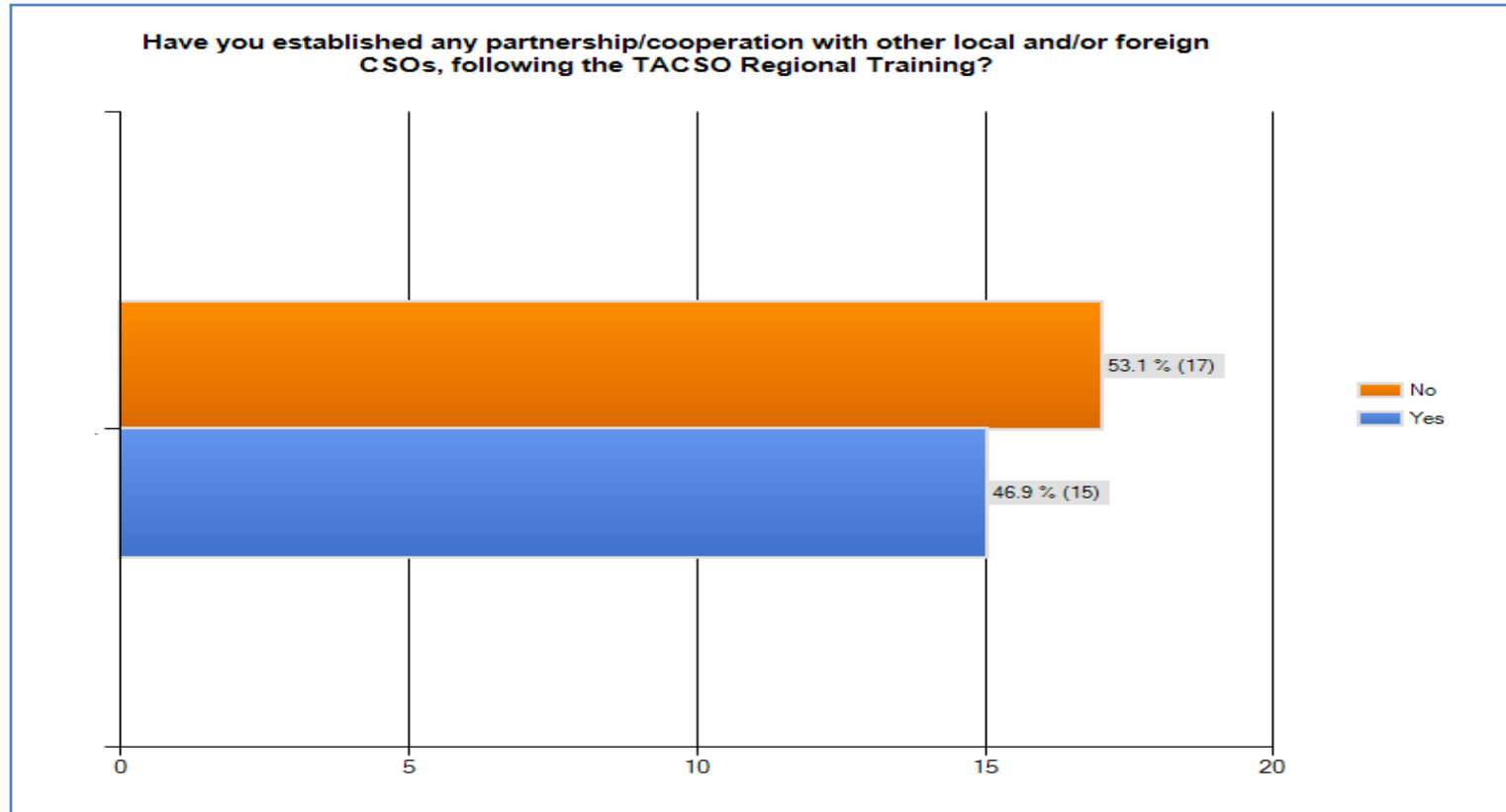
Q26.



Q27.



Q28.



Q29.

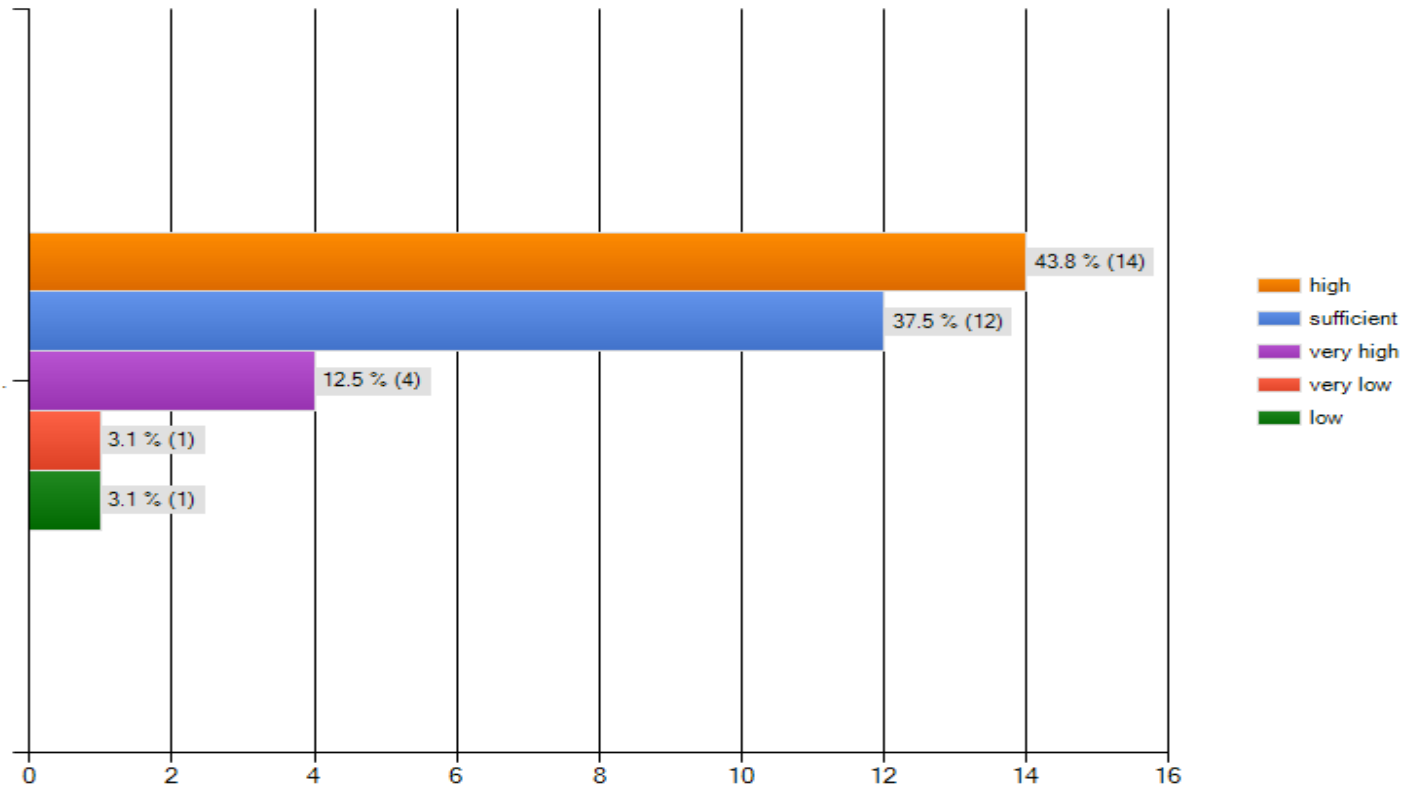
Answer Options	Response Count
<i>answered question</i>	18
<i>skipped question</i>	18

Final Evaluation of the TACSO Regional Training Programme

Sustainability

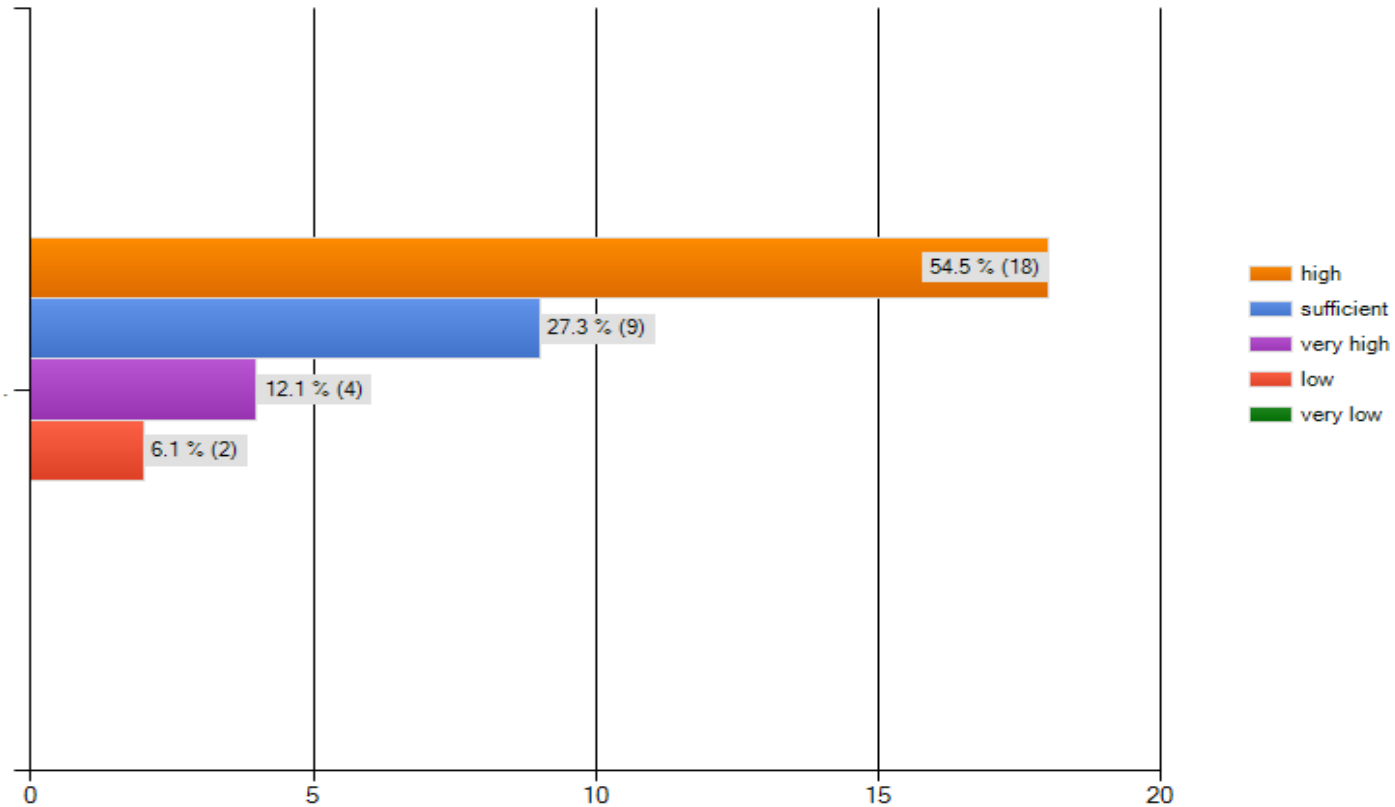
Q30.

The extent that you expect your CSO will be making use of the TACSO Help-Desk support for your future national training activities.



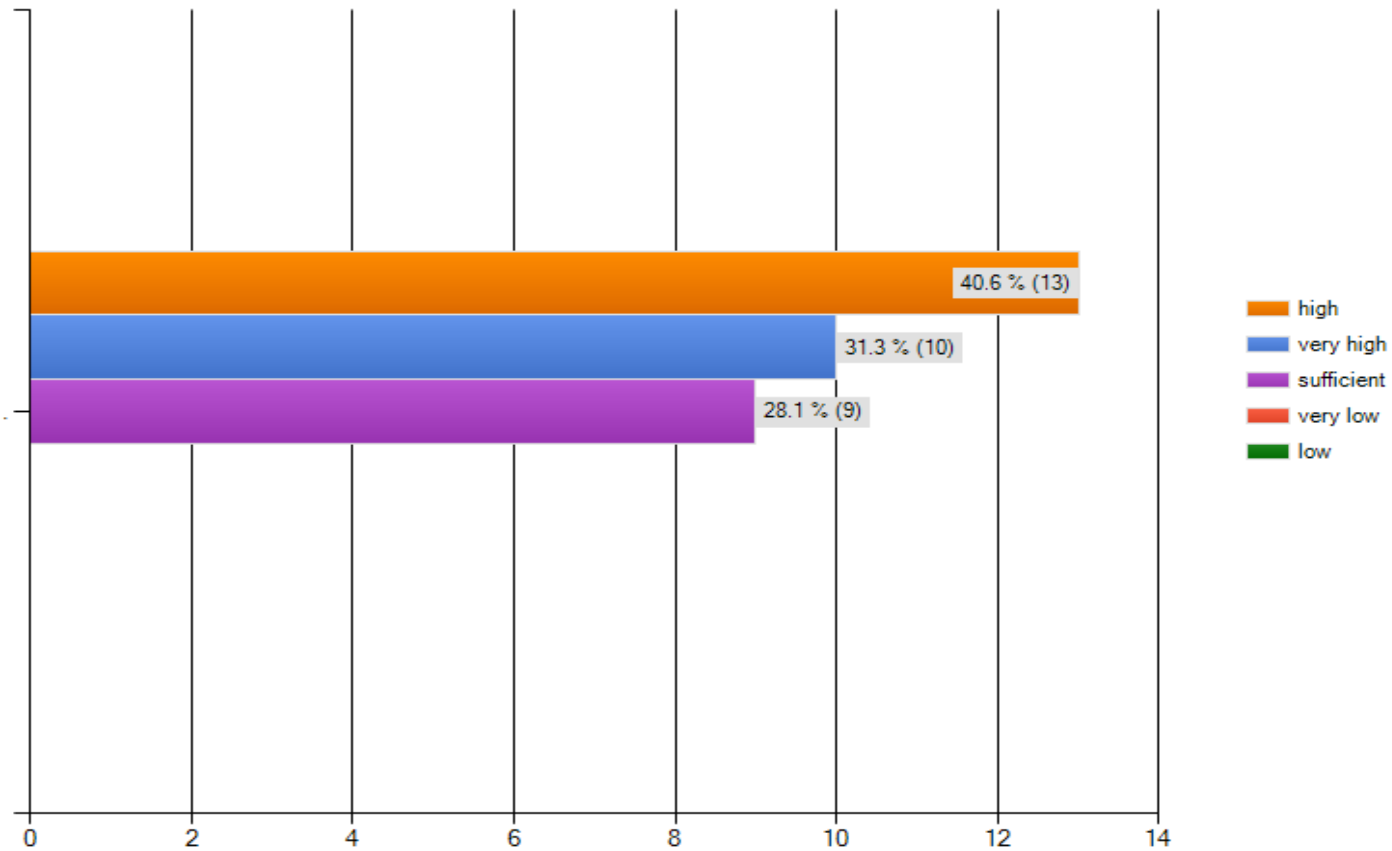
Q31.

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 programmes or other activities.



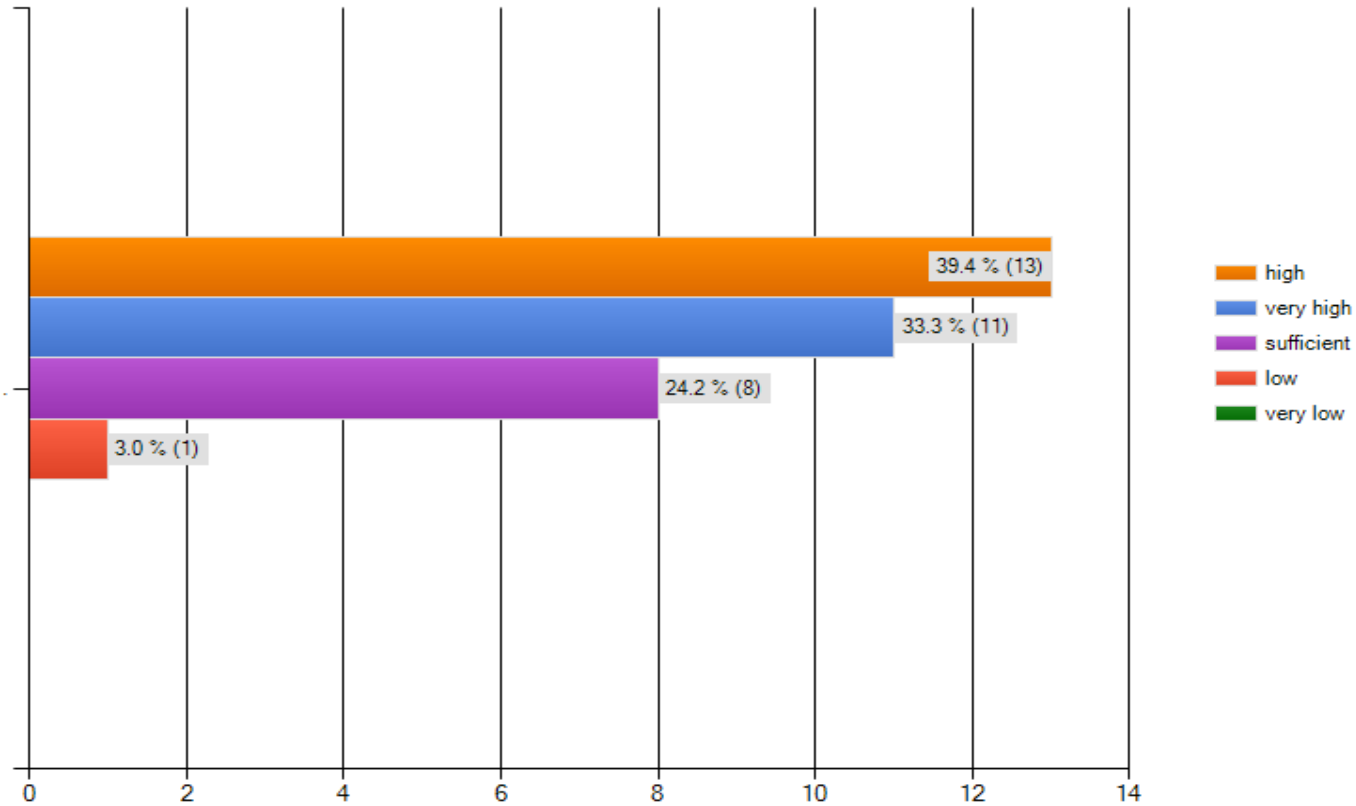
Q32.

Your level of expectation to access and receive EU financing or other resources
in order to further develop the democratic role of your CSO.



Q33.

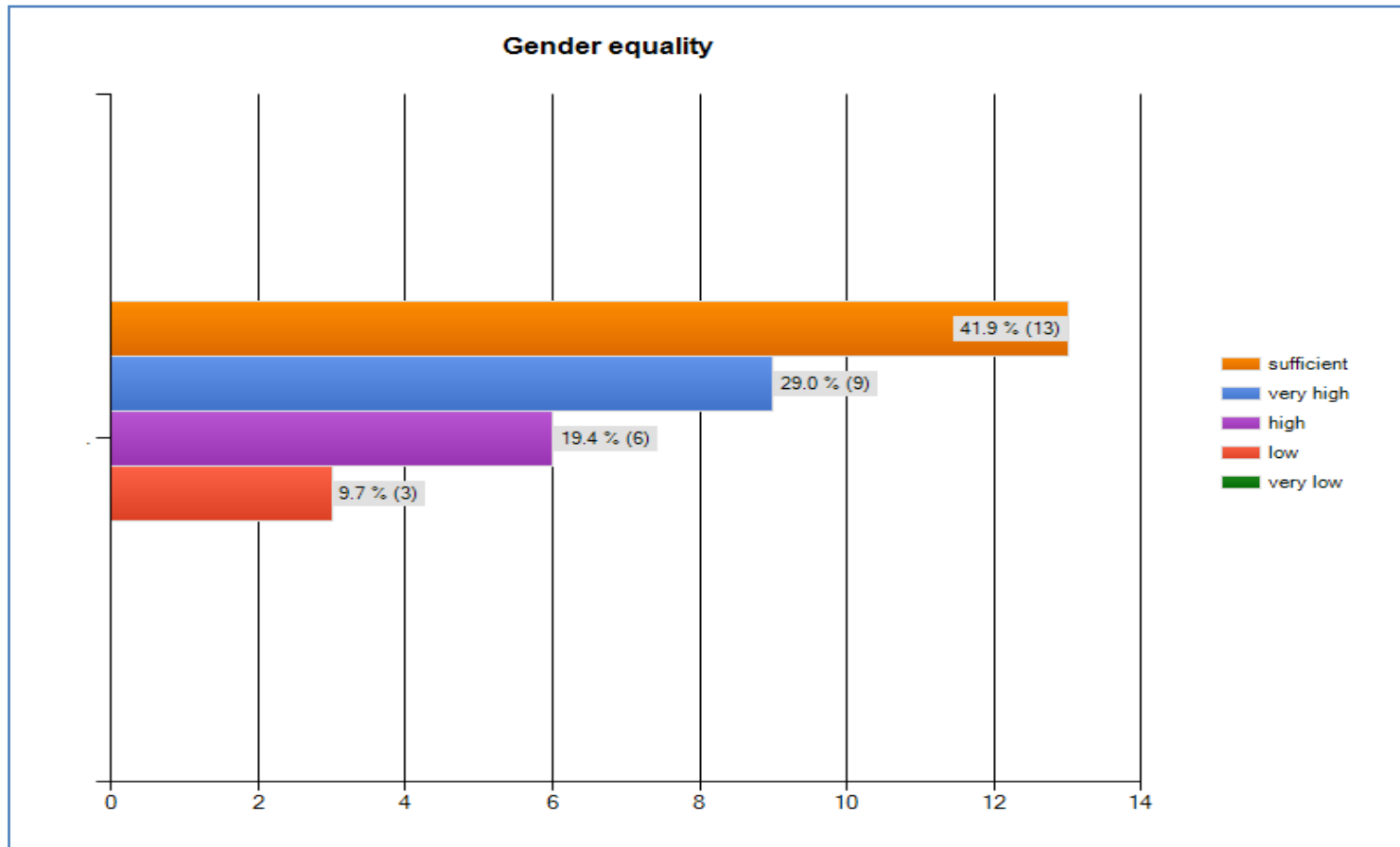
The level of expectation to build new or continue with existing partnership and cooperation with other local and/or foreign CSOs in order to further develop the democratic role of your CSO.



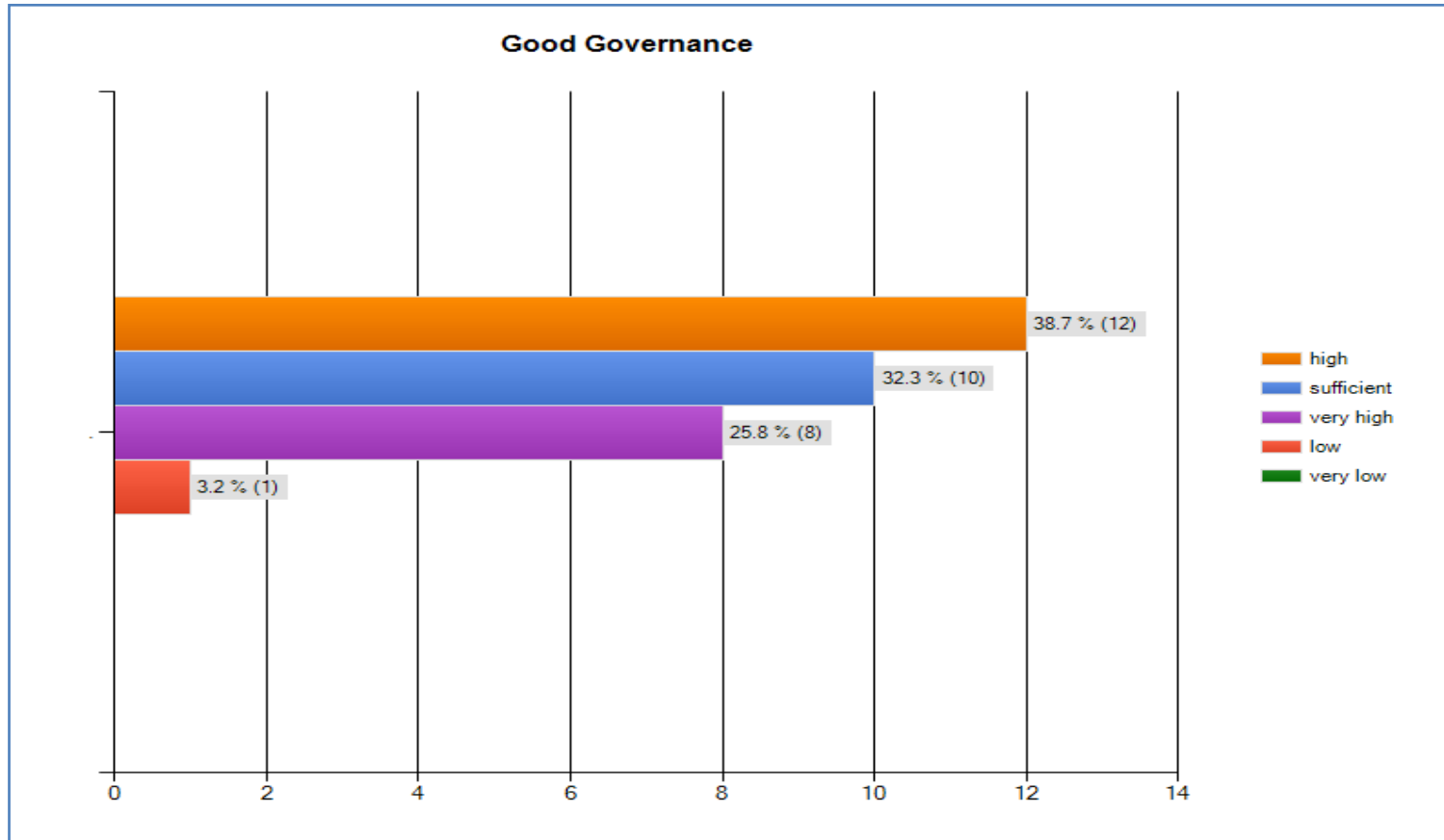
Final Evaluation of the TACSO Regional Training Programme

Cross-Cutting Issues

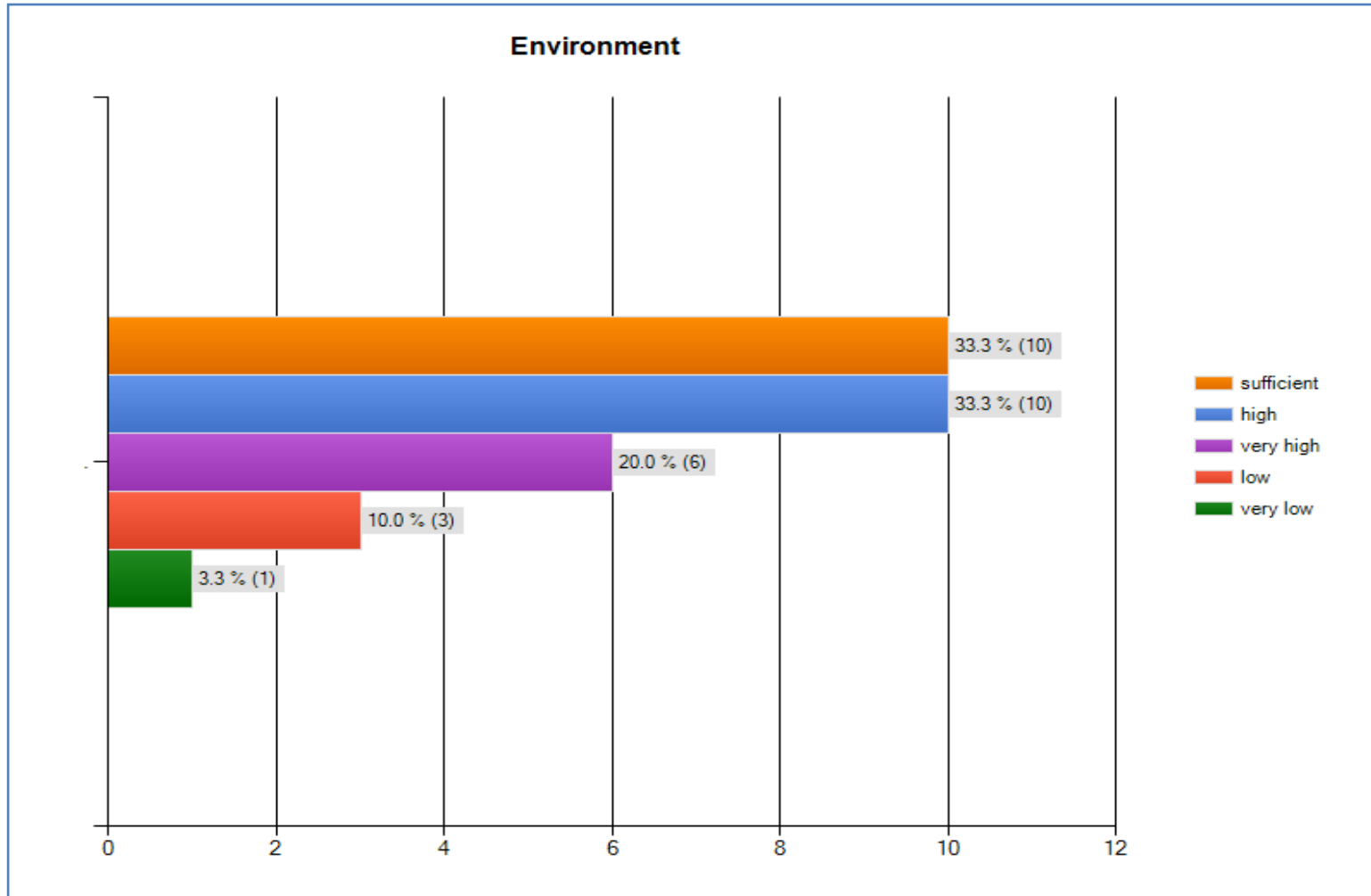
Q36.



Q37.



Q38.



ANNEX-5: LIST OF PHONE/SKYPE INTERVIEWS

INTERVIEWEE (name)	ORGANISATION, POSITION, LOCATION	DATE (DD/MM/YY)
Ms. Zorica RASKOVIC	TACSO National Office, Resident Advisor, Serbia	04/02/2011
Mr. Stevo MUK	TACSO National Office, Project Officer, Montenegro	10/02/2011
Ms. Aida BAGIC	TACSO National Office, Resident Advisor, Croatia	17/02/2011
Ms. Suncica SAZDOVSKA	TACSO National Office, Resident Advisor, Macedonia	25/02/2011 (*)
Mr. Sabah DJALOSHI	Agro Puka Association, Executive Director, Albania	28/02/2011
Ms. Slavica STRIKOVIC	Women Action, Managing Board Member, Montenegro	02/03/2011
Ms. Sladana NOVOTA	Association for Civil Society Development SMART, Trainer/Executive Co-Director, Croatia	03/03/2011
Ms. Feride RUSHITI	Kosovo Rehabilitation Center for Torture Victims, Hamdikos, Prishtina, Kosova under UNSCR 1244/99	04/03/2011
Ms. Marianna SOKOLOVSKA	Citizens Association, MOST, Project Assistant, MACEDONIA	05/03/2011
Mr. Devin BAHCECI	Educations Volunteers Foundation of Turkey, Ankara, Turkey	07/03/2011
Ms. Ardita Metaj-Dika	TACSO National Office, Resident Advisor, Kosova under UNSCR 1244/99	10/03/2011
Ms. Maja STANKOVIĆ	Organisation of Women "Lara", Executive Director, Bosnia Herzegovina	11/03/2011
Mr. Emre SORKUN	Civil Society Development Center, Capacity Building Coordinator, Ankara, Turkey	14/03/2011
Mr. Genci Pasko	TACSO National Office, Resident Advisor, Albania	15/03/2011

Ms. Dusica TRNAVAC	Natura 2000 Resource Center –Young Researchers of Serbia, Belgrade, Serbia	25/03/2011
Mr. Rada KRSTANOVIC	SMART Collective, Project and Fundraising Coordinator, Belgrade, Serbia	27/03/2011
Ms. Vjera KOPITOVIC	Montenegro Media Institute, Project Coordinator, Montenegro	01/04/2011
Mr. Zafer GÖLLER	CAYIMDERE Association, Rize, Turkey	(**)

(*) Written answers

(**) Planned but not realised; did not respond

ANNEX-6: LIST OF FACE-TO-FACE INTERVIEWS

INTERVIEWEE (name)	ORGANISATION, POSITION, LOCATION	DATE (DD/MM/YY)
Ms. Ayca HAYKIR Ms. Ayca BESTEPE	Ankara, Turkey National Office, Resident Advisor, and Project Officer, Ankara, Turkey	07/02/2011
Ms. Neslihan OZGUNES OKTEM	Istanbul, Turkey National Office, Deputy Resident Advisor, Beyoglu - Istanbul, Turkey	08/02/2011
Ms. Seda ALP	Civil Society Development Center (STGM), Beyoglu Istanbul, Turkey	08/02/2011
Mr. Ural AKÜZÜM	ARI Foundation, Harbiye – Istanbul, Turkey	08/02/2011
Mr. Emrah GURSEL	Toplum Gonulluleri Vakfi, Eminönü – Istanbul, Turkey	09/02/2011
Mr. Simon FORESTER	International Trainer, Ankara, Turkey	23/02/2011
Ms. Slavica DRASKOVIC	TACSO National Office, Resident Advisor, Bosnia Herzegovina	08/03/2011
Mr. Palle WESTERGAARD	TACSO Regional Office, Team Leader, Sarajevo, Bosnia Herzegovina	09/03/2011
Ms. Emina ABRAHAMSDOTTER	TACSO Regional Office, Regional Training Coordinator, Sarajevo, Bosnia Herzegovina	09/03/2011

Ms. Selma BEGIC	Foundation of Local Democracy, Project Manager, Sarajevo, Bosnia Herzegovina	09/03/2011
Ms. Mariana STANKOVIĆ	Organisation of Women “Lara”, Executive Director, Sarajevo, Bosnia Herzegovina	10/03/2011
Mr. Zlatco SARIC	NGO TERCA-Training, Education, Resources, Consulting, and Action, Executive Director, Sarajevo, Bosnia Herzegovina	10/03/2011
Ms. Gamze GOKER	Civil Society Development Center, Communication Coordinator, Ankara, Turkey	14/03/2011

ANNEX-7: FOCAL QUESTIONS FOR IN-DEPTH INTERVIEWS

RELEVANCE

- Were the activities within the Regional Training Programs relevant and appropriate?
- Were they important for fulfilling the mission of the participating CSOs?
- Did the outputs and outcomes meet the beneficiaries' priorities and needs?

- The contribution of the Needs Assessment to the project’s relevance while conducting the Regional/National Training Programmes,
- Relevance with respect to the 8 countries/areas specific local needs,
- Project design to include national CSO coordinating institutions and Local Advisory Groups,
- Training subjects to address the common needs and priorities of the targeted countries/areas,
- Coordination and management structures among the 8 TACSO National T/A Offices and Help Desks, as well as their coordination with the Regional TACSO Office,
- Design to include a monitoring and evaluation structure

EFFICIENCY

- Were the activities of the programs implemented in an efficient manner?
- What are the strengths and weaknesses of the programs?
- Have the outputs and outcomes achieved cost effectively?

- Timely and smooth delivery of the Regional Training Programmes with regard to:
 - a. Training materials/documents
 - b. Selection of Trainers
 - c. E-learning tool
 - d. Selection of participants
 - e. Translation of training materials/documents
- Timely development and adequate content of the TACSO Course Catalogue 2010-2011 and training curriculum,
- Timely availability and with adequate background of the TACSO Expert Roster,
- Timely availability and user-friendliness of the Discussion Groups and Chat Rooms for networking and cooperation.
- Timely and adequate support to the CSOs for developing and conducting a satisfactory number of National Training Programmes,
- Efficiency of the monitoring and evaluation structure,
- Cost effectiveness regarding the activities and outcomes, including the National trainings

EFFECTIVENESS

- To what extent have the expected results been achieved?

- Satisfactory number of participants from 8 countries/areas with enhanced capacity via the Regional Training Programmes,
- Satisfactory number of participants attended the National Training Programmes to further develop capacity of the CSOs,

- Development and contribution of the Pilot Regional Training Programme,
- Development and contribution of the on-line e-learning tools and web-page,
- Networks and coordination among CSOs established,
- Capacity developed for democratic role of the CSOs

DEGREE OF CHANGE / IMPACT

- To which extent have the outputs generated been translated into the achievement of the project objectives (indicators)?
 - What were the positive or negative, intended or unintended changes brought about by the Regional Trainings Program intervention?
 - How can we improve things in future?
 - Which findings may have relevance for future programming or for other similar initiatives?
- The extent of the benefits for the targeted CSOs created by the Project component,
 - The extent of the training capacity for the participant/CSO developed,
 - The degree of empowerment of the CSOs with regard to their democratic roles,
 - The extent of the local and foreign CSO networking, partnership and coordination developed,
 - Quality and quantity of the national training programmes
 - Lessons learnt for TACSO Office via follow-up, monitoring and evaluation,
 - Any projects and other activities initiated by the targeted CSOs to strengthen their democratic role,
 - Delivery of any requests from other CSOs/institutions for similar training programmes,

- Any other multiplier effects created, etc.

SUSTAINABILITY

- Will benefits continue after the end of the Programs?
- The evaluation results will be used as lessons learned for similar initiatives in the future (TACSO 2).

Sustainability of:

- Help Desks
- Local Advisory Groups
- Web-page
- E-learning tool
- Course catalogue/curriculum
- Expert roster
- Contribution of the national coordinating institutions
- Other financing sources
- Other institutional support
- Any further cooperation among CSOs for local and cross-border partnerships
- Lessons learnt for TACSO 2



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Annex 8 TACSO Project Component 3 Outcome - Result area, proposed activities and expected results

Component 3: Capacity development		
Outcome	Indicators	Sources of verification
<hr/> <p>Enhanced competence of CSOs</p>	<ol style="list-style-type: none"> Number and percentage of trained CSO that produced useful deliverables after trainings such as fundraising strategy, EU project proposal, advocacy action plan, organization Strategic plan. <p>Target:</p> <ul style="list-style-type: none"> The training replications by the already trained CSOs at regional trainings are made for each of the topics by the end of the project. <ol style="list-style-type: none"> Number of trained CSOs that successfully apply for EU grants. <p>Target:</p> <ul style="list-style-type: none"> The number of CSOs applying for IPA 2009 grants from EU Delegation in Albania is increased by 30 percent. 	<ol style="list-style-type: none"> <ul style="list-style-type: none"> Follow – up reviuws/assessments. Interviews with training participants <ul style="list-style-type: none"> Information from EUDs Information from CSO Networks Bulletins from CSO Networks Press clipping reports

Result area	Proposed activities	Expected results	Indicators	Sources of verification
Generic course agendas and training methods are developed	<p>Elaboration of a programme for regional and national courses in consultation with project partners and stakeholders</p> <p>Development of training materials in English and subsequently translated to national languages</p> <p>Consultation with the Programme Committee</p> <p>Training of trainers based on decisions regarding training methodology</p> <p>Recurrent reviews of the relevance and quality of training</p>	CSO s insitutional capacity and sustainability increased	No. of courses developed and topics?	RO reports.
			No. of manuals and training guidelines developed?	RO reports.
			No. of training events implemented regionally including no. of participants and target group?	RO reports.
			Information from evaluation sheet?	Evaluation sheet/RO-reports.
			Follow – up reports on training impact?	Follow – up reports, interviews with participants.
			No. of language versions of training modules?	RO reports.
			No. of training of trainers events?	RO reports.
			No. of request for support to other organisations repeating/taking over training activities?	Internal reports.
			Number of courses implemented by other insitutions on the basis of TACS0 modules and materials?	Internal reports.
			No. of CSOs granted with EU funds	Internal reports. Information from EUDs.
No. of down loads of training materials from the internet?	RO reports.			



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Pilot training session is organised	<p>Basic training course in EC funding regulations and application developed and conducted</p> <p>Advanced pilot training course developed and conducted</p>	<p>Pilot project implemented and evaluated.</p> <p>Pilot training modules introduced in all beneficiary countries</p>	Pilot implemented?	RO reports.
			Report, guidelines, manual and film available?	RO reports.
			Conclusions from evaluation sheets?	RO reports. Evaluation sheets.
			Follow – up report on training impact?	RO reports. Interviews with participants.

On-line e-learning tool is developed	<p>Development of project e-learning concept</p> <p>Consultations with Programme Committee and partners</p> <p>Establishment of the e-learning facility as part of the web –portal</p> <p>Promotional activities to support the use of the tool</p>	<p>Training courses including materials, on-line mini-lectures and chat room available through the project web-portal</p>	No. of training modules and materials?	RO reports.
			No. of mini – lectures?	RO reports.

			No. of users/visitors?	RO reports.
National capacity building initiatives are developed and implemented	Elaboration of training programmes for the beneficiary countries and territories in consultation with the local advisory groups and projects partners	CSOs insitutional capacity and sustainability increased	No. of courses developed adn topics?	Internal reports.
	Translation of training materials to national languages		No. of manuals and training guedlines developed?	Internal reports.
	Training of trainers in collaboration with main network organisations and other relevant institutions		No. of training events including no. of participants and target group?	Internal reports.
	Launching of the training programme at national or territorial level		Information from evaluation sheet.	Internal reports. Evaluation sheet.



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<p>Particular training in the Application Procedures for IPA Funding</p> <p>Follow up assistance by TA desks to support the application of knowledge and methods within the participating CSOs</p> <p>Recurrent reviews of the relevance and quality of training</p> <p>Organisation of partnership events to facilitate CSOs partnership building in the cross border areas</p>			Follow – up reportson training impact?	Internal reports. Interviews with participants.
			No. of language versions of training modules?	Internal reports.
			No. of request for support to other organisations reapiting/taking over training activities?	Internal reports.
			Number of courses implemented by other institutions on the basis of TACSO modules and materials?	Internal reports. Follow – up data collection.
			No. of faciliation/partnership events in cross border	Internal reports.



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			areas?	
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Contact details

Regional Office

Potoklinica 16
71 000 Sarajevo
Bosnia and Herzegovina
info@tacso.org

T/A Help Desk for

Albania

Rr" Donika Kastrioti" | "Kotoni" Business Centre
K-2 Tirana
Albania
info.al@tacso.org

T/A Help Desk for

Bosnia and Herzegovina

Kalesijska 14/3
71 000 Sarajevo
Bosnia and Herzegovina
info.ba@tacso.org

T/A Help Desk for

Croatia

Amruševa 10/1
10 000 Zagreb
Croatia
info.hr@tacso.org

T/A Help Desk for

Kosovo under UNSCR 1244/99

Fazli Grajqevci 4/a
10000 Pristina
Kosovo under UNSCR 1244/99
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
info.mk@tacso.org

T/A Help Desk for

Montenegro

Dalmatinska 78
20000 Podgorica
Montenegro
info.me@tacso.org

T/A Help Desk for

Serbia

Spanskih boraca 24 - stan broj 3
11070 Novi Beograd
Serbia
info.rs@tacso.org

T/A Help Desk for

Turkey

Gulden Sk. 2/2
Kavaklidere 06690
Ankara

Yenicarsi Caddesi No.34

34425 Beyoglu
Istanbul
Turkey
info.tr@tacso.org



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